



Grants Committee of the Bridge House Estates Board

Date: MONDAY, 5 DECEMBER 2022

Time: 11.00 am

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL / MICROSOFT TEAMS

Members: Paul Martinelli (Chair)
Deputy Nighat Qureishi (Deputy Chair)
Alderman Alison Gowman
Judith Pleasance
Jannat Hossain (Co-opted Member)
William Hoyle (Co-opted Member)

Enquiries: Joseph Anstee
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Accessing the public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/2wIWWR0TI6A>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Lunch will be served in the Guildhall Club at 1.00pm.

**John Barradell
Town Clerk**

AGENDA

Trigger warning: these papers include discussion of a number of sensitive topics which could cause distress. Topics may include, but are not necessarily limited to: hate crime, abuse, suicide, self-harm, coercion and neglect.

Governance and Strategy

1. APOLOGIES

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

3. MINUTES

To agree the public minutes and non-public summary of the meeting held on 26 September 2022.

For Decision
(Pages 7 - 16)

4. OUTSTANDING ACTIONS*

Report of the Town Clerk

For Information
(Pages 17 - 18)

5. MANAGING DIRECTOR'S UPDATE REPORT

Report of the Managing Director of BHE

For Information
(Pages 19 - 24)

6. UPDATING GRANT RECOMMENDATION REPORTS

Report of the Managing Director of BHE

For Decision
(Pages 25 - 28)

7. CBT DRAFT OPERATIONAL RISK REGISTER

Report of the Managing Director of BHE

For Discussion
(Pages 29 - 36)

Finance

8. BUDGET MONITORING REPORT FOR BHE FUNDING: PERIOD ENDED 31 OCTOBER 2022

Report of the BHE & Charities Finance Director (representing the Chamberlain)

For Information
(Pages 37 - 42)

9. BHE FUNDING BUDGET 2023/24

Report of the BHE & Charities Finance Director

For Decision
(Pages 43 - 48)

Bridging Divides - Funding Applications

10. SUMMARY OF BRIDGING DIVIDES*

To note a summary of the Bridging Divides programme.

For Information
(Pages 49 - 50)

11. STRATEGIC INITIATIVE - TOGETHER FOR LONDON (REF: 19887)

Report of the Managing Director of BHE

For Decision
(Pages 51 - 56)

12. ALLIANCE PARTNERSHIPS - THE BARING FOUNDATION (HUMAN RIGHTS BASED APPROACHES) (19548)

Report of the Managing Director of BHE

For Decision
(Pages 57 - 64)

13. LONDON'S GIVING: RESOURCE HUB PROPOSALS

Report of the Managing Director of BHE

For Decision
(Pages 65 - 74)

14. GRANT FUNDING ACTIVITY: PERIOD ENDED 17 NOVEMBER 2022

Report of the Managing Director of BHE

For Decision
(Pages 75 - 124)

Other

15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

16. EXCLUSION OF THE PUBLIC

MOTION – With the Court of Common Council for the City Corporation as Trustee of Bridge House Estates (Charity No. 1035628) having decided to treat these meetings as though Part VA and Schedule 12A of the Local Government Act 1972 applied to them, it now be moved that the public be excluded from the meeting for the following items of business on the grounds that their consideration will in each case disclose exempt information of the description in paragraph 3 of Schedule 12A, being information relating to the financial and business affairs of any person (including the City Corporation as Trustee of the charity) which it would not be in the charity's best interests to disclose.

For Decision

Part 2 - Non-Public Agenda

Governance and Strategy

17. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 26 September 2022.

For Decision
(Pages 125 - 128)

Bridging Divides - Funding Applications

18. STRATEGIC INITIATIVE - THE ASCENSION TRUST (BRIDGEWATCH PROGRAMME) (REF: 19112)

Report of the Managing Director of BHE

For Decision
(Pages 129 - 132)

19. PIPELINE OF STRATEGIC INITIATIVES*

Report of the Managing Director of BHE

For Information
(Pages 133 - 136)

Other

20. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

Part 3 - Confidential Agenda

- 21. EXERCISE OF DELEGATED AUTHORITY TO THE MANAGING DIRECTOR**
The Managing Director of BHE to be heard.

For Information

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GRANTS COMMITTEE OF THE BRIDGE HOUSE ESTATES BOARD

Monday, 26 September 2022

Minutes of the meeting of the Grants Committee of the Bridge House Estates Board held at the Committee Rooms, Guildhall and via Microsoft Teams on Monday, 26 September 2022 at 10.00 am

Present

Members:

Paul Martinelli (Chair)
Deputy Nighat Qureishi (Deputy Chair)
Alderman Alison Gowman
Judith Pleasance
Jannat Hossain (Co-opted Member)
William Hoyle (Co-opted Member)

Also in attendance:

John Griffiths

Officers:

David Farnsworth	- Managing Director of Bridge House Estates
Dinah Cox	- City Bridge Trust, BHE
Samantha Grimmett-Batt	- City Bridge Trust, BHE
Geraldine Page	- City Bridge Trust, BHE
Tim Wilson	- City Bridge Trust, BHE
Sandra Jones	- City Bridge Trust, BHE
Jenny Field	- City Bridge Trust, BHE
Nat Jordan	- City Bridge Trust, BHE
Fiona Rawes	- BHE
Joseph Anstee	- BHE

The Chair opened the meeting by welcoming Members and officers, as well as any members of the public or stakeholders observing the meeting via YouTube.

1. APOLOGIES

There were no apologies.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Alderman & Sheriff Gowman declared her standing interest by virtue of being a Trustee of Trust for London.

Jannat Hossain (Co-opted Member) declared an interest in Item 7 by virtue of employment with The Baring Foundation.

David Farnsworth, Managing Director of BHE, declared an interest in Item 11 by virtue of his role as Chair of London Funders, and advised that he would not participate in this item.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 20 June 2022 be agreed as a correct record.

Matters Arising

With regards to the minute in respect of the funding application for London Legal Support Trust, the Chair noted that the BHE Board had agreed the uplifted grant as recommended by the Committee, and thanked Members and officers for supporting the Committee's deliberation.

4. **OUTSTANDING ACTIONS***

The Committee received a list of outstanding actions and noted the updates provided in respect of the items listed.

RESOLVED – That the outstanding actions list be noted.

5. **MANAGING DIRECTOR'S UPDATE REPORT**

The Committee considered a report of the Managing Director of BHE providing an update on key areas of activity and outlining upcoming activities. The Managing Director of BHE introduced the report, and the Committee discussed the updates provided.

Flotilla Event

The Managing Director of BHE advised that the Flotilla event on 24 October had been successful, with a connected charity networking event hosted by BHE on the Tower Bridge walkways. The event was well-attended and represented a helpful use of the charity's assets.

Expected Grant Spend in 2022/23

The Managing Director of BHE drew the Committee's attention to the expected grants spend information provided and assured the Committee that officers were committed to an appropriate balance between distributing funding and undertaking appropriate levels of due diligence.

Philanthropy

The Committee noted that a review of the joint BHE and City Corporation Philanthropy Strategy was underway, and that it was hoped an indicative timeline and further information could be brought to the next meeting.

Cornerstone Fund Round Two

The Managing Director of BHE drew the Committee's attention to the requested decision to allocate additional funds from the Bridging Divides designated grants fund, before providing background to the request. The Committee noted that this matter had not been covered concurrent to the former City Bridge Trust Committee's agreement to continue the programme, in error. In response to a question from a Member, the Managing Director of BHE advised that officers

were confident there were no other programmes requiring such adjustment, and the Committee noted the budget lines set out in the report.

Impact and Learning

The Committee noted the Impact and Learning work in respect of the End of Year 4 Bridging Divides Review and work on learning visits. A Member encouraged officers to collate and consider the recommendations from learning visits to develop an understanding of what grantees were telling BHE.

The Chair then drew the Committee's attention to the recommendations, which were agreed.

RESOLVED - That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Note the contents of the report; and
- ii) Agree to allocate £1,823,019 from the Bridging Divides designated grant fund for 2022/23 to the Cornerstone Fund.

6. **SUPPORTING THE CHARITY SECTOR WITH INFLATION**

The Committee considered a report of the Managing Director of BHE recommending a programme of additional support to help current grantees manage cost pressures from rising demand and high inflation. The Managing Director of BHE introduced the report and presented the proposals to the Committee, as well as the wider context and background to the proposal.

In response to a question from a Member, the Managing Director of BHE advised that inflationary pressures had been taken into account by funding officers prior to these proposals, with a 2% uplift included in many grant applications. The Managing Director of BHE also advised that the proposals had been developed following bilateral conversations with other funders and information provided by central government. A Member added that collaboration with other funders would be beneficial, but distributing funding should be a priority.

The Chair commented that this was a positive example of BHE showing leadership, and that the structure and criteria was appropriate, before drawing the Committee's attention to the recommendations.

RESOLVED – That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Agree a programme of additional support (with an estimated total value of £3.5m) to selected grant-holders in the form of one-off unrestricted grants, calculated based on 10% of the funding due over the coming 12 months to help them counter general inflationary pressures and increased demand. Funding to be reserved for:

- a. Awards made under the Trust's open programmes
- b. Current grant-holders whose awards were made on or before 1st May 2022
- c. Those identified by Funding Managers

Awards to be pro-rated for those with less than 12 months remaining on their funding agreements with CBT.

- ii) The total value of the programme to be agreed by the Chair and Deputy Chair under delegated authority;
- iii) Individual awards to be approved by the Managing Director of BHE under delegated authority;
- iv) Authorise officers to work with fuel and food poverty umbrella organisations as well as community credit providers to present proposals to the Grants Committee to support Londoners with the impacts of high inflation; and
- v) Authorise officers to work with other grant-makers in the sector to develop a pan-funder response to high inflation.

7. **ALLIANCE PARTNERSHIPS UPDATE**

The Committee considered a report of the Managing Director of BHE providing an update on the Alliance Partnerships programme of work, also reflecting on the success of the programme to date and the quality of the potential collaborative grants pipeline. The Managing Director of BHE introduced the report and drew Members' attention to the key points.

RESOLVED - That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Agree to allocate, in principle, a further £3m of the designated unrestricted income fund for grant making towards "Alliance Partnerships" which meet the criteria set out in this report (bringing the grand total allocation to £18m).

8. **BHE GRANTS COMMITTEE - OFFICER DELEGATIONS**

The Committee considered a report of the Managing Director of BHE inviting a review of the process in respect of officer delegations following a trial of two committee cycles. The Managing Director of BHE introduced the report before inviting views from Members.

Members commented that the trial period had been useful for seeing grant applications progress through the system, but noted that there were limited numbers of interventions from Members, which was indicative of the quality of work by officers. Whilst there were benefits to the additional consultation, Members were content to discontinue the trialled process and revert to the previous arrangements, noting that wider consultation on a given application

could be sought from Members of the Committee on an exceptional basis if this were deemed to be necessary.

RESOLVED – That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity’s best interests:

- i) Review the current officer delegations process involving the full Grants Committee by written consultation in the exercise of officer delegated authority for grants of a value of between £100,001 and £250,000; and
- ii) Agree that written consultation with the full Grants Committee in the exercise of officer delegated authority for all grants of a value between £100,001 and £250,000 should not be recommended to the BHE Board for adoption within the officer delegated authority framework on a permanent basis.

9. **BUDGET MONITORING REPORT**

The Committee received a report of the BHE & Charities Finance Director (representing the Chamberlain) providing the year-to-date financial position as at 31 July 2022 of BHE Funding Activity and an updated forecast for the financial year ending 31 March 2023.

RESOLVED – That the report be noted.

10. **SUMMARY OF BRIDGING DIVIDES***

The Committee noted a summary of the Bridging Divides programme.

11. **STRATEGIC INITIATIVE - LONDON COMMUNITIES EMERGENCIES PARTNERSHIP (19111)**

The Committee considered a report of the Managing Director of BHE requesting funding of £642,500 over four years for Greater London Volunteering (charity no: 1115303), a registered charity which is the legal entity for London Plus. The Managing Director of BHE introduced the report and presented the proposals to the Committee, which would be submitted to the BHE Board under delegated authority if endorsed.

A Member commented that it was positive that officers had discussed the implications relevant to statutory funding. The Managing Director of BHE responded that the proposals had the backing of statutory partners including London Councils and the Greater London Assembly.

In response to a suggestion from a Member that a review be undertaken of CBT’s position on contributing over 50% of an organisation’s turnover, as there could be further exceptions that could be recommended, the Managing Director of BHE advised that application of this policy had previously been considered on a case-by-case basis, but could be taken away for consideration by officers.

RESOLVED – That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity’s best interests:

- i) Endorse to the BHE Board a grant of £642,500 over four years to Greater London Volunteering [charity no: 1115303], the legal entity for London Plus, to support the work of the London Community Emergencies Partnership.

12. **STRATEGIC INITIATIVE: DO IT NOW NOW CIC (19406)**

The Committee considered a report of the Managing Director of BHE requesting funding of £2,004,000 to be awarded to Do It Now Now Community Interest Company (CIC) (DINN Enterprise CIC, registered company no. 11937494) over two years towards the ‘Continuum Fund’, a bespoke, holistic package of finance and support for Black-led Charity and Social Enterprises (CSEs) to become business ready with access to a wide range of external funding sources including social investment. The Managing Director of BHE introduced the report and presented the proposals to the Committee, which would be submitted to the BHE Board if endorsed. The Committee noted that the grant was conditional on matched funding secured.

RESOLVED – That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity’s best interests:

- i) Endorse to the BHE Board a grant of £2,004,000 over two years to Do It Now Now CIC towards:
 - a. Onward grant making of core funding to transformational, London-focussed small start-up Black-led Charities and Social Enterprises with an income of between £10k-£50k in Stage One of the Continuum Fund (£960,000);
 - b. Training and Core Support (non-financial support) to London-focussed Black-led CSEs partnering with DINN across all stages of the Fund through cohort-based programmes, peer-to-peer support, and more to develop stability, sustainability, and increased impact of the network (£588,000);
 - c. A contribution to running costs, proportionate to a total estimated London benefit of the Continuum Fund (£456,000)

With the release of funding subject to the condition of:

- d. Confirmation that a further £960,000 in match funding has been raised from other sources towards Stage One onward grant making;

With the exception of:

- e. £150,000 from the allocation to running costs to be released as an initial tranche prior to the fulfilment of the condition at d. towards the initial development of the programme, including capacity to develop opportunities to raise the match funding.

13. SCHOOL FOR SOCIAL ENTREPRENEURS, MATCH TRADING

The Committee considered a report of the Managing Director of BHE requesting £388,260 over three years as a strategic initiative to the School for Social Entrepreneurs (SSE), to support the charity's work to build the digital infrastructure for a capacity-building and enterprise development programme for London-based and London-focused social purpose organisations. The Managing Director of BHE introduced the report and presented the proposals to the Committee. The Chair commented that this was an innovative piece which broadened the charity's offering, before noting the 66% five-year survival rate of organisations supported by SSE.

In response to a question from a Member, the Managing Director of BHE confirmed that SSE would be paid to deliver the work and further explained the budget information set out in the report. The Managing Director of BHE also advised that employee pay was in line with usual expectations within the sector and was not disproportionately high.

A Member commented that they had previously dealt with SSE, adding that they felt their work was beneficial and represented significant value for money. In response to a question from another Member, the Managing Director of BHE advised that expected increases in revenue and viability for organisations following their work with SSE represented additional value.

Noting concerns raised, the Chair then drew the Committee's attention to the recommendations, which were agreed.

RESOLVED - That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Approve £388,260 over three years (£16,500; £188,830; £182,930) to the School for Social Entrepreneurs to develop a match trading portal and provide match trading grants to London-focused social enterprises.

14. LONDON'S GIVING STRATEGIC DEVELOPMENT FUND

The Committee considered a report of the Managing Director of BHE updating the Grants Committee on the London's Giving strategic initiative and seeking approval for five grants over £250k as part of the London's Giving Strategic Development Fund. In response to a question from a Member, the Managing Director of BHE confirmed that all recommendations had been carefully discussed and negotiated, on the basis that individual schemes within the proposals should receive similar amounts. The Chair noted that certain areas stood out as needing more support in the regular grant funding activity reporting provided to the Committee.

RESOLVED - That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Receive this report and note its contents; and
- ii) Approve the five grants towards London's Giving Strategic Development Fund as recommended:
 - Camden Giving - £259,300 over three years
 - Barking & Dagenham Giving - £258,500 over 3 years
 - Merton Voluntary Service Council - £258,500 over 3 years
 - The Bridge Renewal Trust - £250,500 over three years
 - Richmond Parish Lands Charity - £254,000 over 3 years

15. GRANT FUNDING ACTIVITY: PERIOD ENDED 13 SEPTEMBER 2022

The Committee considered a report of the Managing Director of BHE providing details of: funds approved and rejected under delegated authority since the last meeting of the Grants Committee in June 2022 through to 8th September 2022; the remaining 2022/2023 grants budget; grants spend to date and for this meeting by London Borough compared with the Multiple Index of Deprivation; any grant variations that have been approved under delegated authority; and seeking approval for 6 grant rejections and 11 grants over £250,000. The Managing Director of BHE introduced the report, adding that feedback on the format of the report from Members would be welcomed.

With regards to the applications recommended for approval, the Managing Director of BHE clarified points in respect of the applications for Haringey Law Centre and Central England Law Centre in response to questions from Members. The Managing Director of BHE further advised that there was no requirement for fallow periods between infrastructure grants. The Chair then drew the Committee's attention to the recommendations for grant approvals, which were agreed.

With regards to the applications recommended for rejection, the Managing Director of BHE advised that there was a good example of mitigations against unsuitable applications, but that this process was continually reviewed for vulnerabilities or possible improvements. In response to a question from a Member, the Managing Director of BHE advised that the rate of rejections from CBT was comparable to similar funders, adding that it was hoped to increase the visibility of eligibility criteria and questions through improvements to the website. The Chair then drew the Committee's attention to the recommendations for grant rejections, which were agreed.

RESOLVED – That the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Receive this report and note its contents;

ii) Approve the following grants as recommended:

- London Legal Support Trust - £362,200 over two years
- Westminster Citizens Advice Bureau - £316,200 over 5 years
- The Felix Project - £300,000 over 3 years
- AFRUCA – Safeguarding Children - £342,250 over five years
- Fine Cell Work - £251,355 over five years
- Lesbian, Gay and Bisexual Anti-Violence and Policing Group - £300,350 over five years
- Haringey Law Centre - £292,785 over three years
- The Vineyard Community Centre - £263,600 over five years
- Partnership for Young London - £369,000 over five years
- Central England Law Centre - £476,750 over five years
- Thames Reach Charity - £256,700 over five years; and,

iii) Approve the rejection of grants as listed in the schedule appended to the report.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

17. **EXCLUSION OF THE PUBLIC**

RESOLVED – That with the Court of Common Council for the City Corporation as Trustee of Bridge House Estates (Charity No. 1035628) having decided to treat these meetings as though Part VA and Schedule 12A of the Local Government Act 1972 applied to them, the public be excluded from the meeting for the following items of business on the grounds that their consideration will in each case disclose exempt information of the description in paragraph 3 of Schedule 12A, being information relating to the financial and business affairs of any person (including the City Corporation as Trustee of the charity) which it would not be in the charity's best interests to disclose.

18. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 20 June 2022 be agreed as a correct record.

19. **COLLABORATIVE ACTION FOR RECOVERY REQUEST FOR FUNDING TOWARDS INFRASTRUCTURE COSTS FOR LONDON FUNDERS (19552)**

The Committee considered a report of the Managing Director of BHE.

20. **UPDATE ON THE BRIDGE PROGRAMME**

The Committee received a report of the Managing Director of BHE.

21. **ALLIANCE PARTNERSHIPS - COMIC RELIEF (GLOBAL MAJORITY FUND) (REF: 19551)**

The Committee considered a report of the Managing Director of BHE.

22. **PIPELINE OF STRATEGIC INITIATIVES***

The Committee received a report of the Managing Director of BHE.

23. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The meeting ended at 11.55 am

Chair

**Contact Officer: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk**

Grants Committee of the Bridge House Estates Board – Outstanding Actions

Status Key

Green = Complete

Amber = In progress

Red = Not yet started

Item	Date	Action	Officer responsible	Target Completion Date	Actual Completion Date	Progress update	RAG
1.	6 December 2021	Review CBT Risk Register, particularly the 'Brexit' risk which had previously been removed.	Scott Nixon	June 2022	-	<p><u>December 2022:</u> Revised operational risk register presented to the Grants Committee's December meeting.</p> <p><u>September 2022:</u> A review of the BHE Principal risks has been completed and signed off by the BHE Board in September 2022. The CBT operational risks will be further reviewed by Officers in October 2022 and will presented to the next BHE Grants Committee for their review and comment.</p> <p><i>* To be taken off outstanding action list for next meeting,</i></p>	

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Committee: Grants Committee of the Bridge House Estates Board	Date 5 December 2022
Subject: BHE Managing Director's Update Report	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1, 2, 3
Which Bridging Divides Funding Strategy priority does proposal aim to support?	All
Report of: David Farnsworth, Managing Director of BHE	For Information

Summary

To support the Grants Committee in the discharge of its duties, this regular report provides an update on key areas of activity to note and agree, where necessary. Specifically, the report provides details on the following: Co-opted Members, funds ordinarily approved under delegated authority, Bridging Divides funding programmes including the Anchor Programme, Local Motion, Propel, and the Bridge and 2027 Programmes. The report also provides an update on City Bridge Trust's (CBT) response to high inflation in the sector, the reviews of the Philanthropy Strategy & Corporate Volunteering Strategy, Beacon Collaborative, upcoming events supported by CBT and a new approach for impact and learning with funded organisations.

Recommendations

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Note the contents of the report.

Main Report

Strategy and Governance

1. Co-opted Members - At its meeting on 15 November, the BHE Board gave formal approval for the recruitment of new terms for Co-opted Members of the Grants Committee, as well as for the BHE Board. This process will include a period of open advertisement in early 2023 to a diverse range of publications and networks across the sector, before shortlisting and an interview stage, with it being aimed to appoint up to two Co-opted Members to fresh terms from April 2023 and October 2023 respectively. As the current term limit is for two consecutive terms, current co-opted members will be eligible to apply for the roles.
2. Funds Ordinarily Approved Under Delegated Authority - Grant recommendations are made throughout the year, and those of less than £250,000 are usually considered under delegated authority. As the timing of its submission has made this practical, an application at this level is included in today's pack for full Committee oversight at Item 14.

Bridging Divides Funding Updates

3. Anchor Programme - Following the Grants Committee's endorsement of a £20m allocation from the designated grants fund in June 2022, work has continued on the Anchor Programme. The programme aims to support anchor voluntary sector organisations by supporting their ongoing sustainability long-term to deliver systemic change aimed at improving the lives of the most marginalised Londoners. Khadra Aden and Clara Espinosa were recruited internally, on fixed term contracts covering the delivery period, to be the Anchor Leads and are currently working with an Advisory Group of voluntary and community sector organisations, focused on communities facing the most barriers, to finalise the details of the programme ready for a January 2023 launch.
4. LocalMotion - LocalMotion is a collaboration between CBT and five other funders, joining forces to tackle economic, environmental, and social inequality in six places, utilising the resources of all six funders and places to have an impact which is greater than the sum of its parts. The focus of the BHE contribution to the collaboration is the London Borough of Enfield. A learning summit took place on 1 November and was attended by William Hoyle, Co-opted Member of the Grants Committee.
5. Propel - Propel is a funder collaboration to which BHE has allocated £30m over the next 24 months. The programme opened to applications on 6 October across three mission areas: Building Strong Communities, Robust Safety Net, and New Deal for Children and Young People. Organisations can apply for an Explore grant, or for a Deliver and Develop Grant. As at the 3 November, over 200 organisations have set up a profile, 29 applications are underway and nine have been submitted, with five weeks left to apply. Equity partners are working with their member organisations to develop ideas, make applications and, with funders, to deliver training on equitable approaches to grant assessments. Applications close on 9 December 2022. Having successfully 'soft-launched' enabling eligible organisations to start to apply for funding, plans are underway for the more public-facing formal launch which will take place in the coming weeks. The Chair/Deputy Chair of the BHE Board is likely to represent BHE at the launch. It is expected that the Mayor of London Sadiq Khan will represent the GLA. Communications officers are liaising closely with the key stakeholders to ensure a smooth and impactful launch.
6. Bridge Programme and Total Assets Lead post (FTC to 31 March 23) - James Lee (formerly Central Grants Unit Funding Manager) was recruited to this role. He will develop an action plan mapping elements the work required to March 2023 to further develop the Bridge Programme (Funder Plus offer) and our Total Assets Approach.
7. 2027 Programme - Since the last meeting, CBT has welcomed two 2027 Associate Funding Managers to the team. Salma Abdi and Dion Holley join us for the coming year through a programme that supports funders to hire and develop exceptional candidates from working class backgrounds who have frontline civil society work experience. This is the third year of CBT's participation in the 2027 programme.

8. Responding to High Inflation - In September 2022, the Grants Committee agreed a scheme of additional payments to grantees where those awards were made prior to the current period of high inflation. These awards were to help manage both higher costs and increased demand from service users. The paper noted that the total value of the scheme was estimated at no more than £3.5m and would be confirmed following examination of individual funding records. Following scrutiny of the grant-making database, liaison with the BHE & Charities Finance Team and exclusion (by the Funding Team) of unsuitable awards, the overall award amount to date is £1.2m. Additionally, since the last meeting officers have spoken to umbrella bodies working on issues of food and fuel poverty, and on affordable credit with a view to developing strategic initiatives that might support Londoners during this period of falling living standards. These conversations complement the recommendation for supporting London Community Foundation's "Together for London" Winter appeal included in today's papers. Officers will also now review existing strategic initiatives to consider if any should be recommended for inflationary uplifts.

Philanthropy

9. Philanthropy Strategy & Corporate Volunteering Strategy Reviews – In November, the BHE Board and Policy Resources both agreed to support 1-year extensions to March 2024 of the Joint BHE & City Corporation Philanthropy Strategy and the extension of the Corporate Volunteering Strategy. Alongside the extension, Members supported the proposed timeline and approach to undertaking a strategic review spanning both strategies for member review and approval, with an intention to return to the relevant committees/Boards in Autumn 2023 with strategic recommendations for consideration. There will of course be opportunities for Members to contribute to the reviews as they progress.
9. Beacon Collaborative – On 30 November, the charity is hosting the annual conference for the Beacon Collaborative in Guildhall. The Beacon Collaborative is a strategic initiative which has been supported by CBT since 2018 and focuses on increasing the levels of giving from high-net-worth individuals. The Chair of the BHE Board will be providing a 15-minute welcome speech and Alderman Gowman will be chairing one of the breakout sessions. Orlando Fraser, the Charity Commission chair will also be speaking.

Communications and Events

10. Details of two events supported by CBT are detailed below:
 - a. The Media Trust Volunteer Films Showcase, 24 Nov, The Barbican - An annual arrangement funded by CBT with production provided by the Media Trust providing an opportunity for selected charities to create a short film to tell their stories. The 85 invited guests from a number of CBT's charitable partners will have an exclusive view of the 10 films produced with the support of The Media Trust. The evening will be a mix of premiering this year's cohort combined with testimonials from 2 charities who will speak about how the films have helped them since theirs were created in the last couple of years.

- b. An Exclusive Screening of - Someone's Daughter, Someone's Son, 6 December, The Barbican - CBT are hosting a preview screening for 150 specially selected guests who are influencers in this field. Produced by Dartmouth Films and supported by The Big Issue, *SOMEONE'S DAUGHTER, SOMEONE'S SON* - film tells the stories of people who have lived on the streets of Britain – those who have escaped, those still there and those helping others to get off the streets. Woven into these moving personal stories, we see projects across the UK which are helping to address the causes of street homelessness and we meet experts who help us understand the root causes of rough sleeping and what can be done to stop it. Moving, enlightening and enraging, the film, made by Lorna Tucker, challenges public perceptions of homeless people and shows we can stop homelessness for ever.

Impact and Learning

11. The Impact and Learning Team has created a new approach for impact and learning with funded organisations. This was influenced by feedback from many funded organisations over three years and developed in collaboration with Funding Managers, Directors and CBT Management Team. It was signed off by the CBT Management Group in September 2022 and discussed with the City Corporation's Head of Internal Audit in October.
12. The process and related resources meet CBT's commitments to [IVAR's Better Reporting](#) and *Flexible Funding* approaches. It was informed by CBT's PACIER values, and one of the key ways we operationalise the Impact and Learning Strategy (2019 - 23).
13. Changes to the approach include:
 - i. Better information on the website which sets out CBT's expectations of funded organisations and what we use their data for.
 - ii. Current ad hoc check in conversations between newly funded organisations and funding managers to be formalised.
 - iii. Newly funded projects are given the opportunity to attend an online group induction session (to be held every 6 – 12 months) to ask questions, set the tone for the relationship and understand what CBT's expectations of them will be. This will be part of the Impact and Learning team's External Learning Programme, will be led by the I and L team and we hope will be contributed to by various other team members.
 - iv. One core impact and learning form for all CBT funded projects or initiatives which may be scaled up or down depending on the size and type of grant.
 - v. An explicit offer to complete end of year and end of grant impact and learning forms on the phone with Funding Managers rather than online.
 - vi. A more consistent and mutually useful approach to learning visits.
 - vii. Training for funding managers on all aspects of the new processes, including learning visits, how to have effective learning conversations and supporting projects to set SMART outcomes.

Conclusion

9. This report provides a high-level summary of CBT activities since the Grants Committee last met in September 2022. The Grants Committee is asked to note the content of the report. Further information on any of the updates given in this report can be provided to the Grants Committee orally in the meeting, or in a written format in advance of or as a follow-up to the meeting.

David Farnsworth

Managing Director of Bridge House Estates

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Committee: Grants Committee of the Bridge House Estates Board	Date: 5 December 2022
Subject: Updating Grant Recommendation Reports	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1 and 3
Does this proposal require extra revenue and/or capital spending?	No
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Author: Tim Wilson, Funding Director	

Summary

City Bridge Trust (CBT) periodically reviews the structure of its grant recommendation reports, and this paper recommends updates to support decision-making by highlighting matters of equitable leadership and finance.

Recommendation

It is recommended that the Grants Committee of the Bridge House Estates Board, in discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity reg. no. 1035628) and solely in the charity's best interests:

- i) Agree that the format of grant reports is restructured so the funding recommendation is moved from the end to the top of the report and a new table is included below the recommendation setting out key issues relevant to equitable leadership and finance.

Main Report

Background

1. Following completion of the Bridging Divides interim review earlier in the year, and the refresh of all open funding programmes, CBT is receiving an increasing volume of grant applications. Each application is subject to a preliminary review (a 'sift') before it is allocated to a Funding Manager for close consideration. This starts with a desk review covering not only the nature of the proposed work and its alignment with CBT's funding policy, but also the applicant's track record, future strategy, and its financial health.
2. Grant assessment involves getting the right balance between rigour, speed, and proportionality. CBT aim to make timely decisions (within 6 months of application, or 3 months for small grants) that are carefully considered and within line of our public commitment to be a trusting and flexible funder. Grant recommendations need to balance several considerations including (but not limited to):
 - a. Is the work consistent with current funding policy?
 - b. Does the organisation have active leadership or engagement from the community or communities it seeks to benefit?
 - c. Will the grant result in positive impact?
 - d. Will the scale of positive impact be as great as intended?

- e. Will there be any negative consequences to the award?
 - f. Is the grantee financially viable and likely to be a good custodian of BHE money?
 - g. Do the costs presented in the funding application represent good value for money?
3. Some applications can be rejected relatively quickly or advised to withdraw and make revisions (if the work is not currently fundable but could be with some adjustments). The remainder receive an in-person assessment visit. Before any grant recommendation is made to the Grants Committee, it has been subject to careful consideration by a Funding Manager, review by a Funding Director, and financial assessment by colleagues in the BHE and Charities Finance Team (where the funding recommendation is for more than £50,000). First signatory is usually the Managing Director or Associate Director who can also pick up any outstanding matters before reports come to Members.
 4. Reports necessarily summarise key points. They should be clear, impartial assessments highlighting the most material information. Officers receive training and ongoing feedback to ensure that funding assessments and reports are of high quality and proportionate. CBT periodically reviews the structure of grant reports and officers recommend making the following changes to support decision-making:
 - a. The funding recommendation is moved from the end to the top of the report so the assessment can be read in context of the proposed grant.
 - b. A new table is included below the funding recommendation:

Equitable leadership	<i><Whether the organisation’s leadership (senior staff and board) is reflective of the community/ies being served></i>
Finance	<i><Any significant issues to flag that are explored in more detail in the body of the report></i>

5. Assessors would use the Diversity, Equity, and Inclusion (DEI) Data Standard¹ to support the evidencing behind comments on equitable leadership. The standard sets a high bar, and, where organisations do not yet meet the standard, assessors would expand further in the body of the assessment report and explain why the grant was still recommended if the type of work warranted it, or if the organisation was taking active steps to improve equity.
6. The finance comments would draw attention to any key points that are discussed later in the report and there would be scope to make this element “No significant issues” if there were no major risks to highlight to Members. Officers in the Funding and Finance teams would work together to develop the content so that flags in the header are succinct and risk focused.

¹ <https://www.funderscollaborativehub.org.uk/collaborations/dei-data-standard>

Corporate and Strategic Implications

7. Strategic implications: The activities outlined in this paper support the aims and objectives of BHE's overarching strategy, *Bridging London 2020 – 2045*. They will support the charity to reduce inequality in London.
8. Financial implications: None.
9. Security implications: None.
10. Legal implications: The report and its recommendation should be considered based on what is solely in the best interests of the charity, BHE.
11. Risk implications: The report and its recommendation support the effective implementation of CBT's operational risk register.
12. Equalities and resources implications: The *Bridging Divides* funding strategy has an explicit focus on reducing inequality, and implementation of the recommendation presented in this report will generate data supporting the charity's work to champion sector equity, and help it identify where it can make improvements.
13. Climate implications: None.

Conclusion

14. The recommended changes are consistent with CBT's [Funding Approach](#) which was approved at the March 2022 Grants Committee. Subject to approval, the new approach will be rolled out in 2023 with supporting guidance and training for the Funding and Finance teams.

Tim Wilson

Funding Director – Grants and Social Investments

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Committee: Grants Committee of the Bridge House Estates Board	Date: 5 December 2022
Subject: CBT Draft Operational Risk Register	Public
Which outcomes in the BHE <i>Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1, 2 and 3
Report of: David Farnsworth, Managing Director of BHE	For Discussion
Report author: Paul Dudley, Corporate Charity Risk Manager	

Summary

The Grants Committee will be aware that the BHE Board recently undertook a review and refresh of their Principal Risk Register which was approved on 13 September 2022. The BHE Leadership Team initiated a similar process for the review of the operational risks of the current constituent parts of the charity – City Bridge Trust (CBT), Tower Bridge and the Bridges.

The purpose of this report is to outline the findings and next steps of the CBT Operational Risk register review which was initiated in November 2022. Appendix 1 sets out the proposed revised eight operational risks for CBT – unsurprisingly a small number of the revised risks are similar to the existing CBT risks, however, there are several that are new risks.

There is further work to complete the revised CBT operational risk register particularly on the identification of existing/new risk actions and ownerships. Subject to the views of the Grants Committee, a final version of the CBT Operational Risk Register will be presented for approval at its meeting on 6 March 2023.

Recommendations

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Note the process and outcome of the CBT operational risk review;
- ii) Discuss whether the eight operational risks identified from this process are appropriate and scored correctly; and,
- iii) Note that a final CBT Operational Risk Register will be brought to the Grants Committee on 6 March 2023 for final approval.

Main Report

Background

1. Following the successful review of the BHE Principal Risk Register, approved by the BHE Board on 13 September 2022, the BHE Leadership Team decided to undertake a review of the operational risks within the constituent parts of the charity – CBT, Tower Bridge and the Bridges.

2. Work commences on the Tower Bridge risk review in January and later in 2023 it is proposed that an operational risk register will be produced for the business functions that support BHE. However, this report concerns the operational risk review for CBT.
3. CBT currently has an existing operational Risk Register in place containing five risks. These risks have been in place for some time and amended in the light of changing circumstances e.g., Brexit, Covid 19. These five existing risks are:

Risk no	Risk title
CBT 01	Financial loss through fraud or theft
CBT 02	Grant not used for intended purposes
CBT 03	Negative publicity and reputational damage
CBT 04	IT Failure
CBT 05	<i>Brexit (Risk now removed from register)</i>
CBT 06	Staff capacity

4. The aim of the CBT risk review was to take a fresh look at the most significant risks that could impact upon the effectiveness of CBT's operations. The Grants Committee are asked to note that an operational risk is defined as: "*the risk of loss resulting from inadequate or failed internal processes, people, and systems. or from external events affecting the operational effectiveness of a service*".
5. The following risk identification and assessment process was deployed for this review:
 - a. Completion of an online risk suggestion form sent to all CBT Senior managers. A total of 15 risk suggestions were identified in this manner.
 - b. The Associate Director of CBT, Head of the Managing Director's Office and Head of Strategy and Governance then considered these 15 risks on the basis whether they should be- kept, amended/combined, or removed from this list.
 - c. A total of eight risks were finally agreed upon with some covering similar areas of uncertainty identified in the current CBT operational risk register.

Current Position

6. The key areas of suggested and agreed risk identified from this process were (listed by highest risk score):

Risk no	Risk title	Risk Score
8	Grant making systems	Amber, 12
5	Staff recruitment and retention	Amber, 6
1	Ineffective governance (Grants Committee)	Green, 4
2	Non-compliant funding applications and payments	Green, 4
3	Ineffective budgetary control and financial reporting	Green, 4
4	Unforeseen/Emergency events	Green, 4
6	Failure to deliver work in the best interests of communities most impacted on by inequality and lack of diversity.	Green, 4

7	Strategic planning (Bridging Divides)	Green, 2
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7. The eight risks are set out in draft risk register at **Appendix 1** showing the risk description, the risk owner, and an indicative current risk score.
8. For information, the BHE Principal Risks are shown below to provide assurance that other risks such as safeguarding, reputational damage etc are being appropriately managed across the whole charity.

BHE Principal Risks

Risk no	Risk title	Current score	Target Score	Risk Approach
6	Structural damage to bridges	Red 24	Red 16	Reduce
5	Safeguarding	Red 16	Amber 8	Reduce
7	Maintenance of the Bridges	Amber 12	Amber 8	Reduce
4	Insufficient investment returns	Amber 12	Amber 8	Reduce
8	Reputation management	Amber 12	Amber 6	Reduce
1	Failure to deliver BHE's strategy and organisational change	Amber 8	Green 4	Reduce
2	Ineffective charity governance	Amber 8	Green 4	Reduce
3	Lack of diversity of skills, knowledge, and experience within the charity	Amber 6	Green 4	Reduce

9. There is more work to be done to complete the revised CBT Operational Risk Register for final approval by the Grants Committee. This includes setting out both the preventative and mitigating actions for each of the eight risks and identifying action owners.
10. Before this work is undertaken, the Committee is requested for their views on the risks identified and to confirm if they represent the key areas of risk exposure to CBT operations. New risks will emerge over time, and it is therefore important for regular risk reviews to take place both by the CBT Management Team and the Grants Committee (twice per year) in line with the BHE Risk Management protocol and the Charity Commission Guidance CC26 Charities and Risk Management Guidance¹.
11. Subject to the views of the Committee, the aim is to bring a final CBT Operational Risk Register to the Board at the next meeting on 6 March 2023 for final approval.

Conclusion

12. Following the successful completion and approval of the BHE Principal Risk Register in September 2022, the BHE Leadership Team initiated a review of the operational risks within constituent parts of the charity. CBT operational risk review began in November and identified a total of 15 risk suggested which has since

¹

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/589944/CC26.pdf

been considered and filtered by officers to a total of eight suggested risks. Following any comments or suggestions from the Committee on the eight risks and following further work on the risk actions and ownerships, the intention is to bring a final version of the operational Risk register for approval in March 2023.

Appendices:

- Appendix 1 – Draft CBT Operational Risk Register, June 2022

Background Paper

- Report to the Bridge House Estates Board, entitled BHE Principal Risk Register, dated 13 September 2022, Item 17.

Paul Dudley

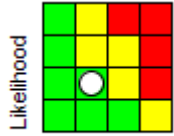
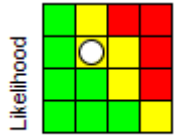
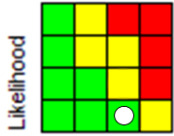
Corporate Charity Risk Manager

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Appendix 1 – Draft: City Bridge Trust Operational Risk Register

Risk Code & Title	Description (Cause, Event)	Impact/Effects	Ownership Managed By	Current Likelihood	Current Impact	Current Risk Score
Risk 1- Ineffective Governance (Grants Committee)	<p>Cause: Lack of understanding or awareness of Members and officers of the duties and powers in respect of the operation of the Grants Committee.</p> <p>Event: Inappropriate/ineffective (funding) decisions may be made.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Decisions non-compliant with charity law. Inability to deliver effective funding to London's communities – leading to greater inequality. Negative publicity and damage to the charity's, and its Trustee's, reputation. 	CBT Management Team	1	4	<p>4</p>
Risk 2 – Non-compliant funding applications and payments	<p>Cause: Staff fail to apply robust checks and approvals in line with defined procedures and processes.</p> <p>Event: Incorrect /fraudulent grant payments may be processed.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Funded organisations having to repay (significant) amounts or in worst case scenario charity funds being lost and unable to be recovered. Fraudulent payments made. Overpayment/underpayment error. Adverse impact on reputation on CBT Internal/external audit/investigations into loss/errors. 	CBT Management Team	1	4	<p>4</p>
Risk 3 – Ineffective budgetary control and financial reporting	<p>Cause: Poor/effective budgetary control; budget holders lack relevant financial training, skills or experience; financial controls /procedures not followed/enforced.</p> <p>Event: There is insufficient management control and focus on the CBT budget.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Budget does not match key objectives Decisions made on inaccurate financial projections or reporting. Overspending against agreed budget, hence committing unauthorised funds. Underspending against agreed budget, hence not utilising funds for agreed purposes. Inability to meet commitments or key objectives (as set out in the business plan). Fraudulent/inaccurate/inappropriate payments to suppliers and others. 	CBT Management Team	2	2	<p>4</p>

Appendix 1 – Draft: City Bridge Trust Operational Risk Register

Risk Code & Title	Description (Cause, Event)	Impact/Effects	Ownership Managed By	Current Likelihood	Current Impact	Current Risk Score
Risk 4 - Unforeseen/emergency events	<p>Cause: A range of unforeseen/emergency occurrences (e.g., Covid 19) outside the direct control of the charity that effect the charity as a whole, the funding team, or the City Corporation more broadly.</p> <p>Event: Inability to effectively (in whole/part) to continue CBT operations for a significant period.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Funding operations suspended, leaving organisations without funding. Adverse effect on reputation of CBT. Failure to meet delivery objectives set out in the business plan. 	CBT Management Team	2	2	 <p>Likelihood</p> <p>Impact</p> <p>4</p>
Risk 5 - Staff recruitment and retention	<p>Cause: Recruitment market conditions, unattractive salaries and terms/conditions of service, responsiveness of internal HR systems for arranging interviews etc, culture of the charity not welcoming.</p> <p>Event: Inability to recruit and retain the right number/quality of staff, particularly in the professional funding area.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Delays in making grants. Complaints from those who have applied or wish to apply for grants. Adverse impact on the reputation of the charity. Low morale/increased stress amongst existing staff. Failure to achieve delivery objectives set out the CBT business plan. High staff turnover. 	CBT Management Team	3	2	 <p>Likelihood</p> <p>Impact</p> <p>6</p>
Risk 6 - Failure to deliver work in the best interests of communities most impacted on by inequality and lack of diversity.	<p>Cause: Lack of awareness and understanding by Members and officers of equity, diversity and inclusion issues for the communities that could apply to CBT for funding.</p> <p>Event: Insufficient regard is given by CBT to equity, diversity and inclusion issues in the design and delivery of funding.</p>	<p>Effects:</p> <ul style="list-style-type: none"> Non-compliance with CoLC and BHE policies. Inability to deliver funding to London's communities – leading to greater inequality. Failure to achieve stated objective(s) in business plan. Negative publicity and damage to the charity's, and its Trustee's, reputation. 	CBT Management Team	1	4	 <p>Likelihood</p> <p>Impact</p> <p>4</p>

Appendix 1 – Draft: City Bridge Trust Operational Risk Register

Risk Code & Title	Description (Cause, Event)	Impact/Effects	Ownership Managed By	Current Likelihood	Current Impact	Current Risk Score
Risk 7 - Strategic planning (Bridging Divides)	<p>Cause: There is ineffective/robust processes for developing revisions to the “Bridging Divides” funding policy and other related funding plans and policies.</p> <p>Event: CBT lacks direction, strategy, and forward planning.</p>	<p>Effects:</p> <ul style="list-style-type: none"> • CBT does not create workable strategic and may fail to achieve its stated objectives. • Lack of strategic planning makes it difficult to produce accurate budgets and put in place staffing resources needed to deliver the work. 	CBT Management Team	1	2	<p>Likelihood</p> <p>Impact</p> <p>2</p>
Risk 8 - Grant Making systems	<p>Cause: Failure of external providers or contractors to deliver IT and other funding management systems, or failure of staff to properly operate the systems.</p> <p>Event: Uncertainty on reliance of the systems to identify control breaches or issues (because of provider error or data not being recorded appropriately or being flagged to the relevant individuals).</p>	<p>Effects:</p> <ul style="list-style-type: none"> • IT failure leading to inability to access records. • Issues that emerge with grant applicants not dealt with appropriately leading to poor communications, reputational risk. • Failure to follow up on conditions attached to grants and ensure they are enforced. • Failure to report on the correct information where changes are made manually and not in a way that is picked up for financial reporting. • Increased possibility of fraud and error (should system be run in manual mode). 	CBT Management Team	3	4	<p>Likelihood</p> <p>Impact</p> <p>12</p>

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Committee: Grants Committee of the Bridge House Estates Board	Date: 5 December 2022
Subject: Budget Monitoring Report for BHE Funding: Period Ended 31 October 2022	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	2
Report of: The BHE & Charities Finance Director (representing the Chamberlain)	For Information
Authors: Helen Martins, Finance Business Partner and Dinah Cox, Associate Director, City Bridge Trust (CBT)	

Summary

This report provides a financial update on Bridge House Estates (BHE) Funding activities to 31 October 2022 and an updated forecast for the financial year ending 31 March 2023.

BHE Funding's latest approved budget is £107.7m comprising of £103.2m allocated to Grant Commitments & Related Income and £4.1m (net of income) to operational costs and £0.34m to recharges. The updated grants forecast is £56.29m; reflecting a decrease of £46.23m from original budget. The reduced forecast spend arises due to delays in anticipated grant commitments across various strands, including the Anchor Programme, Collaborative Action for Recovery and Grants Test and Discover. Full details are provided at paragraphs 16 to 18 of this report.

Recommendation

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Note the contents of the report.

Main Report

Background

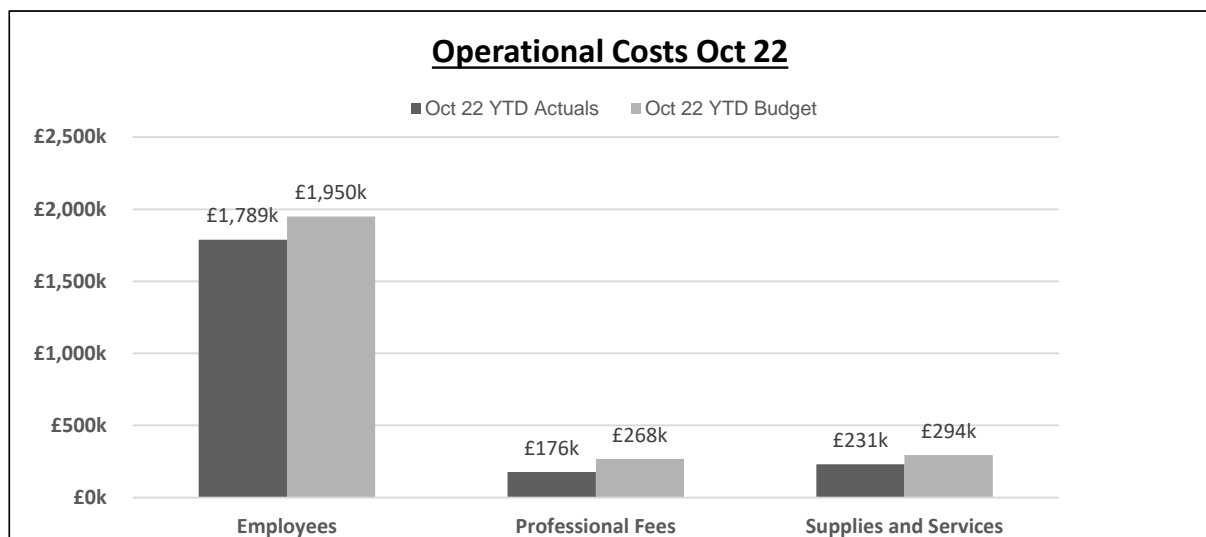
1. In support of the budget monitoring oversight responsibilities of the Grants Committee of the BHE Board, this report presents a financial update on funding activities and the most recent financial forecast for the year.
2. BHE holds a grant-making designated fund which represents surplus income set aside for funding grant-making activities in the name of City Bridge Trust (CBT). At the beginning of the year, the unaudited grant-making designated fund was £210.3m.
3. Table 1 below provides an overview of BHE Funding's financial results as at the end of October 2022 and a forecast position for the 2022/23 financial year as compared to the annual budget.

Table 1: BHE Funding's Actual Spend v Budget

	Year to Date 31 Oct 2022			Annual - 2022/23		
	Actual £'000	Latest Approved Budget £'000	Variance £'000	Forecast Outturn £'000	Latest Approved Budget £'000	Variance £'000
Operational Costs						
Employees	(1,789)	(1,950)	161	(3,269)	(3,417)	147
Professional Fees	(176)	(268)	92	(327)	(435)	108
Supplies and Services	(231)	(294)	63	(541)	(579)	38
Depreciation	(11)	(11)	-	(19)	(19)	-
Total Expenditure	(2,207)	(2,524)	316	(4,156)	(4,450)	294
Income	151	43	108	359	286	73
Total Operational Costs	(2,056)	(2,481)	425	(3,797)	(4,164)	366
Grant Commitments & Related Income						
Grants	(25,999)	(38,990)	12,991	(56,295)	(102,530)	46,235
Non-Grant expenditure	(115)	(470)	355	(562)	(940)	378
Social Investment Income	104	75	29	194	165	29
Grants Income	-	-	-	100	100	-
Total Grant Commitments & Related Income	(26,010)	(39,385)	13,375	(56,563)	(103,205)	46,642
Recharges	-	-	-	(340)	(340)	-
Total Net Expenditure	(28,066)	(41,866)	13,800	(60,700)	(107,709)	47,009

Analysis – Operational Costs

4. The graph 'Operational Costs Oct 22' shown below, compares the year-to-date (YTD) spend and budget for Operational Costs.



Employee Costs

5. The year-to-date underspend of £161k on employee cost is due to the Bridge Programme & Total Assets Manager post recruited to much later than budgeted and the vacant Social Investment Associate post. There is an appointment to the Chief Funding Director post with a much later start date than anticipated. The Social Investment Associate role will be reviewed as part of the implementation of the powers granted within the Supplemental Royal Charter.
6. Employee costs are currently forecasted to be underspent by £147k due to the vacant post not filled at the start of the financial year and the delay in recruitment mentioned in paragraph 5.

Professional Fees

7. The Professional Fees underspend as at 31 Oct 2022 was £92k. Fees earmarked for the Philanthropy House proposal and the Social Investment Fund are yet to be incurred due to reasons as outlined in paragraphs 8 and 9 below.
8. The Philanthropy House project is currently on hold whilst the co-location rental market adjusts to a post covid/increased inflation reality. BHE is also awaiting signature on the Supplemental Royal Charter which will increase flexibility in terms of return from any property with the BHE portfolio which might be recommended for use for this purpose.
9. The Social Investment Fund remains closed to new proposals pending the development and presentation of future plans to the BHE Board for approval. This is dependent upon the development of the new Investment Strategy Statement, being led by the Investments Working Group. The portfolio balance has required minimal cost to manage, hence the limited spend shown in the year to date.

Supplies and Services

10. The £63k underspend in Supplies and Services is due to delay caused by late procurement of services for the new software maintenance and support provider. With agreements now in place, the forecast reflects the expected spend.

Depreciation

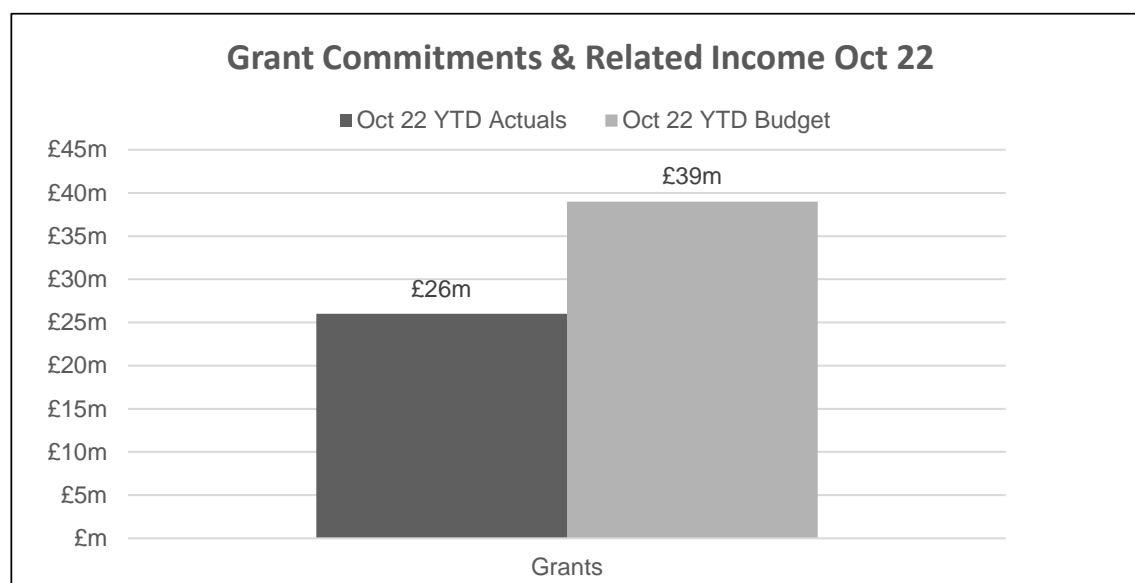
11. The charge for depreciation represents a general allocation to CBT of depreciation on the Guildhall facility.

Income

12. As we recover from the pandemic, activity at Wembley National Stadium has returned to full capacity. This has seen actual income higher than budgeted as the contract in place reverts to its previous basis of level of time incurred and recharged.
13. Full year forecast income of £359k also includes the expected recharge due to CBT for the support provided to the Central Grants Unit.

Analysis - Grant Commitments & Related Income

14. The graph 'Grant Commitments & Related Income Oct 22' shown below compares the year-to-date (YTD) commitment and latest approved budget for Grants.



Grants

15. Grant commitments and associated costs are £25.9m at the end of Oct 2022, an under spend of £12.9m in comparison to budget.

16. Following review, grant commitments for the year are now forecasted at £56.29m, a reduction of £46.2m compared to budget, with these now deferred to be committed across the next three financial years. This is due to delays across various strands, including the Anchor Programme where following consultation with the sector, the start date for funding commitments has been pushed back.

17. The launch of the Collaborative Action for Recovery has fallen behind due to the time taken to build funding plans and to appoint partners taking longer than anticipated.

18. The Grants Test and Discover strand spend is deferred with further internal planning being undertaken as to how this programme is to be resourced.

19. Detailed analysis of the grants budget can be found within Appendix 1 of the Grant Funding Activity Report (Item 14 on the agenda).

Social Investment Fund

20. Income on Social Investments year to date as at 31 Oct 2022 was £104k against a budget of £75k. This is due to residual income received from one of its investments which had not been previously anticipated.

21. The full year forecast outperforms budget by £29k due to reason mentioned in paragraph 20.

Grants Income

22. Grants income of £100k is the final instalment expected from Trust for London as their contribution towards the Cornerstone programme.

Recharges

23. Recharges include activities undertaken by the City Corporation on behalf of CBT, including recharges for human resources, digital services, committee administration and premises costs. These are accounted for at year-end.

Conclusion

24. Grant Funding commitments are significantly behind year to date against budget due to delays in a number of programme strands. This has resulted in a full year forecast reduction in expenditure of £46.23m, with the majority of the deferred spend now earmarked for the next three financial years.

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Committee: Grants Committee of the Bridge House Estates Board	Date: 5 December 2022
Subject: BHE Funding Budget 2023/24	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	2
Report of: The BHE & Charities Finance Director (representing the Chamberlain)	For Decision
Authors: Helen Martins, Finance Business Partner and Dinah Cox, Associate Director, City Bridge Trust (CBT)	

Summary

This report presents for review and recommendation of the Grants Committee of the Bridge House Estates (BHE) Board, the BHE Funding budget for 2023/24.

The 2023/24 proposed budget reflects an increase of £45.33m in comparison to the 2022/23 forecast. This increase arises from two grants programmes Propel and Anchor, with the majority of commitments for these being made in 2023/24. Recruitment to funding manager vacancies and expansion of charity’s freelance assessor pool will also increase operational capacity to deliver more responsive grant making.

Recommendations

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity’s best interests:

- i) Review and recommend the proposed BHE Funding budget for 2023/24 for inclusion in the charity’s overall Budget to be presented to the BHE Board in February 2023;
- ii) Agree that minor amendments for the 2023/24 grants budget arising during the budget setting process be delegated to the BHE & Charities Finance Director.

Main Report

Background

1. To support the BHE Grants Committee in the discharge of its oversight responsibilities for CBT, this report presents the 2023/24 BHE Funding budget for review and recommendation for approval to the BHE Board.
2. The proposals set out in this paper align with BHE’s aims and objectives as set out in its overarching strategy, *Bridging London 2020 – 2045*. The proposed budget 2023/24 will support the delivery of the charity’s funding strategy, currently *Bridging Divides*. Additionally, the proposal is in line with the vision and those outcomes set

out within the City Corporation's Corporate Plan for 2018-23 – in so far as they are considered to be in the best interest of the charity.

- At the beginning of the 2022/23 financial year, the unaudited grant-making designated fund held £210.3m available for future commitments. The 2022/23 forecast position of £56.17m for grant commitments is due to delays in a number of programme strands in the current year. The majority of the deferred spend is earmarked for the next three financial years. The grants budget for 2023/24 is proposed to be £101.5m as shown in Table 1. The proposed budget for 2023/24 would bring the cumulative balance in the BHE grant-making designated fund down to £120.83m as at 31/03/2024, as shown in Table 2.

Grants Budget 2023/24

- Table 1 below sets out the proposed budget for 2023/24 and forecast for 2022/23.

Table 1: Grants Budget

Bridging Divides	Proposed Budget 23/24	Forecast 22/23	Variance to Forecast
	£000s	£000s	£000s
Responsive Grant making	48,000	33,390	14,610
Bridge Programme	1,000	-	1,000
Transition funding	-	1,060	(1,060)
Responsive Grant-making	49,000	34,450	14,550
Cornerstone additional funding	-	2,520	(2,520)
The Prince's Trust	1,000	-	1,000
London's Giving	3,480	3,500	(20)
LocalMotion	5,000	-	5,000
Alliance Partnerships	1,200	10,560	(9,360)
Every Voice Counts Special launch grants	5,000	-	5,000
Propel	12,500	5,000	7,500
Anchor Projects	8,320	140	8,180
Test & Discover (Social Investment)	4,500	-	4,500
Test & Discover (development projects)	5,500	-	5,500
Alliance Partnership Part 2	6,000	-	6,000
Proactive Strategic Initiatives	52,500	21,720	30,780
Total Grants	101,500	56,170	45,330

- The full proposed budget for grants in 2023/24 is £101.5m, an increase of £45.3m compared to the forecast for 2022/23. Details of the proposed budget for the various funding programmes are explained in paragraphs 6 to 18.

Responsive Grant-making & Bridge Programme

6. The proposed Responsive Grant-making and Bridge Programme budget for 2023/24 is £49m comprising of £48m for the Responsive grant-making and ad hoc strategic initiatives throughout the year, and £1m for Bridge programme.

Responsive grant-making

7. Responsive grant-making are open grants rounds and account for the routine grant offer. The proposed grant budget for 2023/24 is £48m, £14.6m higher than 2022/23 forecast. The higher proposed grants offer for 2023/24 reflects the expected strong and increased applicants' demand. The recruitment to Funding Manager vacancies and the expansion of the charity's freelance assessor pool will increase capacity to deliver the higher proposed grant commitments for 2023/24.

Bridge Programme

8. This programme follows a Funder Plus approach. This connects grant-funded organisations with a range of free, non-financial support to help address a specific issue, whilst enhancing the organization's capacity, resilience, and longer-term sustainability. The proposed budget for 2023/24 is £1m.

Proactive Strategic Initiatives

9. The proposed Proactive Strategic Initiatives budget for 2023/24 is £52.5m compared to the £21.7m forecast to be committed in 2022/23. Following confirmation of the new Supplemental Royal Charter and subject to the BHE Boards approval for the charity's future social investment work, Test & Discover streams will go live in 2023/24. The various grant programmes are explained below:

London's Giving

10. The proposed grants budget for 2023/24 is £3.48m, similar to the forecast of £3.5m in 2022/23, to support and grow place-based giving across London by running forums and events to share learning, developing a toolkit of case studies, advice and other resources; and by providing one-to-one support.

LocalMotion

11. An initiative using six funders' collective experience and resources to support local people to address social, environmental, and economic priorities selected. This approach is locally driven and will focus on deriving learning from this process. The proposed grant budget for 2023/24 is £5m.

Alliance Partnerships

12. Alliance funding will be awarded to established funders, with a track record of delivering grant funding programmes, where the organisation's primary aim is funding. The 2023/24 proposed budget is £1.2m.

Alliance Partnership Part 2

13. Alliance Partnerships Part 2 represents funds earmarked, and subject to agreement of the Grants Committee, for future grant-making via appointed

delegates who may not necessarily be established funders but whose work helps further the charity's vision and mission. The budget proposed for 2023/24 is £6m.

Every Voice Counts Special Launch Grants

14. A budget of £5m for 2023/24 is proposed to be allocated to work on Every Voice Counts. It includes the development of an “*Every Voice Counts*” funding priority, redevelopment of the core offer, initiatives which develop from the work of the Environmental Responsibility and Diversity, Equity and Inclusion working groups, and new sub-initiatives which emerge from the Anchor Project or other initiatives.

Propel

15. A budget of £12.5m for 2023/24 is proposed for Propel. This funding constitutes of the next iteration of the London Community Response work which provided a pioneering and widely celebrated vehicle for funder collaboration and innovation in response to the Covid pandemic. Propel would focus on three areas which are Children and Young People, Support to alleviate financial hardship and Provision to enable a more inclusive and equal city.

The Anchor Project

16. The Anchor Project work is a co-designed programme to provide long term funding to anchor organisations in London with a proposed budget in 2023/24 of £8.32m.

Test and Discover (Development Projects)

17. Test and Discover describes an approach initially developed for the social investment fund, and since broadened to cover the grant-funding work of CBT, to explore new initiatives. The proposed budget for 2023/24 is £5.5m for Test & Discover (development projects).

Test and Discover (Social Investment)

18. This is a grant facility in support of the development of ideas and enterprise which might lend themselves to repayable finance. Plans would be subject to the approval of the Grants Committee. The proposed budget for 2023/24 is £4.5m

Designated Fund – Grant-making

19. Table 2 shows the proposed movements on the BHE grant-making designated fund up to 2027/28. The additional operational costs arising from commitments made from the £200m approved by Court in March 2020 is covered within this uplift, and is in line with the agreement that was given.

Table 2: Designated Fund – Grant-making

Designated Fund - Grant-making	Forecast 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
	£000s	£000s	£000s	£000s	£000s	£000s
Balance brought forward	210,300	183,730	120,830	60,250	41,200	40,800
Grant commitments	(56,170)	(101,500)	(99,780)	(58,250)	(40,000)	(40,000)
Additional operational costs due to uplift in grants	(1,400)	(1,400)	(800)	(800)	(400)	-
Transfers as at 31/03	31,000	40,000	40,000	40,000	40,000	40,000
Cumulative grants balance	183,730	120,830	60,250	41,200	40,800	40,800

20. For 2023/24 and subsequent years, the annual transfer of £40m is provisional and subject to budget setting across BHE. The transfer is confirmed as at 31 March each financial year.

Operational Costs

21. Operational costs associated with the various grant-making programmes are proposed to be £3.7m for 2023/24. This compares to a forecast of £3.5m for the current year and reflects the additional grant commitments being proposed for 2023/24 alongside the recent pay review for staff and expected inflationary impacts for the new year. Operational costs across BHE continue to be reviewed for consistency and appropriateness as the full budget for the charity is developed.

22. Table 3 below shows grant commitments and operational costs for the previous three years alongside the current year forecasts, the proposed budgets for 2023/24 and a forecast for 2024/25.

Table 3: Grant commitments and operational costs

	Actual 2019/20	Actual 2020/21	Actual 2021/22	Forecast 2022/23	Budget 2023/24	Forecast 2024/25
	£000s	£000s	£000s	£000s	£000s	£000s
Grant commitments	30,500	54,700	29,800	56,170	101,500	99,780
Operational costs	2,500	2,700	3,548	3,464	3,724	3,850
Operational costs as a % of Grant Commitments	8%	5%	12%	6%	4%	4%

Conclusion

23. This report presents the 2023/24 budget for the Grants Committee's consideration and recommendation to the BHE Board for approval to include within the BHE detailed budget. The budget reflects a significant proportion of the additional funding approved within the designated grants fund and allows CBT to continue its core business of charitable funding in a flexible and yet impactful way.

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Bridging Divides Eligibility Criteria

<ul style="list-style-type: none"> • Registered charity • Registered Community Interest Company • Registered Charitable Incorporated Organisation • Registered charitable industrial and provident society or charitable Bencom • Charitable company • Exempt or excepted charity 	<ul style="list-style-type: none"> • Revenue grants cannot amount to more than 50% of an organisation's turnover/income in any one year • Organisations cannot hold more than one grant at a time, except where the application is for: an eco-audit, an access audit, or is made under one of the Trust's special one-off programmes or is a strategic initiative • Grants must benefit inhabitants of Greater London
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Bridging Divides Programmes

Connecting the Capital	Positive Transitions	Advice and Support
Infrastructure funding: capacity building and representation.	Support for children and young people	Provision of advice and support to disadvantaged individuals
Increasing the quality and scale of giving	Support and services for older people	Food poverty
Place based giving schemes	Support services for Deaf and Disabled people	
Making London a greener city <ul style="list-style-type: none"> a. Revenue funding. b. Eco audits. c. Capital funding 	Support for refugees, asylum seekers and migrants to access mainstream services and widen community participation	
Access improvements to community buildings <ul style="list-style-type: none"> a. Access audits b. Capital funding 	Criminal justice: for those leaving custody or serving community sentences	
Voice & Leadership	Tackling abuse, exploitation and hate.	
	Mental health services	

Detailed criteria available on the website: [What we fund - City Bridge Trust](#)

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Committee: Grants Committee of the Bridge House Estates Board Bridge House Estates Board	Date: 5 December 2022 Delegated Authority
Subject: Strategic Initiative – Together for London (Ref: 19887)	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1,3
Which outcomes in CBT’s funding strategy, <i>Bridging Divides</i>, does this proposal aim to support?	Reducing inequalities, Progressive, Collaborative,
Does this proposal require extra revenue and/or capital spending?	No (£852,000 funding allocation from Bridging Divides designated grant making fund)
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Author: Tim Wilson, Funding Director	

Summary

This report requests £852,500 over five months as a strategic initiative to support the London Community Foundation’s emergency winter grants’ programme *Together for London*. £800,000 would be deployed in early 2023 through a small grants programme for at least 80 community organisations, with a focus on core costs and the provision of emergency support. The balance of £52,500 (6.5%) would cover the London Community Foundation’s operational costs.

Recommendation

It is recommended that the Grants Committee of the Bridge House Estates Board, in discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity reg. no. 1035628) and solely in the charity’s best interests:

- i) Endorse to the BHE Board a grant of £852,500 over five months to the London Community Foundation for onward grant-making through the *Together for London* Winter appeal and the operational costs of same.

It is recommended that the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity’s best interests:

- i) Approve the grant of £852,500 over five months to the London Community Foundation as per the terms recommended by the Grants Committee.

Main Report

Background

1. In September 2022, the Grants Committee agreed a programme of additional support to help current grantees manage cost pressures from rising demand and high inflation. Paragraph 23 of the paper noted that officers were exploring options to work with partners on emergency grants during the Winter period and, following discussions with the London Community Foundation (LCF), the Grants Committee and BHE Board are recommended to support the *Together for London* appeal.
2. Together for London is a small grants programme of emergency support and core funding during Winter. Launched by LCF in Autumn¹ for small (sub-£500k turnover) community organisations, Together for London will offer grants of up to £10,000 over 6 months for core funding and the provision of emergency support to clients (be it food, essential items, mental health support, accredited financial advice, and accredited welfare advice). LCF will award the small grants on a restricted basis.
3. CBT is not positioned to operate a comparable emergency funding programme at present. Current turnaround times on applications received are approximately 6 months and we are recruiting to vacancies in the Funding Manager team. LCF has the back-office functionality to manage Together for London and has raised £1m so far, with significant donors including the Trust for London and the Bank of Ireland.
4. Given ongoing cost pressures across the sector, high demand is expected. Together for London opened in late October, with over 153 applications received so far. Over 300 organisations attended LCF's programme webinars and there have been over 1,200 web views of the fund guidance page. LCF expects to deploy funds in December and January waves, with any CBT funds distributed in early 2023. The recommended funding would be paid inside this financial year with cashflow projections to be updated to reflect this.
5. LCF will review applications received and, with reference to demand compared to donated funds available, will give priority to organisations supporting those most affected by the crisis (disabled people, older people, minoritized communities, carers, and homeless people) as well as to applications from boroughs ranked higher on the Indices of Multiple Deprivation.

London Community Foundation

6. A registered charity, the London Community Foundation (LCF) supports work across the capital through grant-making and technical assistance. It raises funds from a wide range of private and charitable sources to fund programmes tackling disadvantage and it directs funds to all London boroughs (as well as the City of London). It typically prioritises smaller charities and community groups, and has focused on issues of food poverty, isolation, homelessness, domestic violence, and children and young people. To date, it has raised over £100m in philanthropic funds

¹ <https://londoncf.org.uk/together-for-london>

and committed over £90m in grants. CBT has not previously funded LCF, but has worked alongside it, most recently during the London Community Response Fund in both the strategy and operations groups.

Together for London

7. London Funders has convened several meetings this year to discuss high inflation, rising poverty, and increasing service demand. This has been helpful for funders to share ideas and to guide their efforts to support to their own grantees and revise guidance to applicants. However, at time of writing, there is no “London Community Response” equivalent to the pan-funder Covid-19 collaboration. Together for London is a readily available mechanism to channel emergency funds to the sector during the Winter months when high demand from service users is expected to rise further. LCF has engaged several large London Funders members as well as other donors and designed Together for London to deliver money at pace to grassroots charities.
8. LCF will run the programme from end to end. It has created a dedicated web page, delivers online promotion, provides space to address applicant queries, and offers online application forms. LCF will use its database to manage risk and to draw lessons for thematic learning. It will undertake grant assessment, send offer letters, manage payments, and provide monitoring. LCF has decided against establishing community-based decision panels, opting instead (for reasons of timescale) to make grant decision in-house via twice-weekly panels. It has track record of fast-paced awards at scale, with over £13.4m distributed to over 1,000 community organisations during the Covid pandemic, and a possible turnaround time of 4.2 days from receipt of application to award of grant.
9. In addition to application data, LCF will request funded organisations provide monitoring six months after award with details of what the grant was spent on, how the funds helped the organisation, and how many people were supported or reached through this work. We expect monitoring to be proportionate given the size of the awards made, and to generate useful learning.
10. Eligibility and assessment criteria for Together for London are not an exact match to CBT’s Bridging Divides programmes. For example, whilst disabled people are a priority beneficiary group, the scheme does not place the same emphasis on user-led organisations or the social model of disability as CBT funding does. Also, accredited advice providers will be prioritised, but LCF wishes to be open to unaccredited community groups providing information and guidance on a referral basis. Give the range of funders LCF is engaging, it is unrealistic to expect a scheme that matches all these different donors’ criteria and administration could be unduly cumbersome if multiple donors set their own restrictions on a scheme which is meant to have a single set of application and assessment criteria. Nevertheless, officers will engage with LCF at the end of the first wave of funding in December to review lessons learned and discuss potential focus areas for CBT’s support.

Financial information

11. LCF's income varies depending on the levels of donations received, with turnover ranging from £7.2m in 2017, to £16.7 in 2018, then back to around £10m in the two following years before increasing to £21.5m in 2021. Expenditure, which is mainly for grant-making, varies in line with fundraising. The most recent audited accounts (2020/21) reflect the exceptional nature of the Covid-19 year, with fundraising and grant distribution significantly scaled. Over 96% of the organisation's income in that year came from donations and legacies. Draft accounts for 2022 and the 2023 forecast show income and expenditure returning to 'normal' levels with the majority of turnover from donations and legacies.

Year end as at 31 March	2021 Signed Accounts £	2022 Draft Accounts £	2023 Forecast £
Income & expenditure:			
Income	21,474,000	12,183,000	10,873,000
Expenditure	(20,033,000)	(10,805,000)	(11,010,000)
Gains/(losses)	4,235,000	2,017,000	(20,000)
Surplus/(deficit)	5,676,000	3,395,000	(157,000)
Reserves:			
Total endowed	23,575,000	24,050,000	24,006,000
Total restricted	5,300,000	8,184,000	8,191,000
Total unrestricted	860,000	896,000	776,000
Total reserves	29,735,000	33,130,000	32,973,000
Of which: free unrestricted	796,000	890,000	770,000
Reserves policy target	701,000	698,000	698,000
Free reserves over/(under) target	95,000	192,000	72,000

Conclusion

12. Together for London is an opportunity for CBT to support a fast-paced grant-making scheme which it otherwise does not have the capacity to deliver directly. This will enable CBT to support smaller community organisations across London with their costs during the Winter months, and to do so via a partner funder which has track-record of rapid decision-making. Officers can learn from the first wave of Together for London funding and discuss with LCF where the programme might focus in early 2023. CBT's support at this point helps expand the reach of Together for London and is recommended to the Committee and BHE Board for approval.

Appendix

- Appendix 1: Strategic Initiative Filters

Tim Wilson

Funding Director & Social Investment Fund Manager

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Appendix 1 – Strategic Initiative Filters

FILTERS	
<i>Will The pro-active grant:</i>	
Further the Trust's Vision and Mission (a fairer London & tackling disadvantage)?	Y
Support work within one of existing Bridging Divides programmes (BD)?	Y
Or, meet a clear need that has arisen since (BD) were agreed?	
Have the potential for impact beyond that of an individual reactive grant or number of individual grants?	Y
Be affordable within the agreed annual budget (from the Trust alone or in combination with other funders) and, looking forward, leave sufficient budget to meet anticipated pro-active grants for the remainder of the financial year?	Y
Be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?	Y
PRIORITISATION GUIDANCE	
Evidence	
Is there external and/or internal research and information that supports the need for the proposed grant?	Y
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	Y
Is there evidence that indicates the work will be hard to fund from other sources?	Y
Impact	
Will the grant tackle a root cause(s), or positively influence policy or practice?	Tbc
Will the work/approach funded be replicable?	Y
Does the grant provide an opportunity to strengthen Civil Society in London?	Y
Is the work sustainable beyond the period of the grant?	Tbc
Can the impact of the work be measured through evaluation?	Y

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Committees: Grants Committee of the Bridge House Estates Board Bridge House Estates Board	Date: 5 December 2022 22 February 2023
Subject: Alliance Partnerships – The Baring Foundation (Human Rights Based Approaches) (19548)	Public
Which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	1,3
Which outcomes in CBT’s funding strategy, Bridging Divides, does this proposal aim to support?	Reducing Inequalities, Every Voice Counts
Does this proposal require extra revenue and/or capital spending?	No (£1.5m funding allocation from the BHE designated grant making fund)
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report author: Geraldine Page, Funding Director Hannan Ali, Funding Manager	

Summary

This report seeks the Grants Committee’s endorsement and the BHE Board’s agreement of a grant of £1.5 million towards a new programme run by the Baring Foundation (TBF) to promote and develop the use of human rights-based approaches (HRBAs) for London based civil society organisations, using international and domestic human rights laws to support practical, real-world protections for individuals and communities facing discrimination and disadvantage. This will help meet CBT’s mission to reduce inequality and grow stronger, more resilient, and thriving communities for a London that serves everyone.

This alliance partnership initiative would:

- a) Seed fund a year-long development process to identify four themes and four London-based organisations: and,
- b) Offer four years of funding to the chosen organisations to implement HRBA projects with local communities.

The development process will involve TBF working with two development partners, Just Fair and the British Institute of Human Rights, to carry out consultation work, identify partner organisations, and co-design a four-year funding programme.

TBF will be responsible for awarding and administering the grants during the lifetime of the project, and will manage the learning, research, and evaluation. All grants awarded as part of the project will be subject to TBF’s established assessment processes.

Recommendations

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity’s best interests:

- i) Endorse to the BHE Board a grant of £1.5 million over five years to the Baring Foundation (charity no. 258583) to develop and deliver a programme to promote and develop the use of human rights-based approaches (HRBAs) for London based civil society organisations

It is recommended that the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- ii) Agree the grant of £1.5 million over five years to the Baring Foundation as per the terms recommended by the Grants Committee.

Main Report

Background

1. This report seeks support for a recommendation to partner with the Baring Foundation (TBF), an established funder with an excellent reputation for work focused on inequality and disadvantage which is well aligned with City Bridge Trust's (CBT) own funding strategy.
2. CBT has engaged in collaborative funding practices for much of its 27-year history – particularly, but not limited to, its support of London's voluntary and community sector infrastructure. It has been widely agreed across the sector that collaborative funding approaches are required for a thriving civil society and should form a healthy part of the overall funding ecosystem.
3. At the Grants Committee meeting on 6 December 2021, the Committee agreed to earmark up to £15 million toward a series of 'Alliance Partnerships' which would advance the mission and vision of the Bridging Divides Strategy. A further £3 million towards Alliance Partnerships was agreed at the Grants Committee on 26 September 2022. It was agreed that Alliance Partnerships would be awarded to established funders:
 - a. with a track record of delivering grant funding programmes, where the organisation's primary aim (or primary aim within civil society) is funding;
 - b. for grant programmes which are in development, or recently begun, and which have a finite end point; and for,
 - c. initiatives which have involved significant scoping/evidence review work, where the funder has specialist knowledge of the funding theme/priority that is additional to CBT's own reach.
4. The proposal in this report meets the above criteria: TBF is an established funder with a primary aim of funding and expertise in this field, the proposed programme will provide funding to identified organisations and will be developed over 4 years and is based on TBF's existing specialist knowledge and research. If approved, it would see CBT strengthen its commitment to supporting Londoners most impacted by inequality and injustice through a partnership that will multiply the impact of the funding we have available.

5. Jannat Hossain is a Co-opted Member of the Bridge House Estates Grants Committee and Programmes Officer at TBF. To avoid any potential conflict of interest, she was not involved in this assessment.

The Baring Foundation and Human Rights Based Approaches (HRBAs)

6. TBF is a registered charity that was created in 1969 as a corporate foundation of Barings Bank, a major London-based merchant bank that can trace its history back to 1762. Since the bank collapsed in 1995, the Foundation ceased to be a corporate foundation and became an independent foundation focusing on three grants programmes: Arts, International Development and Strengthening Civil Society. Over the last seven years, its programmes have highlighted that human rights in international and domestic law offer practical, real-world protections for individuals and communities facing discrimination and disadvantage.
7. TBF has awarded over £120 million of funding in its first 50 years to civil society across the UK and internationally. Funding guidelines and open round application processes are bespoke, reflecting different programme strategies, identified risks, and intended outcomes. Domestic programmes are often supported by paid advisers to assist in due diligence and assessment.
8. The charity aims to protect and advance human rights and promote inclusion. It has a long-term interest in the role of the law and HRBAs as tools of social change. Effective HRBAs empower people to know and claim their rights, and are designed using participatory grant making techniques, where communities are supported to design the process and focus of work. The building blocks of this approach are often described through the PANEL principles of: Participation, Accountability, Non-Discrimination and Equality, Empowerment and Legality.¹
9. A report published by TBF in September 2015 called 'Effective use of the law and human rights by the voluntary sector' outlined the potential value of law and HRBAs to the voluntary sector and highlighted existing good practice. To conclude it stated *"There are many opportunities and advantages for voluntary organisations to make better use of the law and human rights. Platforms for effective engagement between the voluntary and legal sectors, capacity building activities, research and evaluation and the dissemination of good practices – as well as funding – are key to supporting voluntary organisations to recognise these opportunities and to realise the advantages."*
10. TBF's Strengthening Civil Society Programme 2015-2020 sought to build the capacity of the voluntary and community sector to use the law and HRBAs through capacity building strategies and legal campaigns. It succeeded in encouraging voluntary sector organisation to adopt a legal focus, improved networks between legal and non-legal focused organisations, created provisions of tools, and increased the awareness of legal tools available for frontline staff. A major outcome was the establishment of 'second tier' roles and networks, or sector level 'hubs'

¹ More information on the PANEL principles and a self-assessment checklist can be found here: [Human Rights Based Approach](#)

such as Birthrights, Asylum Support Appeals Project, and Anti-trafficking and Labour Exploitation Unit (ATLEU).²

11. TBF supports legal action across the UK and focuses on work that assists civil society in understanding when, how, and if the law can support their strategy and goals. Recent projects have supported homeless people to access emergency shelters, prompted local authority landlords to clear pigeon waste from communal staircases, and challenged schools on long term exclusions, all using a HRBA.³

Proposal with the British Institute of Human Rights and Just Fair

12. This alliance partnership initiative would:
 - a. Seed fund a year-long development process to identify four themes and four London-based organisations: and,
 - b. Offer four years of funding to the chosen organisations to implement HRBA projects with local communities.
13. The development process would involve TBF working with two development partners, the British Institute of Human Rights (BIHR, charity number 1101575) and Just Fair (JF, charity number 1141484), to carry out consultation work, identify partner organisations, and co-design a four-year funding programme. The precise themes would be decided during the design process aligning within CBT's Bridging Divides Strategy.
14. TBF will be responsible for awarding and administering the grants during the lifetime of the project, and will commission/manage the learning, research, and evaluation.
15. Each of the HRBA projects will be led by a civil society organisation supported by a development partner (either BIHR or JF), with additional support from TBF to network with other HRBAs across the UK.
16. All grants awarded as part of the project will be subject to TBF's established assessment processes, including scrutiny on governance, safeguarding and financial due diligence. During the development phase of the project, partners will be supported by TBF to assess relevant risks and implement appropriate mitigations. These are likely to vary depending on the thematic focus, location, and community participation of different projects.
17. In the UK, the use of HRBAs has been championed by Participation and Practice of Rights in Northern Ireland and the Scottish Human Rights Commission. In England, Just Fair and the British Institute of Human Rights have supported work

² An independent and evidence-based reflection of the Baring Foundation's Strengthening Civil Society programme highlighted how the better use of the law and human rights could strengthen the Voluntary and Community sector. Part 3 of the [Evaluation SCS Programme 2015-2020](#) ways to effectively use the law to deliver social change.

³ TBF's response to call for evidence by the [Joint Committee on Human Rights Inquiry into the Government's Independent Human Rights Act Review](#) draws on the experience of the Foundation as an independent grant-maker across the UK and case studies from funded organisations

with communities across a range of human rights issues and were therefore chosen as the partners for this project. A partnership agreement will be drafted by TBF and signed by BIHR and JF if this award is approved.

18. BIHR has been a pioneer in promoting and upholding human rights in the UK since it was founded in 1970 and played a key role in calling for the European Convention on Human Rights to be incorporated into UK law. BIHR often unites with organisations to write joint letters and campaign and has a committee of experts with different lived experiences. By empowering people with rights information and supporting communities with advocacy tools, BIHR helps to increase the accountability of public bodies and help change policies affecting people’s lives.

19. Economic, Social, and Cultural Rights (ESCR) in the UK is a non-government organisation incorporated in 2011 and uses the trading name ‘Just Fair’. JF aims to protect rights and create a fairer society by increasing awareness of, advocating for, and encouraging government to respect, protect, and fulfil ESCR. JF has led on ground-breaking evidence-based research, conducted campaigns, and built grassroots social rights movements.

Timeline

20. Year one assumes start as beginning of Q2 (April 2023), so project years are assumed to be financial years 1 of April - 31 of March.

Table 1: Timeline of project for year one

Year	2023												2024			
	4	5	6	7	8	9	10	11	12	1	2	3	4			
Project funding agreed																
Development partner agreed																
Development phase designed																
Funders agree approach																
Consultation with civil society																
Civil society partners identified																
Co-design of 4-5 projects																
Four-year grants awarded																
Learning partner appointed																

Impact Measurement

21. An external learning partner would be in place within the first six months of the first year to provide a steer for the works - but not to subvert priorities. The partner will also generate information on the general process and on the specific themes chosen to work on. The partner would be sourced through an open tender process to ensure a level of independence from all project partners.⁴ Previous programme

⁴ An example of an independent evaluation for BIHR’s work embedding a human rights approach can be found here: [Download.ashx \(bihr.org.uk\)](https://www.bihar.org.uk/download/ashx).

evaluators have undertaken thorough documentation review, run focus groups with staff from partner organisations, attended and observed activities, and interviewed BIHR staff and partners on a non-attributable basis.

22. The key outcome of the project would be that the four organisations involved would be empowered to use a HRBA to participate in the development of policies and practices that impact the lives of the people they represent. This will help meet CBT’s mission to reduce inequality and grow stronger, more resilient, and thriving communities for a London that serves everyone.

23. A CBT Funding Director and a Funding Manager will ensure all learning is fed back into any future practice involving civil society organisations and developing funding programmes. Annual reports will be provided to CBT to demonstrate continued alignment of the projects with BHE strategy, and officers will remain in regular communication with staff at TBF.

Communications

24. BHE and CoLC communications and media officers will work with TBF to align communications, and appropriate and commensurate acknowledgment will be ensured in any media, as with all BHE funding.

Budget

25. The table below does not include any of the staff costs and overheads of TBF, which will be met entirely through TBF’s own organisational budget. In addition, TBF will contribute £50,000 per year over five years towards the programme, totalling £250,000. It is proposed that the remainder of the costs of the project will be funded by CBT at a total of £1.5 million.

Table 2: Costs of programme by year

Year	1	2	3	4	5	Total
Just Fair development partner	£69,569	£47,205	£51,926	£57,118	£62,830	£288,648
BIHR development partner	£60,000	£44,000	£47,000	£50,000	£55,000	£256,000
Organisational costs of consultation/ co-design	£100,000	-	-	-	-	£100,000
Four local organisations as project leads	-	£216,000	£237,600	£261,360	£287,496	£1,002,456
Learning partner	£2,500	£5,000	£5,500	£6,050	£6,655	£25,705
Events	£2,000	£2,200	£2,420	£2,662	£2,928	£12,210
Participation	£6,000	£6,600	£7,260	£7,986	£8,785	£36,631
Accessibility	£1,500	£1,650	£1,815	£1,997	£2,196	£9,158
Programme delivery	-	£4,000	£4,400	£4,840	£5,324	£18,564
Total	£241,569	£326,655	£357,921	£392,013	£431,214	£1,749,372

26. Development partner costs for JF and BIHR for years one to five include staff costs, overheads, and supervision plus allowance for annual cost increases. BIHR

intends to staff the project through existing posts. JF would plan to hire a post, alongside support from existing roles.

27. The budget line for local organisations' costs of consultation/co-design was calculated to provide financial support for roughly 20 London-based community groups who will be part of the creation of the programme. Exact figures will be adapted to reflect the process but are likely to be c.£5,000 grants.
28. Project leads in years two to five assumes four organisations with staff costs of £45,000 per lead. Overheads and supervision were calculated at 20% and are incorporated into the budget.
29. Participation costs are to cover the costs of engaging people with direct experience in the work to cover their time and travel costs in both the development phase and as part of the work with project partners. This assumes a cost of £40 x 100, across each year.
30. Learning partner and events lines include a contingency for inflation costs across the years. The budget also includes accessibility costs, 10 costs assumed at £150 per year, for reasonable adjustment and access needs of the project partners. Programme delivery costs allow each partner £1000 per year to cover the costs of reporting and events associated with the project.

Financial Information

Year end as at	2021	2022	2023
	Signed Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	2,281,789	4,843,337	5,311,846
Expenditure	(5,177,631)	(6,736,878)	(5,311,846)
Gains/(losses)	7,654,499	(15,885,973)	0
Surplus/(deficit)	4,758,657	(17,779,514)	0
Reserves:			
Total restricted	0	0	0
Total unrestricted	124,779,514	107,000,000	107,000,000
Total reserves	124,779,514	107,000,000	107,000,000
Of which: free unrestricted	124,779,514	107,000,000	107,000,000

31. TBF's income is generated from its investment portfolio and partnerships with other grant makers. All funds held are unrestricted income funds, giving significant flexibility and capacity to absorb challenges in investment performance and to flex grant making on an annual basis accordingly. It aims to achieve a minimum average annual return on investments Consumer Price Index (CPI) + 4%. Income is budgeted on the basis of a distribution from the portfolio equal to a percentage of the rolling average value of the investment funds over the preceding 12 quarters. TBF is a long-term investor and expects losses – as well as gains – on investments over the short term.
32. The charity awarded £3.96m in grants in 20/21, a slight decrease from £4.29m in 19/20. The charity's discretion to award grants in line with the value of investments, the still significant value of its investments, and the fact that investments are held

in unrestricted income funds means that its sustainability over the course of this planned Partnership is not considered a significant risk.

33. Grant funding is only included in the charity's annual budgets once it is confirmed. As the project will not go ahead without CBT funding, an appropriate budget line will be added if the grant is awarded.

Conclusion

34. This Alliance Partnership project between CBT and TBF will utilise HRBAs to support individuals and communities facing discrimination and disadvantage in London. TBF is an established funder, with a track record of delivering similar programmes, and the development partners, BIHR and JF, have substantial specialist knowledge of the thematic area and connections in the human rights space beyond CBT's own reach. Each of the HRBA projects will be led by a civil society organisation and be supported by a development partner and TBF to network with other HRBAs.

35. It is recommended that a grant of £1.5 million over five years (£190,000, £275,000, £315,000, £340,000, £380,000) be awarded to develop and deliver a programme to promote and develop the use of Human Rights Based Approaches for London-focused civil society organisations.

Hannan Ali

Funding Manager

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Committee: Grants Committee of the Bridge House Estates Board	Date: 5 December 2022
Subject: London's Giving: Resource Hub Proposals	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1 & 3
Which Bridging Divides Funding Strategy priority does proposal aim to support?	1, 2 & 5
Does this proposal require extra revenue and/or capital spending?	No (funding previously allocated from BHE designated grant making fund)
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Author: Jenny Field, Consultant	

Summary

City Bridge Trust (CBT) has been a long-term supporter of place-based giving schemes (PBGS), through funding to individual local schemes, combined with development and capacity building support for them through the London's Giving strategic initiative, hosted by London Funders. These funding streams support both the Bridging Divides funding strategy (in particular, the strategic aim to grow stronger, more resilient and thriving communities in London) as well as the joint BHE & City Corporation Philanthropy Strategy (in particular, the strategic aim to support and raise awareness of high quality giving in the capital).

At the December 2021 Grants Committee meeting, the grants budget for 2022/23 was approved, which included a notional £5.25m towards new, additional work on London's Giving and PBGS. As reported at the March 2022 Grants Committee meeting, this has been shaped by a Task and Finish Group, established following a consultation event with the London's Giving Network, comprising representatives from the Network and the BHE staff team. This Group has shaped and overseen:

- a. The establishment of a time-limited, strategic development fund for PBGS (over and above the funding available under Connecting the Capital). Of the 19 applications received, five have been rejected; six have been, or are in the process of being, approved by delegated authority; and five were approved at the last meeting. One is recommended for funding at today's meeting and the remaining two applications will be presented to the March 2023 Grants Committee meeting.
- b. The commissioning of two pieces of consultancy:
 - i. To investigate the feasibility of establishing a Challenge/Match fund to enable PBGS in London to leverage funds from new donors. The report on this work is due by the end of the calendar year and its findings will be brought to this Committee in March 2023.
 - ii. To scope the feasibility of building on the existing work of London's Giving, hosted by London Funders, to establish a Resource Hub in order to amplify and strengthen CBT's investment in London's PBGS movement

and to raise the movement's profile, reach and influence in order to make London a more equitable and inclusive city. The purpose of this report is to share the findings and recommendations from this work.

Recommendations

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Receive this report and note its contents;
- ii) Approve, in principle, the establishment of a Resource Hub for London's Giving hosted by London Funder's in order to take the work of place-based giving schemes in the capital to a new level; and,
- iii) Instruct officers to work with London Funders to draw up a fully costed budget for the Resource Hub, noting the indicative costings provided for illustrative purposes at paragraph 17 below, and bring the proposal back to the next Grants Committee with a recommendation to fund.

Main Report

Background to London's Giving

1. CBT's engagement with place-based giving schemes (PBGS) began in 2011 when it became a founder funder of Islington Giving as a Strategic Initiative with a grant of £119,500 over three years approved in April 2011. This was at a time when the appetite to establish PBGS was growing amongst London's communities and CBT supported a number of emerging schemes as Strategic Initiatives.
2. Inspired by the success of Islington Giving, CBT has also been supporting the promotion and development of PBGS since February 2014. This launched as [London's Giving](#) in February 2015 and is hosted and promoted by London Funders. As well as a range of online resources, news items and articles, London's Giving provides one to one support to individual schemes, regular network learning events and, in partnership with Rocket Science, enables local schemes to use shared impact measurement tools.
3. Since April 2018, funding for PBGS has been a stated priority under the [Connecting the Capital](#) strand of the Bridging Divides programmes.
4. Support of PBGs, as examples of pioneering and impactful philanthropic approaches incorporating the giving of both time and other assets, also supports the aspirations encompassed within BHE's and the City Corporation's (CoLC) Joint Philanthropy Strategy to contribute to higher impact and higher value philanthropy through support and awareness-raising in the UK and internationally.

What is a Place-Based Giving Scheme?

5. A PBGS is a partnership, initiative, or organisation which understands, highlights, and responds to local needs. It is more than a distributor of grant-funding to local

communities. Schemes aim to bring together the public, private and voluntary sectors to bring about real change in local communities and to unlock local resources and assets (money, knowledge and skills) for the benefit of those communities.

6. There is no blueprint or 'one size fits all' template for PBGS. Every scheme in London is different, depending on local conditions but they all share the same mission and principles, developed with London's Giving:
 - to connect people and foster collaboration, bringing together residents and the public, private and the voluntary sectors
 - to empower local people to take action on the issues that affect them
 - to speak up about and challenge inequality
7. Currently, there are 13 active¹ PBGS in London with a further two in development. The latest impact report can be found [here](#). The report highlights that between April 2017 and March 2020 the schemes collectively:
 - a. Raised £9.99m (of which £5.5m was in 2019-20)
 - b. Dispersed grants to the value of £8.71m (of which £3.9m was in 2019-20)
 - c. Raised £552,446 in-kind income
 - d. Enabled volunteering with an estimated value of £1m

Feasibility Research into a Resource Hub for London's Giving

Appointment of the Consultant

8. Following a competitive tendering process, Deborah Xavier was appointed to scope the feasibility of establishing a Resource Hub, which would build on the existing work of London's Giving, hosted by London Funders, and take the work of PBGS in London to a new level. She was asked to provide recommendations for the way forward and next steps, options on the location of the Hub, its resourcing and how to operationalise it.
9. Deborah Xavier is a charity consultant who has worked on London's Giving since the programme started in 2014, supporting several of the schemes from initial conversations through to being thriving established organisations. She is also an Associate for the capacity building charity Pilotlight, having been a key player in its development and expansion and a previous CEO of its London office. Prior to this, she was Chief Executive of City youth charity The Brokerage.
10. Deborah worked closely with Kristina Glenn, the founding Director of Islington Giving, and the former Director of Cripplegate Foundation. She is also a previous Chair of London Funders and is currently a consultant for London's Giving.

Methodology

11. Deborah's report and recommendations have been informed by interviews with a wide range of PBGS stakeholders including:
 - a. PBGS staff and trustees, from London and beyond
 - b. Current partners including London Funders, CoLC, Rocket Science, BHE

¹ All of these schemes, plus the 2 in development, applied to the Strategic Development Fund, with all but one being successful or recommended for funding.

- c. Business sector; large corporates, Business Improvement Districts and Small and Medium Enterprises
- d. Public sector representatives including London Councils, local authorities, the Mayor of Lewisham
- e. Other place-based networks; Young People's Foundations, UK Community Foundations
- f. Organisations with expertise on PBG issues including Renaisi, Heart of the City, East London Business Alliance
- g. EDI experts brap (previously Birmingham Race Action Partnership)
- h. An anonymous survey with responses from 10 PBGSs to enabled them to give their views confidentially and express their priorities for future potential support.

12. This work was carried out in close consultation with TSIP², who were appointed to investigate the feasibility of establishing a Challenge/Match Fund, and has been overseen by a sub-group of the Task & Finish Group, together with regular check-ins with the wider Group.

Key Findings

13. A clear set of aspirations for the future of the PBG movement which could be supported by a fully-fledged Resource Hub emerged from conversations with stakeholders.

14. As we have reported previously, every PBGS is different, reflecting the different needs, demographics and resources within each London borough. There is no blueprint, rather it is how PBGS work that defines them. This means that if the Resource Hub is to meet the needs of the network it must provide a range of support; practical, hands-on help, inspiration and provocation, leadership and advocacy, and space to allow PBGS to share and learn from another and to recognise and develop leadership.

15. The London's Giving current offer includes:

- a. Regular network meetings for PBGS staff to share news and discuss shared challenges
- b. Masterclasses and face to face events such as a business breakfast with Heart of the City
- c. One to one support from consultants who advise on set-up and common issues such as recruitment and governance
- d. An evaluation framework and annual evaluation process carried out by Rocket Science demonstrating the scale and development of the London's Giving network
- e. Signposting and connecting
- f. Toolkits, most recently on Participatory Grant Making and governance, a library of policies, procedures, template job descriptions. A website and regular newsletter
- g. Two publications; 'A Place to Give' and 'The Power of People, Partnerships and Place'.

² The Social Innovation Partnership

16. There is considerable scope to build on this. With additional capacity, a Resource Hub could amplify, increase or develop:
- a. Leadership, voice and challenge: to drive quality and ensure PBGS are not duplicating or diverting resources.
 - b. Increased one to one support: this area, including around set-up and governance, was cited by PBGS as fundamental to the successful development of PBGS.
 - c. Networking & Peer Support: Again, increased capacity would enable the existing networks of Directors and of Chairs to be more focused and effective. It would also enable the development of communities of practice around such areas as Participatory Grant Making (PGM) and fundraising.
 - d. Business Engagement: Business engagement is key to PBGS's cross-sectoral approach. PBGS have engaged with businesses of all shapes and sizes from multi-national corporates through to Business Improvement Districts and micro-businesses. However, success has been limited largely to a small number of mostly inner London PBGS, and progress in this area is one where PBGS have less traction. Forging and managing business relationships is a complex and long-term process. It requires a different set of skills, experience and networks, often not at the forefront of those represented by the talented individuals recruited into developing PBGs. A Resource Hub could Invest in a new specialist post to engage businesses, working with PBGS to develop and implement business engagement strategies tailored to their borough whilst co-ordinating collective approaches to London-wide businesses and funders.
 - e. Resources, tool kits & a directory of suppliers: The [London's Giving](#) website is already a source of online resources, including toolkits, templates, blogs and publications. Those interviewed said how invaluable this support is and that they would also like to see a directory of suppliers produced and maintained. Additional capacity within a Resource Hub would enable the production and maintenance of additional resources.
 - f. Joint Working: There is an appetite among more established PBGs to explore the possibility of joint working, for example, on fundraising initiatives. A Resource Hub could convene and facilitate greater joint working between PBGS wish to undertake collaborative fundraising.
 - g. Marketing & Comms: This is frequently cited as an area which PBGS find challenging and yet marketing and branding is key to attracting new support and funding. A Resource Hub could engage comms specialists to provide both one to one support to individual PBGS, as well as through joint working on collective campaigns.
 - h. Evaluation: Rocket Science has worked closely with London's Giving and the individual PBGS to develop a common evaluation framework. The additional capacity of a Resource Hub would ensure the annual collection and collation of key data. Additionally, it would enable additional work on demonstrating the non-financial impact of the work of PBGS to be explored, an area with which PBGS have struggled over the years (alongside the voluntary sector more broadly).
 - i. Equity, Diversity & Inclusion: Fundamental to the principles of the London's Giving network, and the PBGS role in pioneering participatory approaches is a commitment to equity, diversity and inclusion. If proposals to establish a

Resource Hub are supported, it is proposed that all of its work and activities, and those of the wider network, are underpinned by the strongest commitment to the principles of EDI. The appointment of an EDI Learning Partner to work alongside the Hub and the wider Network would enable an EDI culture to be firmly embedded.

Recommended Resourcing

17. The grants budget for 2022/23, approved at the December 2021 Grants Committee meeting, includes a notional £5.2m allocated towards new, additional work on London's Giving and PBGS (that is, the Strategic Development Fund, and the potential Resource Hub and Challenge/Match Fund). Taking account of approvals to date and applications in the pipeline, grant commitments for the Strategic Development Fund are estimated to be £3.2m, leaving a balance of £2m within this funding envelope.

18. Given the need to weigh carefully the value of funding the Resource Hub versus putting money directly into the PBGS, a balance needs to be struck to achieve maximum impact with as lean a team as possible. Deborah's report recommends a combination of in-house staff and freelance consultancy to balance the need for oversight and continuity against allowing a flexible and responsive approach to meeting the needs of PBGs, as they develop and their needs change and as the context around them shifts. The annual resourcing proposed in the table below is based on ramping up the current level of support to enable the implementation of the report's recommendations. It should be noted that the monetary figures are intended to be indicative only at this stage.

Resource	Activity	Cost PA
Staff – Director and Partner Engagement Manager	<p><u>Director:</u></p> <ul style="list-style-type: none"> • Facilitating communities of practice • Setting vision and values, providing leadership • Advocate with national funders and government • Compiling and commissioning material for a digital hub • Identifying and designing programme of support for cold spots • Managing consultants • Reciprocal arrangements with and signposting to other networks and capacity builders <p>Partner Engagement Manager</p> <ul style="list-style-type: none"> • Business engagement support • Building cross-London business and funder relationships • Convening collaborative fundraising and engagement projects 	1.6 staff FTE £100k inc. NI, plus inflationary pay rise YOY

Expert consultancy	<ul style="list-style-type: none"> • PGM development support • Marketing, communications and PR support • Cold spot development • EDI 	<ul style="list-style-type: none"> • Approx. £500 day rate: 24 days PGM, 24 days cold spot development, 12 days EDI • Marketing/Comms agency - £15k • Website design and management- £15k <p>Total - £60k</p>
London Funders – Though Leadership	<ul style="list-style-type: none"> • Promoting, signposting and connecting 	£30k pa plus inflationary rise YOY
Contingency	<ul style="list-style-type: none"> • 5% of above estimate of £190,000 	£9,500

19. The report further recommends that if proposals for a Resource Hub are supported, CBT should offer a funding commitment of 10 years with regular reviews to ensure the Resource Hub is able to meet the needs of a growing, changing network.

20. The report also recommends that the Resource Hub remain part of London Funders for the immediate future, with its future governance subject to review over the next 3 years. Any funding approved for the Resource Hub would therefore be received by London Funders.

Next Steps

21. As stated earlier, London Funders currently holds a grant towards London's Giving. The grant of £300,000 over three years was approved in January 2020 and is due to come to an end in March 2023. Officers are currently in discussion with London Funders about CBT providing transition funding to ensure there is continuity of the work whilst a decision about the proposed Resource Hub is being made.

22. In the light of this, the Grants Committee are asked to make an 'in principle' decision to support the proposals for a Resource Hub today and ask officers to work with London Funders to draw up fully costed budget for the Resource Hub and bring the proposal back to the next Grants Committee. These costings would take account of any existing funding: that is, the existing grant and any transitional funding that may be approved.

23. Although the Grants Committee are asked that the 'in principle' commitment be for a period of 10 years, this would be subject to regular reviews in order to allow for a flexible and responsive approach that takes account of both the changing needs of PBGS as they develop and any changes in their operating environment. Officers recommend that the budget that is brought to the next meeting for approval covers a three-year period.

Conclusion

24. There is a growing belief in the importance of place, not least within Government and amongst think tanks and funders. The pandemic brought the importance of place into even sharper relief as we all spent more time in our neighbourhoods. During the pandemic, a number of PBGS played an important role in getting funding and resources to where they were most needed.
25. The proposals for the Resource Hub are an exciting opportunity to build on CBT's investment in the PBG movement to date and to take this work to a new level.
26. An Executive Summary of Deborah's report, together with a summary of the key recommendations can be found in Appendices 1 and 2. A copy of the full report is available on request.

Appendices

- Appendix 1 - London's Giving Resource Hub Report & Recommendations – Executive Summary
- Appendix 2 - Summary of Recommendations

Jenny Field

Consultant

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Appendix 1 – Resource Hub Report & Recommendations – Executive Summary

Executive Summary

City Bridge Trust (CBT) has been the principal investor in the place based giving movement in London. This report sets out how a Resource Hub can protect and amplify CBT's investment by enabling place-based giving schemes (PBGS) to achieve reach, profile and influence in making London a more equal and inclusive city.

Building on the success of London's Giving in igniting the place-based giving movement in London a Resource Hub can;

- Drive reach, establishing new PBGS and helping emerging and established PBGS to achieve their potential
- Build the profile of the movement enabling cross-London relationships to accelerate growth and influence
- Provide challenge and support innovation and influence, to ensure a greater collective impact on the lives of Londoners

Key tasks of the Resource Hub will include;

- Providing voice and challenge to the PBGS network, taking a leadership role in articulating its aims, values and principles and driving ambition for systems change
- Support the ongoing development of participatory approaches
- Drive the development of PBGS in 'cold spots' where no obvious lead or host exists, but a PBGS is much needed
- Support individuals setting up and developing PBGS with practical help and advice
- Maintain Director and Chair networks with an increased focus on inspiration and provocation, test communities of practice for PBGS staff
- Create and maintain a directory of resources and contacts
- Dedicated staff resource to engage businesses and explore and co-ordinate collective approaches to businesses and funders
- Commissioning communications and PR expertise
- Overseeing data gathering and exploring ways to evidence impact
- Actively prioritising and addressing EDI issues, both for itself and for and with PBGS

This will require a consistent and skilled staff team to provide oversight and practical support, especially to emerging PBGS; a consultancy fund to buy in specialist expertise such as in participatory grant making and communications; and the ongoing support of London Funders with the connections, access and thought leadership they offer. Direction, challenge and inspiration would be provided by a multi-sectoral Steering Group.

A long-term commitment of 10 years and flexible and responsive design will enable the Resource Hub to protect the investment City Bridge Trust has already made in the PBGS movement, supporting its continued growth and bringing to London innovative and community-led solutions which harness the best of the voluntary, public and private sector.

Appendix 2 – Resource Hub Report and Recommendations – Summary of Recommendations

Resource Hub Feasibility Study – Summary of recommendations

Key Area	Recommendations
1. Role of Resource Hub staff & consultants	<ul style="list-style-type: none"> • Engage an EDI learning partner to work alongside staff to embed an EDI culture within the Hub and the wider network. • Promote the aims, values & principles of PBGS¹ and support the ongoing development of the network through access to expert consultants providing guidance on e.g. PGM², best practice, joint fundraising. Support communities of practice on such topics. • Support newly emerging schemes. • Convene and support network meetings of e.g. Directors and of Chairs. • Create & maintain a web-based library of resources. • Recruit a Business Engagement Manager to better engage and co-ordinate PBGS relationships with the business community. • Commission a Comms/PR agency to assist schemes with comms, messaging and marketing. • Data collection, analysis & oversight. Support schemes in measuring impact. • Explore the appetite for a UK-wide network.
2. Role of London Funders	<ul style="list-style-type: none"> • LF to continue to provide thought leadership & to share its networks & its expertise in convening & collaboration.

¹ Place-Based Giving Schemes

² Participatory Grant Making

Committee: Grants Committee of the Bridge House Estates Board	Date: 5 December 2022
Subject: Grant Funding Activity: Period Ended 17 November 2022	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1, 2 and 3
Which Bridging Divides Funding Strategy priority does proposal aim to support?	All
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report author: Theodore Tsipiras, CBT Operations Manager	

Summary

This report provides details of: funds approved and rejected under delegated authority since the last meeting of the Grants Committee in September 2022 through to 17 November 2022; the remaining 2022/2023 grants budget; grants spend to date and for this meeting by London Borough compared with the Multiple Index of Deprivation; any grant variations that have been approved under delegated authority; and seeks the Grants Committee’s approval for 3 grant rejections, 5 grants over £250k and 1 grant under £250k.

Recommendations

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity’s best interests:

- i) Receive this report and note its contents;
- ii) Approve the grants as recommended in Appendix 3; and,
- iii) Approve the rejection of grants as listed in Appendix 4.

Main Report

Budget and Applications update

1. There have been 66 grants awarded from the main grants programmes since the last meeting of the Grants Committee, with the net grant spend to date £34.3m (including associated costs and allocations, £36.4m). This leaves the remaining budget for 2022/23 (after £2m agreed in principle but not yet committed to Baobab) at £65.6m.
2. A full summary of grants committed and funds available for future commitments can be seen in **Appendix 1**. Heat maps of spending are shown in **Appendix 2**.
3. In addition to the grants listed in **Appendix 1**, 7 applications were withdrawn since the last meeting to 17 November 2022.

Recommendations to approve over £250k

4. The Grants Committee's approval is requested for 5 Bridging Divides applications of over £250k and 1 under £250k within this report (which would usually have been approved under delegated authority).
5. A copy of the corresponding grant assessment reports can be found at **Appendix 3**.

Grant Rejections

6. The 3 applications above the level delegated to officers recommended for rejection at this meeting are listed within **Appendix 4**. In each case the "purpose" of the application is that provided by the applicant organisation. The reasons for rejection are specified following assessment against the Bridging Divides funding strategy criteria and related Policy Guidance.
7. Copies of these application forms are available electronically. If any Committee Member wishes to query any of the recommendations, this can either be done at the meeting, in which case the decision may be deferred while full details are provided to the Member concerned, or by contacting the CBT office in advance of the meeting so that an explanation can be provided prior to or at the meeting.
8. A list of all rejections approved in line with the current delegated authority procedure are provided within **Appendix 5**.

Grant Variations

9. Variations to the grants outlined have been agreed by the Managing Director of BHE or the CBT Associate Director, in line with the delegated procedure for the amendment of grants. Details of all variations are provided at **Appendix 6**.

Funds approved or declined under delegated authority

10. The details provided at **Appendix 7** advises the Grants Committee of funds approved under delegated authority and urgency procedures from September 2022 to 17 November 2022.

Conclusion

11. This report provides details of grant funding activity since the last meeting of the Grants Committee in September 2022 and seeks the Grants Committee's approval for 3 grant rejections, 5 grants over £250k and 1 under £250k.

Appendices:

- Appendix 1: Budget and applications update
- Appendix 2: Heat maps of Index of Multiple Deprivation, Bridging Divides spend to date and this meeting's grants
- Appendix 3: Grant recommendations to approve

- Appendix 4: Grant rejections recommended for approval
- Appendix 5: Grant rejections
- Appendix 6: Grant variations
- Appendix 7: Funds approved or declined under delegated authority or under urgency requests

Theodore Tsipiras

City Bridge Trust Operations Manager

E: theo.tsipiras@cityoflondon.gov.uk

Appendix 1: Budget for main grants programmes and restricted funds to date (22/23 financial year).

<i>Date of this report: 17/11/2022</i>	Designated Fund - Bridging Divides, Cornerstone, Bridge Fund	Restricted funds - LCRF, TFL, RRR2	TOTAL
	£'000		
Funds balance at 1 April 2022 per draft accounts	210,285	297	210,582
<i>Already earmarked for projects</i>	(460)	0	(460)
Funds available for grantmaking at 1/4/22	209,825	297	210,122
Grants awarded 2022/23			
<i>Grants reported to/approved by Committees to date</i>	(27,882)	0	(27,882)
<i>Delegated authority grants since last Cttee</i>	(6,391)	0	(6,391)
TOTAL AWARDED TO DATE OF REPORT	(34,273)	0	(34,273)
Number of grants awarded	237	0	237
Write backs, variations & revocations financial YTD	28	0	28
Number of grants revoked, varied or written back	19	0	19
Other costs incl. staff costs associated with £200m uplift	(158)	0	(158)
Conditional grants*	(178)	0	(178)
Stepping Stones loan awarded under Bridging Divides*	(50)	0	(50)
TOTAL SPENT/ALLOCATED TO DATE	(34,630)	0	(34,452)
Subtotal: available at the date of this report	175,195	297	175,670
Total grants recommended for approval December 2022	(4,020)	0	(4,020)
Remaining funds available	171,175	297	171,650
2022/23 budget summary			
Approved Grants Budget 2022/23	101,490	0	101,490
Add non-grant spend budget 2022/23	830	0	830
Add restricted funds brought forward	0	180	180
Budget for 2022/23	102,320	180	102,500
<i>Grants awarded to date of this report net of revocations</i>	(34,301)	0	(34,301)
<i>Other costs and allocations</i>	(385)	0	(385)
Budget available to Committee at report date	67,634	180	67,814
Baobab funds not yet committed	(2,000)	0	(2,000)
Remaining budget available	65,634	180	65,814

*Awarded in 21/22 but remain in this report for 22/23

Appendix 2: Heat maps of Index of Multiple Deprivation (average score for borough), Bridging Divides spend to date (£), and this meeting's grants (£)

Note that CBT data is categorised by the borough location of the funded organisation. Support from that organisation may go to the same or other boroughs. Not all grants have this data recorded. Darker colours correlate to more money.

Index Multiple Deprivation (Average borough score) – dark colours = more deprivation



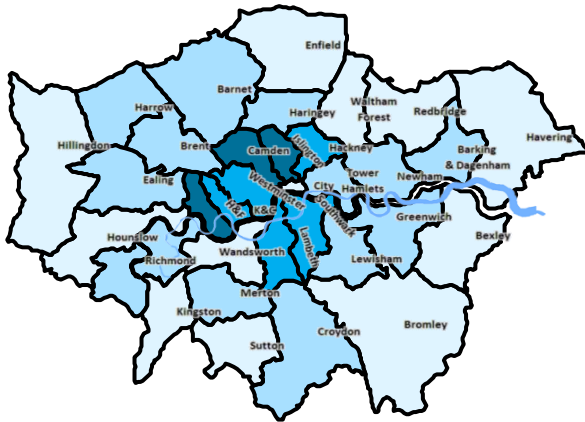
Main grants from start of Bridging Divides (September 2018) to committee date (excluding LCRF)

Main grants for this committee



Same data as above – per 1000 population¹ – but EXCLUDING City of London as the small population size here skews the comparison to ~100 times more than any other borough

Same data as above – per 1000 population - but EXCLUDING City of London again



¹ 2020 data from ONS via <https://www.statista.com/statistics/381055/london-population-by-borough/>

Appendix 3: 5 Grant recommendations to approve over £250k and 1 Grant recommendation under £250k

MEETING 5th December 2022

Ref: 19700

ASSESSMENT CATEGORY: Bridging Divides - Infrastructure funding: capacity building and representation

One Westminster

Adv: Caspar Cech-Lucas

Base: Westminster

Amount requested: £282,245

Benefit: Westminster

Amount recommended: £282,400

The Applicant

One Westminster (OW) is a registered charity set up in 2014 when Voluntary Action Westminster and Volunteer Centre Westminster merged. The applicant is the CVS (Council of Voluntary Services) for Westminster, providing advice, information, networking, and representation to the wider voluntary and community sector in the borough. Activities include one-to-one support for organisations, governance advice, providing opportunities for organisations to meet funders, supporting partnerships between the charitable, business, and voluntary sectors, and sending a regular e-bulletin containing funding information. OW manages the Volunteer Centre for Westminster and is also the host provider of Social Prescribers - employing 20 Social Prescribers who work with individuals referred to them by GPs and others.

The Application

The application is specifically for the salary and project costs associated with a full time Head of CVS Service and represents funding that would mean that this applicant would have been funded for over five years continuously through your criteria relating to infrastructure organisations, meaning that you would have funded OW for over 10 years. Building on what was learnt through the organisation's previous grant (16056), the post holder will be responsible for supporting the work of two other colleagues and ensuring that the Voluntary and Community Sector in Westminster is provided with all the services needed for them to succeed. This includes the provision of up to date and relevant information on fundraising, policy, HR, facilities, networking opportunities, and access to training courses and advice through one-to-one surgeries. Through this funding, voluntary sector organisations in Westminster will be fully engaged in strategic decision making in the borough and have better access to available funding opportunities. This will be achieved through e-bulletins that are sent to over four hundred organisations, sharing information on funding opportunities (including at least four meet the funder events a year), distributing and acting on the results of an annual survey, and bringing people and organisations together to discuss how best to meet identified need.

CVS are crucial agencies whose role is to support the capacity and engagement of the wider voluntary and community sector within a given local authority area. The applicant is well known throughout the borough and understands the emerging needs of Westminster's communities. OW holds partnerships in all activities and areas of work with the voluntary and community sector, local authority, key council

officers, local communities, Adult Social Care and Children's Services, relevant Cabinet members, Primary Care Networks, and the Westminster GP Federation. By engaging daily with local organisations and understanding their needs, the sector is more resilient and has a voice on a borough wide platform. In the current climate, still dealing with pandemic and now cost-of-living pressures, demands on the local voluntary sector are increasing daily as social isolation and inadequate services impact on people's lives. There is gross inequality in Westminster, with a 14-year life expectancy difference from the poorest parts to the richest in the borough.

Financial Information

OW recently successfully tendered with Westminster City Council for the funding to deliver the bulk of CVS work in the borough (3+2-year contract), having secured and delivered the previous contract. In addition to this, income comes from a mixture of earned income, fundraising, and delivering other contracts, representing diverse income streams. OW's reserves policy is to hold at least three months of operating costs equalling £118k, with this rising to £135k in 2022/23 as the redundancy value will increase. While the reserves target is not met in the table below, there is an increase in free unrestricted reserves year on year, showing that the organisation is moving towards meeting the target. OW is part of a defined benefit pension scheme, and currently pays around £11k a year towards the pension deficit as part of a deficit reduction plan. Given the nature of the scheme, the only liability that is accounted for is the present value of future years' deficit contributions, which are planned until 2028 to address the scheme deficit, reducing the risk of any other liability crystallising.

Year end as at	2021	2022	2023
	Signed Accounts £	Draft Accounts £	Budget £
Income & expenditure:			
Income	869,455	1,006,526	1,092,205
Expenditure	(863,598)	(981,218)	(1,053,137)
Surplus/(deficit)	5,857	25,308	39,068
Reserves:			
Total restricted	61,601	20,754	41,764
Total unrestricted	85,370	151,525	169,583
Total reserves	146,971	172,279	211,347
Of which: free unrestricted	70,655	95,963	114,021
Reserves policy target	118,919	118,919	135,470
Free reserves over/(under) target	(48,264)	(22,956)	(21,449)

Funding History

ID	Type	Meeting Date	Decision
16056	Bridging Divides	26/11/2020	£89,100 over two further and final years for a full time Senior Violence Interrupter and associated running costs.
16802	COVID19 London Community Response Fund	08/07/2020	A grant of £24,000 to fund the essential and urgent costs outlined in the application, so that the organisation can continue providing support to Londoners.
13958	Investing in Londoners	11/05/2017	£130,000 over three years towards a 0.6FTE post, associated running costs with costs for workshops and outreach support.

12030	Investing in Londoners	12/02/2014	£94,000 over two years towards the salary and support costs of an Organisational Development Officer (2 days pw) and an Information and Communications Officer (2 days pw) to deliver Voluntary Action Westminster's Just for You programme.
10315	Working with Londoners	20/01/2011	£135,000 over three years to support voluntary organisations across Westminster with outcome monitoring, evaluation, and communication. The funding to be used for the following posts: 40% of a Monitoring and Evaluation Officer and 40% of an Information Officer.
9343	Working with Londoners	22/01/2009	£64,700 over a final two years (£33,000; £31,700) for the salary and related costs of a part time Capacity Building Officer for third sector organisations in the City.

The Recommendation

£282,400 over 5 years (£52,700; £55,100; £56,600; £58,200; £59,800) towards the salary and project costs for a full time Head of CVS Service.

ASSESSMENT CATEGORY: Bridging Divides - Infrastructure funding: capacity building and representation

Voice4Change England

Adv: Clare Payne

Base: Camden

Amount requested: £399,031

Benefit: Hackney

Amount recommended: £399,040

The Applicant

Voice4Change England is a registered charity and company limited by guarantee. It was established in 2007 as a national membership organisation for Black and Minoritised (BME) voluntary sector organisations. Today it has over 550 members, 60% of which are London based. It delivers direct infrastructure support to BME community organisations, strengthens the sector through collaboration, and works with members and affiliates to increase awareness of the BME voluntary sector and improve its direct involvement and representation in decision making and policy forums. A focus on harnessing and sharing the BME voluntary sector voice is a particular priority of the charity, and Voice4Change England feeds this into policy work, campaigns, consultations, and research wherever possible.

During the early months of the Covid-19 pandemic, Voice4Change England was approached by several funding organisations wishing to target crisis grants to BME led charities and community groups. In a very short period, it transformed itself into a grant distributor administering close to £1.3 million of emergency funding from Comic Relief, MIND and Sport England to 200 BME voluntary organisations across the UK, within a year. Several of these original funders continued to target funding through Voice4Change England and its role as a grant distributor is now firmly embedded in its core activities. In the current financial year, it has also received grant income to redistribute from the National Lottery Community Fund and the Home Office.

Voice4Change England has four trustees and is currently recruiting for new board members. It has a staff team of nine, having recruited four new staff members in the last eighteen months to support its grant making and increased advocacy work.

The Application

Voice4Change England seeks funding over five years, to develop an infrastructure project to build the capacity, leadership, efficiency, and organisational resilience of BME voluntary sector organisations in London. The charity will take an asset-based approach (ie building on the assets that are found in the community and mobilising individuals, associations, and institutions to come together to realise and develop their strengths) to project delivery and work with those in its networks, including grantees and members respectively, to collaborate and co-design a programme of support. A core aim of the project is to build recognition of the value of the BME voluntary and community sector to encourage investment in it, and Voice4Change England will act as a connector and bridge to local and city-wide engagement and influencing opportunities.

In addition to addressing ongoing issues such as underfunding of the BME voluntary sector, the charity also hopes to respond, within the project, to emerging post-pandemic needs such as the impact of the cost-of-living crisis on beneficiaries, reduced organisational capacity, and the closure of community premises. Funding will support the recruitment and salary of a new part-time Project Officer (18.5 hours per week) and contribute to the salaries of two existing members of staff - a Head of Development and Grants (9.25 hours per week) and a Head of Policy (9.25 hours per week).

Background and detail of proposal

This proposal was developed through ongoing consultation and feedback loops with Voice4Change England's members, grantees, and participants. Consultation undertaken by the charity evidences that the BME voluntary and community sector lost 25% of funding between 2009-16, compared to 5% generic voluntary community sector loss. Those in its networks report that it is difficult to plan for the long-term, and this affects the delivery of services to the most vulnerable. Monitoring shows that 97% of those in its networks wanted help with developing relationships and building influence, and 37% with continuity planning. 53% wanted help to develop more effective service provision and 46% to develop marketing and communications.

Voice4Change England has designed a programme which will build the capacity, sustainability, networks, and influence of BME voluntary and community organisations in London incrementally and over a five-year period. Activities and support will be delivered in the following way:

- Years 1-2 will support organisational development to secure resources and develop more effective services and structures to tackle race inequalities
- Year 3 will develop asset-based approaches and build organisational confidence and impact; resilience and sustainability; and negotiation and advocacy skills.
- Year 4 will develop and raise the profile of organisations' key policy areas, and support networking and partnership building.
- Year 5 will build collaboration with external agencies to improve opportunities for grant making and social investment and ensure the BME voluntary sector is heard in decision-making forums.

In addition to this pre-planned programme, Voice4Change England will also deliver ongoing roadshows across London to create further opportunities for consultation and project shaping. The charity intends to work with between 70 and 100 BME community organisations as part of this project. These groups will be supporting beneficiaries experiencing multiple challenges including poverty, mental and physical health issues, isolation, and unemployment. The cumulative number of beneficiaries reached by the organisations directly engaging with this project will be in the thousands.

It is worth noting that not all Voice4Change England's members are grant recipients and that BME voluntary community groups across the country can attend a training

or receive advice without being a grantee, or a member of the charity. This project will be targeting London based BME community and voluntary organisations already in its networks in the first instance, but roadshows in the capital will be open to BME groups that do not have a pre-existing relationship with the applicant.

Financial Information

Year end as at March 2021	2021	2022	2023
	Signed Accounts	Actual	Budget
	£	£	£
Income & expenditure:			
Income	1,466,435	1,047,268	1,393,478
Expenditure	(992,287)	(1,013,685)	(1,278,806)
Surplus/(deficit)	474,148	33,583	114,672
Reserves:			
Total restricted	344,370	344,370	352,446
Total unrestricted	139,828	173,411	280,007
Total reserves	484,198	517,781	632,453
Of which: free unrestricted	131,673	165,256	271,852
Reserves policy target	170,817	170,817	170,817
Free reserves over/(under) target	(39,144)	(5,561)	101,035

Voice4Change England has set a free reserve target of £170,817 which has been calculated to include redundancy costs if the charity were to close, and three months of running costs. This has been set against a core costs calculation, rather than total expenditure, as a considerable portion of the charity's income is distributed as grants. 82% of budgeted income for the year ending March 2023 has been secured and the charity has ongoing grant distribution activities for the Home Office, Sport England, the National Lottery Community Fund and Comic Relief. It is also seeking to develop new funding relationships to increase staff capacity and will continue to focus on building free reserves to support this internal growth.

Funding History

ID	Type	Meeting Date	Decision
14074	Stepping Stones	15/06/2017	An unsuccessful application because the social investment proposal was judged to be difficult to realise given the organisation's then financial position.
12860	Investing in Londoners	23/09/2015	£122,240 over two years towards a part-time Development Director plus associated running costs of a project to support the BME voluntary sector in London to develop policies and good practice around volunteering and asset management.
12134	Investing in Londoners	19/06/2014	£60,000 as a third year's contribution towards the full-time salary and associated running costs of a project developing models of collaborative and partnership working.
10722	Working with Londoners	07/09/2011	£108,200 over two years towards a project to develop fair and equitable collaborations between London's BME and mainstream voluntary sector.

The Recommendation

This request is in alignment with the Trust's policy to fund organisations providing support to other voluntary, social enterprise and community sector organisations. The BME community organisations supported by Voice4Change England have historically faced barriers in receiving an equitable share of funding and resources, two factors which this project is actively seeking to redress. The charity is trusted by BME community organisations and, in its role as a grant distributor, has been able to generate applications from organisations which, by their own admission, would not have approached larger funders due to lack of capacity, lack of confidence, and complicated application processes. Voice4Change England has built in additional support with the application process within the design of its grant funding and spends considerable time providing feedback to unsuccessful applicants, to support development. This inclusive approach to all its activities will be further reflected in this project and it is assessed that Voice4Change England has the staffing, networks, and practical experience to deliver this holistic capacity building and strengthening programme. The charity is also keen to evaluate the programme and share learning with a range of funders.

Voice4Change underwent a significant transition in the financial year ending March 2021. Its income increased from £54,335 in the year ending March 2020 to just under £1.5 million in the year ending March 2021 and it expanded from an infrastructure support organisation to a grant provider. The charity is assessed to have responded well to such growth. It received unrestricted funding from the Indigo Trust to build an IT infrastructure for grant making and has also undergone considerable scrutiny of its financial processes from its larger funders, with no issues raised. The charity's board is small and currently operating at four, which is its minimum number. However, it is seeking to recruit two new trustees by Christmas.

The organisation's free reserve levels appear small in comparison to its overall income and expenditure in the current financial year. However, they are at a satisfactory level in relation to its core costs. Fundraising from corporates or individuals is an underdeveloped area of the charity's work and is one, which the assessor believes, could bring it resource to further boost free reserves. If capacity allows, then this is an area which should be explored further by the staff and board team. Funding is recommended:

£399,040 over 5 years (£74,045; £77,725; £80,030; £82,400; £84,840) to cover the salary and running costs of an infrastructure project to build the capacity and organisational resilience of BME voluntary sector organisations in London. Staff costs include a contribution to three salaries (a new Project Officer, an existing Head of Development and Grants, and an existing Head of Policy) at a total cost of £257,779 over five years. Additional budget is allocated to recruitment and running costs, including rent, audit, and insurance, and to evaluation and consultancy costs.

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

The Orchard Project

Adv: Kate Halahan

Base: Haringey

Benefit: London-wide

Amount requested: £82,000

{revised request: £281,927}

Amount recommended: £281,900

Purpose of grant request: Creating stronger and resilient communities and connecting diverse and marginalised communities to nature and neighbours, by planting and running thriving urban orchards.

The Applicant

The Orchard Project is a charitable company, established in 2009. It is the only charity in the UK dedicated to creating and maintaining urban community orchards, in recognition of both their social and environmental benefits. It works with local community groups in urban areas with high deprivation and limited access to nature, supporting them to design, plant, and care for orchards and to harvest their own fruit. It has helped communities to plant and maintain over 500 orchards so far. It also delivers policy and advocacy work, accredited training, and consultancy services. It was founded in London, where it continues to deliver most of its work, but omitted 'London' from its name in 2016 to reflect its widening reach and vision that everyone in UK cities is within easy reach of a thriving community orchard.

The Application

This is a request under the 'Making London a greener city for all' strand for five years funding to support the charity's core urban community orchard planting and training activities in London, commencing in April 2023. The request will contribute towards salaries, planting materials and other associated costs to plant at least six new community orchards each year in the most needed areas of London, totalling 30 new orchards over the course of the grant. Tailored to meet local need, all orchards will incorporate a 'Forest Garden' design (a diverse layered planting scheme of fruit and nut trees, shrubs, herbs, and wildflowers) as part of the charity's strategy to develop more resilient and effective orchards in the face of climate change. The orchards will improve biodiversity and leaf cover (providing greater shade to help cooling), reduce pollutants, and sequester more carbon. They will also reduce drought and flooding through interception (reducing rainfall speed and increasing evaporation before it hits the ground) and absorbing and storing surface water runoff.

Costs include a robust programme of community-led design and engagement and ongoing training to ensure local ownership and long-term maintenance of every orchard. It also includes costs to support 16 people a year who are unemployed or on low incomes to attend the charity's accredited Level 3 training course in designing and managing community orchards. Costs include staff time for coordination, teaching and marking, as well as costs for external tutors and accreditation fees. Set up five years ago, the course is part of the charity's long-term strategy to increase local environmental skills, knowledge and awareness and develop pathways to build

a more skilled and diverse green sector. Many students go on to become Orchard Leaders and/or Orchard Mentors, helping to deliver training in future courses and supporting groups in other orchards. Over 40% of last year's students also went on to secure further training or employment in the green sector within six months of the course.

As well as the environmental advantages, the orchards create a community resource and hub for the recognised benefits of connecting with nature, skills development, and socialising. They will help foster a greater understanding and appreciation of nature and wildlife and the need to ensure that these are protected and raise further awareness of the damaging effects of climate change on the natural environment. Also, in line with the priorities of your funding strand, the charity shows environmental consideration throughout its work, including advocating organic principles and soil protection techniques for all its orchards.

At the time of applying, the charity could only seek support under your transition funding offer for the 'Growing, greening and environmental projects' strand (maximum of £100,000 over two years). Since then, the new 'Making London a greener city for all' strand has opened, which fits well with the objectives of the proposed work. Following a discussion with your officer, the charity asked to be assessed under the new strand and has revised its request to ask for a greater contribution and for five years funding, in line with the new criteria. The revision included inflation costs (10%, reducing to 5% each year after) given changes in the economic landscape since it applied in May, and ongoing economic uncertainty. The request is about 65% of the total cost of the programme, which will help the charity leverage match-funding (applications pending for the shortfall for year one). The charity has secured funding from The Finnis Scott Foundation towards the accredited training course in year one, hence the reduced request for that year.

Background and detail of proposal

The orchards will be planted in the top 30% most deprived areas in London (Index of Multiple Deprivation 2019), initiated by local requests from residents and community groups and prioritised by greatest need and potential environmental and community impact. A longlist of sites has already been identified in Hackney, Haringey, Newham, Southwark, and Tower Hamlets. At least 600 people (100 per orchard) will benefit from engaging in a range of orchard activities each year. 120 of these (20 per orchard) will receive further training in orchard care and group communication skills, including selecting five 'Orchard Leaders' in each group, to build the knowledge and confidence to maintain the community orchards in the long-term. Years three and five include funding to deliver an 'Orchard Summit' event, which provides an important opportunity to bring together at least 20 existing orchard groups to share, network, reinspire and learn new orchard related skills. This level of support and community ownership, along with quality planting design, has resulted in a high 90%+ tree survival rate, with 100% of orchards still being cared for after the first year.

The Certificate in Community Orchardering is a unique 9-month course, developed by the charity and Level 3 accredited through Crossfields Institute (equivalent to A Level), teaching a combination of theory and practical skills. Originally set up with funding from the Education and Skills Funding Agency (ESFA), the course has

proven successful and popular, running a waiting list, and branching out to Swansea and Glasgow in the last couple of years. Designed through feedback from students, the course provides one-to-one support and offers a range of flexibility and alternative assessment options, to ensure it is as accessible as possible.

Financial Information

The Orchard Project has diverse income streams, most of which is grant income including multi-year grants from notable funders such as Esmée Fairbairn Foundation, Garfield Weston Foundation and John Ellerman Foundation. Other income is derived from corporate partnerships, major donors and earned income from training and consultancy services. The charity has a trading subsidiary called 'The Orchard Project Ventures' to deal with its trading activities for tax purposes.

Its free reserves policy is to hold the equivalent cost of legal and financial obligations plus 3-6 months operating expenditure. For the last two financial years it has also held £40,000 in a designated 'Innovation Fund' to foster innovation work, which it spent against in 2022/23. In 2021/22 it held free reserves of £257,969 (excluding designated funds), close to the top end of its target range of £157,000 - £267,000. The charity anticipates a small deficit in 2022/23 but will still hold free reserves within its policy. Overall, the organisation is in good financial health.

Year end as at 31st March	2020/21 Signed Accounts £	2021/22 Signed Accounts £	2022/23 Budget £
Income & expenditure:			
Income	508,687	675,550	600,466
Expenditure	(426,035)	(608,587)	(715,904)
Surplus/(deficit)	82,652	66,963	(115,438)
Reserves:			
Total restricted	104,561	184,859	215,558
Total unrestricted	311,304	297,969	151,832
Total reserves	415,865	482,828	367,390
Of which: free unrestricted	271,304	257,969	151,832
Reserves policy target	175,000	157,000	125,000
Free reserves over/(under) target	96,304	100,969	26,832

Funding History

ID	Type	Meeting Date	Decision
17168	COVID19 London Community Response Fund	08/07/2020	£26,820 to fund the essential and urgent costs outlined in the application to carry on providing support to Londoners.
14983	Bridging Divides	21/03/2019	Application rejected for insufficient fit with funding priorities.
13626	Stepping Stones	22/09/2016	Application rejected for lack of detail.
11493	Working with Londoners	10/01/2013	£24,950 for the employment of a project manager and associated overhead costs for a third and final year.
10513	Working with Londoners	17/03/2011	£49,900 over two years to employ a project manager three days per week, with associated costs.

The Recommendation

The Orchard Project has a strong track record and its targeted, tailored and community-led approach ensures significant benefits for both the environment and communities in which it works. Although it has good links with a range of partners and community groups, the charity recognises it is not fully representative of the communities it works with and lacks racial and cultural diversity across the organisation, a particularly common issue in the environmental sector. Keen to address this, in line with its new strategy, it is implementing changes at all levels, including recruitment, training, and working with a consultant to review its beneficiary and volunteering model and develop more diverse referral pathways, including work with The Ubele Initiative. It acknowledges that it is at the start of its journey and is keen to utilise the Trust's additional support in this area via your Bridge Programme if it is awarded a grant.

The proposal meets the strand's priorities, and is a thoughtful, strategic request which will support the charity's long-term strategy. Orchard projects are sometimes delivered in schools which is not eligible under the Trust's funding criteria, and so is excluded from the recommendation below. Funding is recommended as follows:

£281,900 over five years (£28,500; £55,800; £64,200; £60,800; £72,600) towards the cost to deliver urban community orchard planting and training activities in London. Funding does not cover delivery in schools.

ASSESSMENT CATEGORY: Bridging Divides – Positive Transitions

Music of Life

Amount requested: £94,300
{Revised request: £254,264}
Amount recommended: £254,400

Adv: Lorna Chung
Base: Westminster
**Benefit: Camden, Greenwich,
Haringey & Redbridge**

The Applicant

Music of Life is a national charity focused on meeting the needs of Disabled children and young people through the provision of musical activities. Since 2003, it has worked with children with complex, profound, and multiple Disabilities in areas of high deprivation and with marginalised communities. The charity's main activities include forming choirs in special needs schools, delivering a music programme for children in Deaf schools, specialist music lessons for individuals and community integration activities. This application was initially received under the Trust's temporary Transition Funding programme and funding was requested over the programme's maximum two-year timeframe. Now eligible under your recently opened 'Positive Transitions – Support and Services for Deaf and Disabled People' strand, the organisation has submitted a revised budget over five years, which is in line with the new programme's criteria and consistent with your funding policy.

The Application

This is the organisation's first application under Bridging Divides. Music of Life seeks funding to provide children and young people aged 7-18 across London Deaf schools (and schools with Deaf provision) access to regular musical education and performing opportunities. It will do this through its well-established Music for Deaf Children Programme, which started in Frank Barnes School in Camden in 2017. Activities include weekly term-time music making workshops across five schools with specialist provision for Deaf and Disabled children and additional individual music lessons. Funding is also sought for a programme of training to help ensure future provision of music teachers for teachers for Deaf and Disabled children. The charity works with children with complex, profound, and multiple Disabilities with special needs – Deafness is often not their only additional need. Carefully managed and specialist support is therefore needed to facilitate access to music in a meaningful way, and Music of Life's experience and expertise in the field mean it is well positioned to deliver this work. Noted barriers to Deaf and Disabled participation in music are cost and a lack of opportunity to join community and mainstream activities. Music of Life seeks to address both issues and ensure participants gain from the numerous social and developmental benefits a regular engagement with music brings.

Background and detail of proposal

Funding is sought for Music of Life to continue to provide its music programme in four London Deaf schools, James Wolfe School in Greenwich, Blanche Neville School in Haringey, Roding School in Redbridge, and Frank Barnes School in Camden. Funding is also sought to start its music programme in Blanche Neville secondary school. Though it has delivered other projects with secondary aged

children this will be the first time the music programme is delivered with the 11-18 age group. This is an important step for creating progression routes for students, some of whom may be considering pursuing music more seriously and/or considering training as workshop leaders themselves. It is estimated that approximated 480 children will be reached over the course of the proposed grant period of five years.

The programme includes regular workshops, individual 1:1 lessons and performance opportunities. Workshops will be delivered on a weekly basis by the organisation's professional music practitioners, who specialise in teaching music to Deaf students. Activities include practising on instruments and singing/signing and will be tailored to each group, dependent on interests and abilities. In addition, children and young people that show a particular interest in music during group workshops will be given the opportunity to take part in individual one on one instrument lessons with practitioners.

Performance opportunities are also offered through the programme at assemblies, local festivals, and concerts. Some of these events are in partnership with local mainstream schools – this experience is valuable for all children and young people involved, bringing them together and fostering social inclusion and understanding. Other benefits of the music programme include increased learning skills through having to practice concentration to master music pieces and improved wellbeing and confidence gained from performing. Common feedback from teachers and parents indicates that students benefit emotionally through increased ability to manage negative emotions.

Though it is not usual practice for the Trust to fund projects that take place on school premises or during the school day, the applicant has sufficiently demonstrated to your officer that it is of the greatest benefit to participants that this work is delivered on-site within school hours. Children and young people that participate in the programme have multiple and complex needs which necessitates many participants being taxied to and from school in adapted transport. Therefore, there is often little scope for them to take part in any out-of-school-hours (and therefore out-of-school-setting) activities. Your officer has received assurances that activities are supplementary to the curriculum - additional provision that ties in with and reinforces the educational plan is chosen for an individual child or a group of children.

Funding is also sought for Music of Life to provide training to musicians, to ensure there is a future generation of music teachers that specialise in teaching Deaf and Disabled children and young people. The programme will be taught over the course of the year with 10 participants per year. Priority will be given to Deaf and Disabled musicians, and it aims to reach as many people with lived-experience as possible – though Music of Life has successfully trained hearing musicians who are fluent in BSL (British Sign Language) previously.

Though not a Deaf and Disabled people-led organisation (DDPO), Music of Life recognises the importance of its work being shaped by Deaf and Disabled people. The music in schools programme is designed and led by Ruth Montgomery, a prominent professional Deaf musician and teacher. Two of the three practitioners

that teach in schools as part of the programme are Deaf (including Ruth). Additionally, the organisation has an advisory council of experts across education, music, Disability, and technology to inform its work. This includes a former Music of Life beneficiary. The organisation has indicated it will look to increase representation of those with lived experience of Deafness, Disability, and other underrepresented characteristics within its board.

This application was initially received under the Trust's temporary Transition Funding programme and funding was requested over that programme's maximum two-year timeframe. Now eligible under your recently opened 'Positive Transitions – Support and Services for Deaf and Disabled People' strand, the organisation has submitted a revised budget over five years, which is in line with the new programme's criteria. Securing long-term funding is a priority for the organisation, to ensure stability in its provision. This application was made in support of this aim. As a well-established programme with significant benefits to participants, who in many cases would otherwise not be in receipt of meaningful musical educational, your officer deemed the level of funding requested in the revised budget to be appropriate.

Financial Information

Music of Life's income is largely from trusts and foundations, with a smaller proportion raised from events and individual donors. Much of its 2022 deficit resulted from spending restricted funds which had been carried over from the previous year. Its reserves target is valued at six-months planned operating expenses (£30,282). Reserves held over this level are used to top-up ongoing programme costs where grant funding received is insufficient. A portion of reserves will be designated at year end 2022 to programmes which are not fully funded so far in 2023 – a relatively low proportion of income is confirmed for 2023 (£36,200) so excess reserves will safeguard against unpredictable income streams. In general, the organisation doesn't commit to projects until funding is secured. In the long-term the organisation will reconsider its unrestricted reserves target. Music of Life is seeking to increase its long-term funding to ensure stability of its provision, and this grant would contribute to success in this aim.

Year end as at 31st December	2021	2022	2023
	Signed Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	163,330	190,697	194,200
Expenditure	(172,607)	(226,010)	(180,105)
Surplus/(deficit)	(9,277)	(35,313)	14,095
Reserves:			
Total restricted	107,366	42,778	74,778
Total unrestricted	35,329	64,604	46,699
Total reserves	142,695	107,382	121,477
Of which: free unrestricted	34,481	63,756	45,851
Reserves policy target	30,282	30,282	30,282
Free reserves over/(under) target	4,199	33,474	15,569

Funding History

ID	Type	Meeting Date	Decision
16638	COVID19 London Community Response Fund	08/07/2020	A grant of £33,800 to fund the essential and urgent costs outlined in the application, so that the organisation can carry on providing support to Londoners.

The Recommendation

This project meets your funding programme criteria, supporting Deaf and Disabled children and young people to access music and develop skills. The Music in Schools Programme provides numerous benefits to participants and Music of Life's experience and expertise in the field mean it is well positioned to deliver this work. Funding is therefore recommended as follows:

£254,400 over five years (£47,150; £49,550; £51,000; £52,600; £54,100) towards the Music for Deaf Children and teacher training programmes in London.

ASSESSMENT CATEGORY: Bridging Divides - London's Giving

Lewisham Local (previously Rushey Green Time Bank)

Adv: Lydia Parr

**Amount requested: £282,122
{Revised request: £282,066}
Amount recommended: £282,076**

**Base: Lewisham
Benefit: Lewisham**

The Applicant

Lewisham Local (LL) was originally established in 2004 as a project of the Rushey Green Time Bank (RGTB), a charitable company which changed its name to LL in March 2022. LL uses an asset-based approach and activities to involve people in volunteering and sharing their skills to connect and create community cohesion. The charity has facilitated stakeholders from the voluntary, statutory, education and business sectors to collaborate and share assets such as resources, training, expertise, time, and money to help alleviate poverty and reduce social isolation for nearly 20 years.

LL is a place-based giving initiative promoting an asset-based approach that maximises participation and the long-term contribution from all communities within Lewisham. It aims to inspire local people, businesses, and organisations to give more towards the needs of Lewisham's communities, encouraging a stronger sense of 'place' for those who live, work, visit and study in the borough and to make Lewisham fairer and more inclusive. The giving initiative brings together the voluntary and public sector, local businesses, and communities to inspire and mobilise people to give towards good causes in Lewisham. LL has played an active role in in the London's Giving network and continues to engage and learn from other schemes and contribute its experiences.

In 2019 via RGTB, LL was awarded a contract from the local authority to provide voluntary sector infrastructure support across Lewisham. This was due to its wider civil society leadership role, borough-wide projects, and much lauded Covid-19 response work under the banner of Lewisham Local, and for which it further built its name and reputation.

The Application

LL wants to increase organisational capacity and brand visibility to sustain and develop its giving programmes to strengthen relationships with local businesses, individuals, corporate and strategic partners, and local funders leading to increased local giving. This bid would increase LL's capacity as a grant maker to distribute funds in a more equitable way by building an inclusive model of Participatory Grant Making (PGM), providing opportunities for local people with lived experience to engage in the funding process and make decisions around the distribution of funds in the borough.

The applicant originally applied for funding towards an Asset Development Lead role. However, as acknowledged in the application, developing a diverse asset portfolio of

the size required to support and sustain LL in the long-term will take more than three years, creating an ongoing fundraising need beyond the life of this grant. Through discussion with LL, a revised budget and job description for the Local Business Coordinator has been submitted that is more in keeping with the aims of the Strategic Development Fund. Your funding will act as a contribution to the overall strategic development of local giving in Lewisham.

It is proposed to employ a full time Local Business Coordinator to sustain and grow its local giving projects, particularly the LL Card. Having a full-time skilled worker in this role will enable LL to build on the last three years of work on giving projects and enhance its capacity and opportunities to distribute grants, grown from relationships that are nurtured and sustained over time by the coordinator.

It is also proposed to employ a Charities & Grants Coordinator to develop strong and effective relationships with local charities and groups to contribute towards giving projects: LL Card, Community Toilets, Refill Lewisham, Good Food Lewisham, Lewisham Community Lottery, and skills sharing exchanges. The role will be responsible for coordinating the development of PGM to support LL's small grants programmes by engaging residents and groups with lived experience, developing training, and supporting residents in the grant assessment process.

Background and detail of proposal

Historically you have supported Lewisham Local via RGTB, as part of the London's Giving initiative and Bridging Divides. Projects have included a Volunteering Programme, a discount card encouraging local businesses to support the community and local people to shop within the borough, and Lewisham Community Toilets where local businesses allow free access to toilet facilities for members of the public (following the closures of public toilets in Lewisham). Refill Lewisham is a network of local businesses offering free water refills to the public to help reduce single-use plastic waste. Training & Skills-sharing workshops where local businesses offer short practical training to local charities and other businesses as a way of giving to the community. In partnership with the Young Mayor Project, LL has created the 'Bank of Things' to provide everyday necessities to any young person facing hardship in Lewisham to address the issue of poverty and lack of resources for young people.

During the pandemic LL set up a Covid-19 Response Hub, from late March 2020 to October 2021 most of the staff were redeployed into supporting the Hub and developing emerging projects and partnerships to meet the needs of the wider community at this time. This included setting up cross organisation IT systems to collect and share data, repurposing the website as a tool to publish funding and resource information in real time, and promoting and recruiting volunteers. In total 6,283 adults and 3,071 children were helped, there were 14,058 individual referrals, 11,187 food packages were delivered, 2,470 volunteers registered, and 712 volunteers matched into Hub roles.

Funding is requested to build on the significant work of LL as a highly effective voluntary sector infrastructure body within Lewisham and to support LL in building a connected borough that gives, shares, and works together to build happier, healthier communities.

Financial Information

The organisation is well managed and in a good financial position. From April 2022 LL no longer received core funding from the council instead receiving more significant funding for projects resulting in staff numbers increasing. Expenditure has increased significantly in 2022/23 due to council contracts for onward grant making to groups in the borough for Warm Centres and Emergency Food. LL aims to hold three - six months of annual expenditure in free reserves. Free reserves are expected to remain in line with the target range with only a small shortfall forecast in 2023. LL has two other active grants as shown in the Funding History below. No costs are duplicated between these grants and the cumulative total of all grants will not exceed 50% of its total income in any one year, as per CBT's policy.

Year end as at 31 March	2021 Signed Accounts £	2022 Draft Accounts £	2023 Budget £
Income & expenditure:			
Income	757,730	774,845	904,425
Expenditure	(613,631)	(589,233)	(981,812)
Surplus/(deficit)	144,099	185,612	(77,387)
Reserves:			
Total restricted	75,159	172,189	155,002
Total unrestricted	205,706	294,288	234,088
Total reserves	280,865	466,477	389,090
Of which: free unrestricted	185,187	273,769	213,569
Reserves policy target	153,408	147,308	245,453
Free reserves over/(under) target	31,779	126,461	(31,884)

Funding History

ID	Type	Meeting Date	Decision
17553	COVID19 London Community Response Fund (Wave 3)	17/09/2020	£35,464 towards the costs for the project co-ordinating emergency food distribution in Lewisham.
16817	COVID19 London Community Response Fund	08/07/2020	£73,352 to fund essential and urgent costs, so the organisation can carry on providing support to Londoners.
16198	COVID19 Small Charity Emergency Support Funding	13/05/2020	A one-off, unrestricted grant of £15,000, equivalent to one regular quarterly payment for the organisation's current grant.
15685	Bridging Divides	26/03/2020	£323,500 over 5 years towards a f/t Director of LL plus associated running costs for the development and consolidation of LL.
14004	Investing in Londoners	27/07/2017	£113,000 over three years for the salary of a Co-ordinator and Assistant and associated direct costs of the Wild Cat Wilderness project.
14157	Strategic Initiatives	27/07/2017	£72,340 over two years received by RGTB on behalf of the LL Collaborative, as part of the London's Giving initiative.

The Recommendation

LL's track record demonstrates its capability to successfully develop placed-based giving within Lewisham. Your funding would enable LL to accelerate the strategic development of its scheme, and test different models of participatory giving and

engagement. Given its established standing and connections within the borough, LL is best placed to deliver this work truly embedding local people with lived experience within the process. Funding is recommended as follows:

£282,076 over three years (£92,076; £93,872; £96,128) to contribute to the Local Business Coordinator and Charities & Grants Coordinator salaries and associated project costs to accelerate local giving in Lewisham.

CITY BRIDGE TRUST – Delegated Authority (Requests up to £250k)

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Wandsworth Care Alliance

Ref: 19665

Amount requested: £127,895

Adv: Caspar Cech-Lucas

Base: Wandsworth

Amount recommended: £127,900

Benefit: Wandsworth

Purpose of grant request: To develop a volunteer brokerage project for Wandsworth

The Applicant

Wandsworth Care Alliance (WCA) is a charitable company established in 1991 to provide information and advice as an independent voluntary sector voice by monitoring, reviewing, and contributing to the improvement of health and social care services. The applicant now offers services traditionally associated with a Council for Voluntary Services (CVS), including development support, training, information, networking, and providing a voice for the voluntary and community sector on a borough wide scale. WCA delivers the provision of Healthwatch Services for the borough, the Voluntary sector Coordination service, and a project providing a platform for the voice of mental health service users.

Background and detail of proposal

The application is specifically to develop a volunteer brokerage project for Wandsworth, an initiative that was successfully piloted in 2020. The budget includes a part-time salary for a project worker, project and management costs, and overheads. Through this grant the applicant aims to proactively recruit 600 residents as volunteers, maintain and promote an effective online matching service linking volunteers with local organisations, and deliver an effective programme of networking and capacity building support to volunteer-using organisations to enhance their skills and strengthen their volunteer offer. Through this activity, 50 organisations will be matched with volunteers drawn from the local community, providing those organisations with an additional, sustainable resource which embeds them more securely in the communities they serve. In addition, 100 organisations will receive advice, guidance, and training in one-to-one settings or via the Volunteer Involving Organisations Network to strengthen their skills in recruiting and managing volunteers. This project will develop the volunteer brokerage programme further and give volunteering a prominence and profile it does not currently have in Wandsworth.

Using an accessible online database, the applicant will link residents with local volunteering opportunities. Alongside the matching service, WCA will promote volunteering; provide volunteering advice for residents to help them find the right volunteering role for them and support the application and recruitment process. Working with a range of voluntary and public sector organisations, WCA will develop new, flexible forms of volunteering, and support volunteer involving third sector groups through a network and programme of developmental support. The brokerage project will allow promotion of a central contact point for organisations, volunteers and volunteering opportunities within the borough.

The pilot was a response to more than three thousand borough residents volunteering during the pandemic. Research carried out for WCA this year showed that, post pandemic, there has been a greater need for volunteers but more difficulty recruiting them. The pandemic has shown Wandsworth residents the importance of being part of their community, with the brokerage allowing individuals to understand and access the local volunteering opportunities available to them. As part of the WCA Voluntary Sector Coordination Service, the brokerage will benefit from the guidance of a reference group made up of elected and co-opted representatives from local groups including groups working with excluded and disadvantaged communities.

Financial Information

WCA holds multiple contracts that contribute to the organisation's income on a consistent basis. The applicant has good relationships with the organisations who tender these contracts, and while some are currently up for re-tendering, WCA are confident that they can be secured again. The organisation has no history of overspending in the last five financial years and has always returned a surplus in that time. The organisation has a robust reserves policy, with an aim to hold between £174k and £379k in 2022/23, representing three to just over six months of operating costs. The table below shows unrestricted reserves increasing each year and within the target range, which is reasonable.

Recommendation

£127,900 over three years (£40,500; £42,600; £44,800) towards the costs associated with developing a volunteer brokerage project for Wandsworth

Appendix 4: Grant Rejections for approval Grants Recommended for Rejection

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<u>Bridging Divides</u>							
<u>Advice and Support</u>							
March 2022	19334	The Peoples Christian Fellowship	To develop a provision that will support existing and new foodbank users in tackling food poverty and issues related to hardship and crisis.	The application as a whole is a poor fit with your current funding priorities, in particular the project's focus on employability support which is not targeted at a beneficiary group defined by your funding priorities.	£398,815	Matthew Robinson	Haringey
<i>Total Advice and Support (1 item)</i>					£398,815		
<u>Positive Transitions</u>							
June 2022	19625	Revitalise	To support disabled Londoners to benefit from accessible wellbeing experiences promoting autonomy, independence and social interaction to reduce loneliness and improve health and wellbeing, longterm.	The proposed programme activities are not eligible under the Trust's current funding criteria and therefore cannot be supported under your funding policy.	£270,000	Lorna Chung	Islington
<i>Total Positive Transitions (1 item)</i>					£270,000		

Request Date	Ref	Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Funding Manager	Area
<u>Transition Funding - Bridging Divides</u>							
<u>Connecting the Capital</u>							
March 2022	19310	Trees4Grenfell CIC	To complete feasibility of garden extension, develop team of building professionals, improve functional aspects of organisation to effectively manage all major stakeholder requests and expectations.	An application for a very large project costing many times the applicant organisation's annual income, and with multiple elements falling outside the scope of City Bridge Trust criteria. The organisation's 2021 accounts are six months overdue with Companies House, which has issued a First Gazette notice for compulsory strike-off, currently suspended due to an objection.	£450,000	Lily Brandhorst	Kensington & Chelsea
<i>Total Connecting the Capital (1 item)</i>					£450,000		
Grand Totals (3 items)					£1,118,815		

Appendix 5: Grant rejections

Requests rejected under delegated authority (£250,000 or less)

Ref	Organisation	Type	Date Declined	Requested Amount	Funding Manager	Declination Comments
19800	Bengal Centre UK	Eco Audits	18/10/2022	N/A	Lydia Parr	The organisation does not own or lease any property therefore is ineligible for an eco-audit.
19314	Birds Eye View	Transition Funding - Bridging Divides	13/10/2022	£99,060	Julia Mirkin	The applicant is not a disabilities organisation and there is no proposal to work with a Deaf and Disabled People's Organisation to deliver this work. No track-record is detailed in support of this proposal. Active participation in arts activity, which is one of your priorities for funding awarded in support of Deaf and Disabled people does not feature in this proposal. It is not, therefore, a close fit to your criteria.
19801	Bishopsgate Institute	Eco Audits	05/12/2022	N/A	Lydia Parr	Based on the financial information provided by the applicant your officer has not been assured that the organisation's financial position is sufficiently robust.
19490	CARIS Camden Families	Transition Funding - Bridging Divides	18/10/2022	£60,000	Abi Sommers	The application proposes to deliver day trips and wellbeing activities for children rather than trauma-informed therapeutic interventions/services. As such this does not meet your criteria for improving the accessibility and range of mental health support and services for people who are at risk of homelessness or vulnerably housed. The application also includes an element of welfare support for the children's parents which is not eligible under your advice and support criteria as the organisation does not hold a recognised management qualification and/or advice quality standard.

Ref	Organisation	Type	Date Declined	Requested Amount	Funding Manager	Declination Comments
19664	CherryTree Foundation	Bridging Divides	08/11/2022	£86,600	Lydia Parr	The application proposes to deliver activities and costs associated with an employability programme and not advice and support activities. As such this does not meet the criteria of your policy when funding advice and support services for disadvantaged individuals.
19300	Community Barnet	London's Giving	05/12/2022	£199,914	Jenny Field	More work needs to be done on partnership arrangements so the request is judged to be unsuitable for this funding programme.
19478	Crohn's and Colitis Relief	Transition Funding - Bridging Divides	13/10/2022	£47,000	Khadra Aden	The organisation has not evidenced sufficient qualification nor track record in delivering the proposed mental health support to young people.
19537	Fondation Jocelyne Ngassa	Small Grants - Bridging Divides	05/12/2022	£9,900	Anneka Singh	This application cannot be recommended for funding as the project focuses on children as well as older people and as such, does not meet your criteria. Additionally, the application does not sufficiently demonstrate that project benefit is restricted to London.
19471	Give It Forward Today (GIFT)	Bridging Divides	13/10/2022	£90,000	Caspar Cech-Lucas	Overall, this is not a strong application. The proposal seeks core funding but much of the charity's work is not eligible under your programme criteria.
19461	Index on Censorship	Bridging Divides	18/10/2022	£60,200	Jack Joslin	The proposed work is UK-wide rather than London specific and therefore falls outside scope of your grant priorities.

Ref	Organisation	Type	Date Declined	Requested Amount	Funding Manager	Declination Comments
19657	Isleworth Explorers Club	Bridging Divides	05/12/2022	£125,000	Anneka Singh	This application cannot be recommended as a clear case for funding cannot be made. Project outcomes are insufficiently linked to the post applied for, with some areas wider than your priorities.
19494	Islington Boat Club	Transition Funding - Bridging Divides	05/12/2022	£107,720	Matthew Robinson	In submitting this application eight months following the end of five-year award from the Trust in September 2021, the organisation has not observed the applicable fallow period necessitated by your current reapplication funding guidelines.
19603	It's Not Your Birthday But CIC	Transition Funding - Bridging Divides	05/12/2022	£52,467	Caspar Cech-Lucas	The project applied for does not fit within the Trusts priorities. The applicant has also held negative reserves for the last two financial years
19463	KH Theatre Limited	Bridging Divides	13/10/2022	£100,000	Caspar Cech-Lucas	The application is for a newly built space, which is outside the criteria of your capital funding programme relating to access work.
19639	MAC-UK	Bridging Divides	15/11/2022	£99,422	Hannan Ali	The organisation has sufficient free reserves to deliver this project, and your officer was not able to ascertain the impact of the project to strengthen voice and leadership.
19401	Merton Somali Community (MESCO)	Bridging Divides	18/10/2022	£27,000	Matthew Robinson	The organisation's latest accounts filed show zero income and expenditure; it is therefore currently ineligible for any level of funding under current eligibility rules.
19529	Mission Remission	Transition Funding - Bridging Divides	13/10/2022	£38,300	Abi Sommers	The application proposes to deliver activities on behalf of those disadvantaged by illness rather than marginalised by systemic issues. As such, it does not fit your current priorities.

Ref	Organisation	Type	Date Declined	Requested Amount	Funding Manager	Declination Comments
19470	National Survivor User Network	Bridging Divides	05/12/2022	£150,000	Anneka Singh	This application cannot be recommended for funding as it does not align with your current priorities. The majority of costs in the submitted budget are insufficiently attributable to project outcomes, resulting in disproportionately high unit costs.
19512	National Theatre	Bridging Divides	05/12/2022	£104,812	Julia Mirkin	This application is not a close fit to your funding criteria, which aims to remove barriers faced by Deaf and Disabled people to participate in society and live independently. The proposed project culminates in a performance scheduled for August 2023 and therefore offers limited scope for Deaf and Disabled participants to really engage as active and equal partners to influence artistic decisions. The stated outcomes for the project, which are to build feelings of wellbeing, confidence and agency; to connect people and develop skills amongst Deaf and Disabled people are broader than your specific priorities for this funding programme.
19473	Pragmatic Healthcare Services CIC	Transition Funding - Bridging Divides	18/10/2022	£45,000	Kate Halahan	From the information provided by the applicant, the organisation has a limited financial history and demonstrable track record in the work it does, and works with a small number of beneficiaries.

Ref	Organisation	Type	Date Declined	Requested Amount	Funding Manager	Declination Comments
19498	SAIL - Summer Adventures for Inner Londoners	Transition Funding - Bridging Divides	15/11/2022	£125,000	Khadra Aden	This application is recommended for rejection as it does not align with your funding criteria. The proposed project, which includes a residential trip, aims to improve the mental health and wellbeing of young people, but the organisation does not demonstrate a track record or the qualifications needed to deliver this type of work.
19434	SJOG (St John of God hospitaller Services)	Transition Funding - Bridging Divides	05/12/2022	£89,985	Caspar Cech-Lucas	The proposed work does not fall within the priorities of your grant criteria.
19370	Social Care Institute for Excellence	Bridging Divides	05/12/2022	£174,000	Kelvin Ha	The proposed work is at a national level with no specific London focus, and as such falls outside your funding parameters.
19767	The Tavistock Institute of Human Relations	Eco Audits	05/12/2022	N/A	Lydia Parr	The applicant has sufficient reserves that self-funding is possible.
19301	Thames Reach Charity	London's Giving	05/12/2022	£237,748	Jenny Field	The applicant is not a place-based giving scheme and the request is to enable it to test new fundraising approaches for its own organisation. It therefore does not meet the criteria of the Strategic Development Fund
19604	theMovement	Transition Funding - Bridging Divides	08/11/2022	£34,498	Lydia Parr	The application proposes to deliver wellbeing activities which are only partially directed at those experiencing or at risk of homelessness. As such this does not meet the criteria of your policy when funding services which improve the accessibility and range of mental health support and services for those experiencing or at risk of homelessness or are vulnerably housed.

Ref	Organisation	Type	Date Declined	Requested Amount	Funding Manager	Declination Comments
19699	Young Elite Management	Small Grants - Bridging Divides	05/12/2022	£10,000	Gerard Darby	The application is ineligible for the small grants programme as there is no focus on disabled young people and no focus on older people. There are also concerns over the capacity of the community interest company.
Grand Totals (27 items)				£2,173,626		

Appendix 6: Grant variations

1. Centre 404 (grant ref 14145)

On 23/11/2017 a grant of £3,200.00 was awarded to Centre 404 for the purpose of an eco-audit. Contact has been lost with the organisation, therefore a revocation of the remainder is recommended.

Recommendation

That a sum of £1,000 out of the grant of £3,200 to Centre 404 be revoked.

2. Lewisham Citizens Advice Bureau Service (grant ref 14534)

On 02/05/2018 a grant of £3,400 was awarded to Lewisham Citizens Advice Bureau Service for the purpose of an eco-audit. Contact has been lost with the organisation, therefore a revocation of the remainder is recommended.

Recommendation

That a sum of £1,200 out of the grant of £3,400 to Lewisham Citizens Advice Bureau Service be revoked.

3. Best Beginnings (grant ref 14572)

On 14/11/2018 a grant of £2,600 was awarded to Best Beginnings for the purpose of an eco-audit. Contact has been lost with the organisation, therefore a revocation of the remainder is recommended.

Recommendation

That a sum of £1,400 out of the grant of £2,600 to Best Beginnings be revoked.

4. Free Representation Unit (grant ref 14919)

On 14/11/2018 a grant of £1,000.00 was awarded to Free Representation Unit for the purpose of an eco-audit. The organisation has since moved premises and could not continue with the audit, therefore a revocation of the remainder is recommended.

Recommendation

That a sum of £400.00 out of the grant of £1,000.00 to Free Representation Unit be revoked.

5. The Musical Museum (grant ref 15193)

On 26/09/2019 a grant of £2,600.00 was awarded to The Musical Museum for the purpose of an eco-audit. Due to staff changes the organisation is no longer able to continue with the audit therefore a revocation of the remainder is recommended.

Recommendation

That a sum of £800 out of the grant of £2,600.00 to The Musical Museum be revoked.

6. New London Performing Arts Centre (grant ref 15267)

On 26/09/2019 a grant of £2,400.00 was awarded to New London Performing Arts Centre for the purpose of an eco-audit. Contact has been lost with the organisation, therefore a revocation of the remainder is recommended.

Recommendation

That a sum of £600 out of the grant of £2,400.00 to New London Performing Arts Centre be revoked.

7. Small Charities Coalition (grant ref 19082)

On 09/03/2022 a grant of £25,000 was awarded to Small Charities Coalition to support the organisation's orderly wind down and allow for a transfer of knowledge to the wider sector. CBT's funding offer was made at a time when no other grant support seemed likely, and staff were going to be put on immediate notice. After the offer, an award previously sought from Garfield Weston was approved, and SCC did not need CBT's support. SCC has now closed, and this grant cannot be paid.

Recommendation

That a sum of £25,000 out of the grant of £25,000 to Small Charities Coalition be revoked.

8. The Brandon Centre (grant ref 13228)

On 14/07/2016 a grant of £142,500.00 was awarded to The Brandon Centre towards a part time (4.5 days per week) Centre Manager. This post was vacant for a 3 month period of the grants therefore £11,000 was not required.

Recommendation

That a sum of £11,000 out of the grant of £142,500.00 to The Brandon Centre be revoked.

9. St Georges Church (grant ref 14704)

On 25/07/2019 a grant of £38,950.00 was awarded to St George's Church as a Capital Grant. The purpose of the grant was to upgrade the entrances to the Community Centre and to improve the accessible toilet facilities, as recommended by an access audit report. St George's Community Centre is a well-used building in Southall which is managed by the Church. The centre was built in 1910 and has adapted to the changing needs of the area as it has grown from a rural village to a densely-populated urban suburb. The centre is ideally placed for local people, situated on a side road a short distance from the bustling Uxbridge Road, which is full of shops and serviced by several bus routes.

The capital grant has enabled the charity to improve the access at the entrance of the building, while also improving the side entrance access for the Contact a Family beneficiaries and staff. Improved accessible toilets were also introduced, which were outlined in the access audit, to ensure the building complies with building regulations. The project was managed by a local surveyor with oversight provided by the Church Vicar.

The charity was awarded £38,950 however upon receiving the invoices, it was apparent that the organisation experienced an underspend of £15,379 due to the capital works costing less than anticipated.

Recommendation

That a sum of £15,379 out of the grant of £38,950.00 to St George's Church be revoked.

Appendix 7: Funds approved or declined under delegated authority or under urgency (8th September 2022 to 17th November)

Requests approved under delegated authority (£250,000 or less)

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19227	Age UK Lewisham & Southwark	16/11/2022	£172,280 over four years (£42,700; £42,060; £43,180; £44,340) towards the costs of a specialist full-time Advisor.	Khadra Aden	£172,280
19460	Age UK Waltham Forest	16/11/2022	£159,000 over three years (£52,000; £52,500; £54,500) towards the salary and on-costs of the full-time Information and Advice Service Manager, volunteer costs, and a contribution to overheads. Draw down of funds is conditional on the information and advice service achieving the Advice Quality Standard.	Matthew Robinson	£159,000
19313	Age UK Camden (AUC)	13/10/2022	£93,200 over two years (£46,100, £47,100) towards salary costs of a Good Neighbours Scheme Manager to run a befriending service for older people in Camden.	Anneka Singh	£93,200
19467	Age UK Hillingdon, Harrow and Brent	17/10/2022	£72,500 over a further two and final years (£35,500, £37,000) to fund a 0.8 FTE Dementia Activities Worker to provide older people with dementia and their carers with person-centred CST-based support and build relationships with local dementia services, as well as project and management costs.	Abi Sommers	£72,500
19403	Ascension Community Trust	16/11/2022	£148,000 over 3 years (£49,000, £49,300, £49,700) towards the costs of providing creative and wellbeing focussed activities for people with learning disabilities or mental health challenges, and longer-term supported volunteer placements.	Catherine Hobbs	£148,000

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19440	Association of Chairs	15/11/2022	£172,000 over three years (£53,000; £58,000; £61,000) towards the share of the organisation's costs of supporting London Chairs and Vice Chairs, including proportionate contributions to the salaries of the Chief Executive, Head of Operations, and Events and Projects Officer (not exceeding 1.0 FTE across the three posts) events and marketing costs, plus a contribution to overheads.	Matthew Robinson	£172,000
19765	Association of Charitable Foundations (ACF)	02/11/2022	£2,500 over 12 months to support the development of "Impact Investing in the Main Endowment", a learning programme for charitable foundations.	Tim Wilson	£2,500
19079	BANG Edutainment Ltd	12/09/2022	£111,720 over two further and final years (£53,720, £58,000) for two part-time therapist (2 x 0.5 FTE) and associated project costs.	Clara Espinosa	£111,720
19505	Bengali Workers Association	16/11/2022	£189,200 over five years (£37,660; £35,160; £36,920; £38,760; £40,700) towards BWA's Older People's Project, including safeguarding training costs, a 15 hours p/w Project Co-ordinator, a 15 hours p/w Project Officer and related programme costs. Release of funds conditional upon satisfactory annual review of reserves levels.	Anneka Singh	£189,200
19661	The Bike Project	17/11/2022	£71,200 over two further and final years (£36,592, £34,608) towards the London Operations Manager's salary alongside costs to undertake a recycling feasibility study in the first year.	Catherine Hobbs	£71,200

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19339	Cambridge House and Talbot	17/10/2022	£100,000 over two years (£49,390; £50,610) for the Crisis Navigator role and associated NI and pension costs, travel, subscriptions, and a contribution to core. The year two instalment has been increased in recognition of inflation.	Julia Mirkin	£100,000
19315	Camden Community Law Centre	08/11/2022	£98,000 over two further and final years (£48,953, £49,047) to meet the salary and on-costs of a Welfare Rights Representation caseworker.	Aasha Farah	£98,000
19390	Change for Good Community Chaplaincy Limited	11/11/2022	£88,000 over three years (£28,500; 29,500; £30,000) towards the salary, on-costs, and clinical supervision costs of a Project Worker, to continue practical support and advice for prisoners and ex-offenders released and/or residing in London.	Matthew Robinson	£88,000
19458	Chinese Community Centre	16/11/2022	£60,000 over two years (£30,000 x 2) towards the salary costs of a Health and Wellbeing Project Co-ordinator and a Chef to continue to deliver a range of community support, services, and activities to improve the quality of life of older people from the Chinese Community.	Hannan Ali	£60,000
19501	Choices Islington	16/11/2022	£149,800 over 3 years (£46,572, £49,908, £53,320) towards the costs of providing a one-to-one counselling service for women prisoners and ex-prisoners specifically for issues of pregnancy, pregnancy loss, child loss or child separation.	Catherine Hobbs	£149,800
19276	Citizens Advice Bureaux Service Camden	24/10/2022	£114,100 over two further and final years (£56,350; £57,750) for 1 FTE Universal Credit Advice Worker and related project and management costs.	Anneka Singh	£114,100

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19431	Clean Break	24/10/2022	£100,000 over two further and final years (£50,000 x2) towards the salary costs of the Head of Participation	Hannan Ali	£100,000
19345	Community Focus Inclusive Arts	10/10/2022	£99,400 over two years (£49,800, £49,600) towards the running costs of a multidisciplinary art-based programme engaging young disabled people	Catherine Hobbs	£99,400
19337	Consortium LGBT	24/10/2022	£226,900 over three years (£75,130; £75,360; £76,410) for 1 FTE London Engagement Officer, member engagement costs, networking and training event costs, accessibility costs and related project overheads. Release of grant instalments in years 2 and 3 are conditional on receipt of satisfactory financial forecasts from the organisation.	Anneka Singh	£226,900
19546	CPotential Trust	21/10/2022	£2,400 (6 days) to provide an eco-audit.	Lydia Parr	£2,400
19282	Cripplegate Foundation	16/11/2022	£239,000 over three years (£65,000; £106,000; £68,000) towards the costs of delivering participatory grant-making, excluding onward grant-making funds, and towards the costs of researching and developing a resident academy.	Matthew Robinson	£239,000
19412	Croydon Voluntary Association for the Blind (Aka Croydon Vision)	16/11/2022	£101,100 over two years (£53,200; £47,900) towards the organisation's core programmes to reach and support the Lost 500 people with sight loss in Croydon.	Clara Espinosa	£101,100
19344	Drake Music	16/11/2022	£108,000 over three years (£36,000; £36,000; £36,000) towards DMLabs and the associated running costs.	Lorna Chung	£108,000

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19405	East African Association	10/10/2022	£27,800 over three years (£9,200; £9,300; £9,300) for sports and fitness activities for older disadvantaged people in the South London Somali community, covering coaching costs, venue hire and related project overheads.	Anneka Singh	£27,800
19541	Ethiopian Community in Britain (ECB)	10/10/2022	£33,440 over three years (£11,380; £11,030; £11,030) for an Older Persons project, covering safeguarding training in year 1, a 6 hours p/w Co-ordinator, sessional exercise instructor and related project costs.	Anneka Singh	£33,440
19424	Federation of Iraqi Refugees	10/11/2022	£59,500 over three years (£19,000, £19,500, £21,000) for a 0.4 FTE Development Worker to provide information and guidance to Iraqi refugees and asylum seekers in London, as well as associated project and management costs.	Abi Sommers	£59,500
19688	Friends Provident Foundation	08/09/2022	£15,000 over three years (3 x £5,000) towards the production of the Foundations Practice Rating, subject to a satisfactory memorandum of understanding between Bridge House Estates and the Friends Provident Foundation.	Hannan Ali	£15,000
19228	Fulham Good Neighbours	14/11/2022	£100,000 over two years (2 x £50,000) towards 1.0 FTE Director's salary, pension and NI plus on costs.	Khadra Aden	£100,000
19346	Generation Exchange	10/10/2022	£38,600 total over two years £17,200 and £21,400 towards the running costs of the intergenerational IT Exchange project for older people. The second year payment is to be released on the condition that it represents no more than of 50% of the charity's income in that grant year.	Catherine Hobbs	£38,600

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19292	Groundwork London	16/11/2022	£181,000 over three years (3 x £60,500) as seed-funding to establish, develop, and deliver 'Waltham Forest Giving', a place based giving scheme.	Hannan Ali	£181,000
19674	Half Moon Young People's Theatre Ltd	03/10/2022	£3,000 (7.5 days) to provide an eco-audit.	Lydia Parr	£3,000
19730	Headway East London	21/10/2022	£2,800 (7 days) to provide an eco-audit.	Lydia Parr	£2,800
19259	Hope for the Young	28/10/2022	£188,200 over 5 years (£20,800; £40,000; £41,200; £42,500; £43,700) to contribute towards the salary costs of a full-time Programme Co-ordinator and other associated costs to deliver the Mentoring Programme in London for young people aged 16-25.	Kate Halahan	£188,200
19707	Institute for Voluntary Action Research	12/09/2022	£5,000 towards the costs of the Open and Trusting Grant-making initiative	Clara Espinosa	£5,000
19274	Kazzum	11/10/2022	£71,100 over two years (£35,000; £36,100) towards a full time Programme Co-ordinator post (16 hpw) and other associated costs to deliver trauma informed creative sessions with children and young people across London.	Kate Halahan	£71,100
19329	Leap Confronting Conflict	13/10/2022	£98,000 over two years (£50,000; £48,000) towards the core costs of the organisation, limited to supporting services delivered for children and young people in London.	Matthew Robinson	£98,000
19675	The Leaside Trust	24/10/2022	£4,955 to commission an independent access audit and design appraisal of the Leaside Trust site and buildings as existing and proposed as part of site improvement plans.	Matthew Robinson	£4,955

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19229	Lewisham Irish Community Centre	17/11/2022	£150,000 (£40,000; £35,000; £30,000; £25,000; £20,000) over five years towards salary costs of a Senior Advice Worker to support, supervise and lead the advice team delivering services to the Irish Community and Gypsy, Roma, Traveller Communities in the London Borough of Lewisham.	Abi Sommers	£150,000
19450	Link UP London C.I.C.	05/12/2022	£49,000 over twelve months for the salary of a part-time Corporate Partnerships Manager, in addition to contributions to Skilled Volunteer Officer and Comms Officer roles, and a contribution to overheads.	Matthew Robinson	£49,000
19499	MahaDevi Yoga Centre	17/10/2022	£42,850 over 3 years (£14,000, £14,280, £14,570) contributing towards salaries to deliver therapeutic yoga work with children and young people with additional needs and disabilities.	Veronica Pearce	£42,850
19349	My Life My Say	13/10/2022	£100,000 over two years (2 x £50,000) for core costs for My Life My Say's work amplifying the voices of underrepresented young people in London.	Abi Sommers	£100,000
19205	The New Cross Gate Trust	17/11/2022	£175,600 over five years (£33,600, £34,652, £35,200, £35,800, £36,348) towards the delivery of ESOL classes and associated running costs.	Catherine Hobbs	£175,600
19627	Notre Dame Refugee Centre	15/11/2022	£195,630 over five years (£43,900; £40,900; £38,850; £36,910; £35,070) towards Notre Dame Refugee Centre's core costs and safeguarding training in Year 1.	Anneka Singh	£195,630
19341	NW7HUB	15/09/2022	£22,070 over three years (£7,000; £7,350; £7,720) towards Arts Against Hunger project costs.	Lorna Chung	£22,070
19547	The Phoenix Garden	03/10/2022	£2,200 (5.5 days) to provide an eco-audit.	Lydia Parr	£2,200

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19365	Public Interest Law Centre	15/11/2022	£147,700 over three years (£47,400; £49,200; £51,100) towards European Migrants Legal Hub activities, including the Homeless Rights Advisor salary (1FTE) and associated costs.	Lorna Chung	£147,700
19382	RCCT (Romanian Culture and Charity Together)	17/10/2022	£75,000 over three years (£25,000 x 3) to support the running costs of the organisation, which includes the food bank and the promotion of access to essential services.	Hannan Ali	£75,000
19350	RoadPeace	14/11/2022	£92,400 over two years (£46,370; £46,030) towards the costs of strengthening road crash victims' voice in influencing policymaking and practice on reducing road danger, increasing active travel and progressing to Vision Zero in London.	Clara Espinosa	£92,400
19379	Royal Society for Blind Children	16/11/2022	£161,860 over two years (£78,940; £82,920) towards a programme to deliver innovative emotional and practical support services that empower blind children and young people and their families in London to overcome barriers and live independently.	Gerard Darby	£161,860
19402	Saracens Sport Foundation	16/11/2022	£192,500 over five years (£35,700, £36,900, £38,500, £39,900, £41,500) towards the costs of the Junior DisABILITY Sports Hub, providing sports activities for 8–13-year-olds with learning disabilities.	Catherine Hobbs	£192,500
19806	The Selby Trust	14/11/2022	£2,400 (6 days) to provide an eco-audit.	Lydia Parr	£2,400

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19134	Sophie Hayes Foundation	05/12/2022	£175,800 over five years (£34,462; £34,807; £35,156; £35,509; £35,866) towards the salary and on-costs of one London Programme Co-ordinator (0.8 FTE) and a further London Programme Co-ordinator (0.2 FTE), with a contribution to overheads	Lily Brandhorst	£175,800
19423	Southbank Centre	17/10/2022	£100,000 over two years (£50,000, £50,000) towards project costs for the Southbank Centre's Arts and Wellbeing work with Londoners aged 65+.	Abi Sommers	£100,000
19372	Springboard Youth Academy CIO	14/09/2022	£50,000 (£16,000; £16,500; £17,500) over three years towards the costs of the organisation's three educational and psychosocial support programmes, specifically the freelance facilitation costs.	Matthew Robinson	£50,000
19124	St Cuthbert's Centre	12/09/2022	£161,400 over five years (£38,280; £35,280; £32,280; £29,280; £26,280) towards the CEO's salary.	Clara Espinosa	£161,400
19419	St Marylebone Parish Church	18/10/2022	£100,000 towards the installation of the lift and staircase to a Grade 1 listed building.	Clara Espinosa	£100,000
19464	St Michaels Fellowship	15/11/2022	£113,450 for a further and final two years (£55,100, £58,350) for the full-time salary of a Young Parent Practitioner and associated on-costs.	Clara Espinosa	£113,450
19724	Streatham Youth and Community Trust	03/10/2022	£4,000 (10 days) to provide an Eco-audit.	Lydia Parr	£4,000
19291	Tannery Arts/Drawing Room	10/10/2022	£44,490 towards access improvements to make the Tannery Arts Drawing Room accessible for disabled people as detailed in the budget request.	Catherine Hobbs	£44,490

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19506	Time and Talents Association	15/11/2022	£113,700 over 2 years (£55,736, £57,964) towards the costs of providing a programme of home and community-based health and wellbeing activities for older people in Southwark.	Catherine Hobbs	£113,700
19297	United St Saviour's Charity	16/11/2022	£179,590 over three years (£54,460; £61,120; £64,010) towards One Southwark, covering 1 FTE Programme Support Officer and related programme delivery costs.	Anneka Singh	£179,590
19290	Voluntary Action Harrow CIC	16/11/2022	£208,500 over three years (£71,357; £68,716; £68,427) towards the costs of employing a full-time Community Engagement Manager and a contribution towards its participatory grant making model and implementation of a grants customer relationships management system.	Aasha Farah	£208,500
19522	WALTHAM FOREST BLIND ASSOCIATION	10/10/2022	£30,000 (3 x £10,000) towards through inclusive sports activities, including strengthening and balancing exercises, for blind and partially sighted people in Waltham Forest	Caspar Cech-Lucas	£30,000
19421	We Are Grow	10/11/2022	£31,600 over three years (£10,000; £10,500; £11,100) towards We Are Grow's Nature Discovery Days and Grow Outdoors activities including associated project overheads, conditional on receiving organisational written financial procedures and a confirmation from The Totteridge Academy on We Are Grow's lease of the school's land for the duration of the grant.	Kate Halahan	£31,600

Ref	Organisation	DA Approval Date	Grant Recommendation	Funding Manager	Recommended Amount
19441	West Silvertown Foundation	28/10/2022	£97,650 over three years (£32,000; £32,500; £33,150) towards the Welcome Project, covering a 15 hours p/w project co-ordinator, 5 weekly Pre-entry – Level 3 ESOL classes, creche facilities, community activities and related project overheads.	Anneka Singh	£97,650
19462	MyBnk	14/11/2022	£65,000 over two years (£35,000; £30,000) to contribute to MyBnk's Money Works programme for care leavers in London.	Julia Mirkin	£65,000
Grand Totals (66 items)					£6,391,085

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