



Bridge House Estates Board

Date: MONDAY, 27 MARCH 2023

Time: 1.45 pm

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

Members: Deputy Dr Giles Shilson (Chair)
Paul Martinelli (Deputy Chair)
Deputy Henry Colthurst
Deputy Simon Duckworth (Chief Commoner)
Alderman Professor Emma Edhem
Alderman Alison Gowman
Judith Pleasance
Deputy Henry Pollard
Deputy Nighat Qureishi
Deputy James Thomson

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

**Ian Thomas
Town Clerk & Chief Executive**

AGENDA

Part 1 - Public Agenda

Strategy and Governance

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST**

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 22 February 2023.

For Decision
(Pages 7 - 14)

4. **OUTSTANDING ACTIONS***

Report of the Town Clerk

For Information
(Pages 15 - 16)

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

Report of the Managing Director of Bridge House Estates (BHE)

For Information
(Pages 17 - 22)

Ancillary Object - Charitable Funding

6. **PROPEL FUNDING ROUND ONE**

Report of the Chief Funding Director

For Decision
(Pages 23 - 50)

7. **ALLIANCE PARTNERSHIP - SMALLWOOD TRUST**

Report of the Chief Funding Director

For Decision
(Pages 51 - 60)

8. **BRIDGING DIVIDES: INFRASTRUCTURE FUNDING - CAPACITY BUILDING AND REPRESENTATION - MEDIA TRUST**
Report of the Chief Funding Director

For Decision
(Pages 61 - 64)

9. **MINUTES OF THE GRANTS COMMITTEE OF THE BHE BOARD***
To note the public minutes and non-public summary of the Grants Committee of the BHE Board meeting held on 6 March 2023.

For Information
(Pages 65 - 74)

Other

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

11. **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

Strategy and Governance

12. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 22 February 2023.

For Decision
(Pages 75 - 86)

13. **NON-PUBLIC APPENDIX - MANAGING DIRECTOR'S UPDATE REPORT**
To be considered in conjunction with the report at Item 5.

For Information
(Pages 87 - 88)

- 14. BRIDGE HOUSE ESTATES BOARD GOVERNANCE ARRANGEMENTS 2023/24**
Report of the BHE Chief Operating Officer
- For Decision**
(Pages 89 - 112)
- 14a. APPOINTMENT OF GRANTS COMMITTEE CO-OPTED MEMBERS**
Report of the Chief Funding Director
- For Decision**
(Pages 113 - 114)
- 15. ADOPTION OF THE POWER TO TAKE A TOTAL RETURN APPROACH TO INVESTMENT OF THE PERMANENT ENDOWMENT FUND**
Report of the Managing Director of BHE and the BHE & Charities Finance Director (representing the Chamberlain)
- For Decision**
(Pages 115 - 134)
- 16. BHE INVESTMENT STRATEGY STATEMENT**
Report of the Managing Director of BHE
- For Decision**
(Pages 135 - 162)
- 17. BRIDGING LONDON STRATEGY: PROPOSED REFRESH**
Report of the BHE Chief Operating Officer
- For Discussion**
(Pages 163 - 166)

Primary Object - Bridges

- 18. TOWER BRIDGE BUSINESS DEVELOPMENT PLAN**
Report of the BHE Chief Operating Officer
- For Discussion**
(Pages 167 - 170)
- 19. EVENTS MANAGEMENT CONTRACT AT TOWER BRIDGE**
Report of the BHE Chief Operating Officer
- For Decision**
(Pages 171 - 182)
- 20. PROPOSED NEW PRINCIPAL RISK - TOWER BRIDGE NEW YEAR'S EVE 2023**
Report of the BHE Chief Operating Officer
- For Decision**
(Pages 183 - 186)

21. THE MONUMENT TO THE GREAT FIRE OF LONDON - UPDATE

Report of the BHE Chief Operating Officer

For Discussion
(Pages 187 - 190)

Ancillary Object - Charitable Funding

22. NON-PUBLIC MINUTES OF THE GRANTS COMMITTEE*

To note the non-public minutes of the Grants Committee of the BHE Board meeting on 6 March 2023.

For Information
(Pages 191 - 192)

Investments

23. BHE CONSTRUCTION PROJECTS UPDATE

Report of the City Surveyor

For Information
(Pages 193 - 196)

24. CANDLEWICK HOUSE - GATEWAY 5 ISSUE REPORT

Report of the Managing Director of BHE and the City Surveyor

For Decision
(Pages 197 - 212)

25. PROPOSED FREEHOLD DISPOSAL OF 2 BRIDEWELL PLACE, EC4V 6AP

Report of the City Surveyor

For Decision
(Pages 213 - 222)

26. BHE: REVENUE WORKS PROGRAMME - 2022/23 PROGRESS REPORT*

Report of the City Surveyor

For Information
(Pages 223 - 228)

Other

27. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY*

Report of the Town Clerk

For Information
(Pages 229 - 230)

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

Part 3 - Confidential Agenda

29. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 22 February 2023.

For Decision

*NB: Certain non-contentious matters for information have been marked * with recommendations anticipated to be received without discussion, unless the Chair or Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.*

BRIDGE HOUSE ESTATES BOARD

Wednesday, 22 February 2023

Minutes of the meeting of the Bridge House Estates Board held at Committee Rooms, West Wing, Guildhall and via Microsoft Teams on Wednesday, 22 February 2023 at 11.00 am

Present

Members:

Deputy Dr Giles Shilson (Chair)
Deputy Henry Colthurst
Deputy Simon Duckworth (Chief Commoner)
Alderman Professor Emma Edhem
Alderman Alison Gowman
Judith Pleasance
Deputy Henry Pollard
Deputy Nighat Qureishi
Deputy James Thomson

Officers:

David Farnsworth	- Managing Director of Bridge House Estates
Bob Roberts	- Deputy Town Clerk
Karen Atkinson	- BHE & Charities Finance Director (representing the Chamberlain)
Simon Latham	- BHE Chief Operating Officer
Sacha Rose-Smith	- BHE Chief Funding Director
Anne Pietsch	- Comptroller & City Solicitor's Dept.
Fiona Rawes	- Philanthropy Director
Amelia Ehren	- BHE
Geraldine Page	- BHE
Nathan Omame	- BHE
Julia Megone	- BHE
Christopher Earlie	- BHE
Nicholas Gill	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Andrew Cross	- City Surveyor's Department
Richard Chamberlain	- City Surveyor's Department
Paul Monaghan	- Environment Department
Kate Limna	- Chamberlain's Department
Claire Giraud	- Community & Children Services
Joseph Anstee	- BHE

Also in attendance:

Laura Soley – Bates Wells
Mark Abbott – Bates Wells

The Chair welcomed those in attendance to the meeting, as well as any members of the public and partner organisations observing the meeting via YouTube.

1. **APOLOGIES**

Apologies for absence were received from Paul Martinelli (Deputy Chair).

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

Deputy James Thomson and Alderman Professor Emma Edhem declared a non-pecuniary interest in Item 20 by virtue of being members of the Police Authority Board.

3. **MINUTES**

RESOLVED – That the minutes of the meeting held on 15 November 2022 be agreed as a correct record.

Matters Arising

Noting the minute at Item 11, a Member commented that their understanding was that a monitoring process in line with similar sized-grants had been formally agreed, and should therefore be made part of the resolution. The Managing Director of BHE advised that officers could formally report into the Grants Committee to scrutinise monitoring and progress against the grant, rather than to the BHE Board. The Chair, noting the references to monitoring within the draft minute, and that the minute be strengthened to reflect this, and that the requested action be taken in respect of the grant through reporting to the Grants Committee.

4. **OUTSTANDING ACTIONS***

The Board received a list of outstanding actions for February 2023 and noted the updates provided.

RESOLVED – That the list of outstanding actions be noted.

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

The Board considered a report of the Managing Director of BHE providing an update on key areas of activity across the whole charity since the Board last met in November 2022 and outlining upcoming activities for the Board to note.

The Chair introduced the item by congratulating all those involved with the progression of the Supplemental Royal Charter, the grant of which had been approved by His Majesty the King upon the advice of the Privy Council the previous week. The Chair advised that the Great Seal would now be affixed to the Charter, at which point it would take effect, and it was hoped that this would take place before the end of the financial year.

The Managing Director of BHE introduced the report and drew Members' attention to the key points, first introducing representatives from Bates Wells attending the meeting and thanking them for their support in progressing the Supplemental Royal Charter. The Managing Director of BHE then introduced Sacha Rose-Smith, the charity's Chief Funding Director, on her first meeting of

the Board. The Managing Director of BHE added that the BHE Head of People was now in post and would provide specific HR provision for the charity.

Lead Members

The Chair then drew Members' attention to the recommendation to appoint Lead Members for key policy areas for the charity, including Safeguarding, Climate Action and EDI. In response to questions from Members, the Managing Director of BHE advised that the Climate Action brief would include joint working with the City Corporation on its Climate Action Strategy, and would flow through the charity's investment work. The Chair added that there remained ambition from the Board to improve upon the climate action targets agreed by the City Corporation, and a Lead Member would be helpful for driving this.

Members discussed whether the brief in respect of Safeguarding should be expanded to Public Safety more generally, noting that suicide prevention was the key driver for a Lead Member in this area. A Member commented that measures in respect of the bridges also affected road users, pedestrians and other groups and that framing the brief around safeguarding risked protective safety becoming a secondary consideration. The Comptroller and City Solicitor advised that in this context, safeguarding encompassed public safety and other elements in the protection of the public and bridge users, and this was set out in the charity's agreed Safeguarding Policy. However, Members commented that the word 'safeguarding' had particular connotations and suggested that the Lead Member brief be recognised as 'Safeguarding including Public Safety'.

A Member added that Lead Members should be able to identify proposals within the context of their brief, but that these needed to be linked to and compatible with the charity's agreed strategic direction and within the authority agreed by the Board.

The Chair then sought expressions of interest in the various policy areas, noting that Alderman Alison Gowman and Judith Pleasance had previously expressed interest in appointment as Lead Member for Climate Action and EDI respectively, and that Alderman Professor Emma Edhem and Deputy James Thomson had subsequently expressed an interest in the EDI and Safeguarding including Public Safety briefs. Following the Board's consideration, it was agreed to appoint Alderman Alison Gowman, Deputy James Thomson, and Judith Pleasance as Lead Member for Climate Action, Safeguarding including Public Safety, and EDI respectively.

Foundation Practice Rating (FPR)

The Managing Director of BHE drew Members' attention to the FPR received by CBT, noting that the lowest score received was in respect of Diversity, and that measures would be taken to improve this. In response to a question from a Member, the Managing Director of BHE advised that BHE Board membership had been part of the assessment, noting that there was limited ability to influence this, given the electoral process involved in the appointment of Board Members. The Chair commented that there was clearly work to do in this area, which would be brought back to Members, as well as relevant training.

A Member commented that the diversity of the Court of Common Council had improved which may be reflected on the Board in due course, and that the Board could emphasise this point in the recruitment of Co-opted Members. The Managing Director of BHE confirmed that this had been accounted for within the recruitment process.

Tower Bridge

The Board noted the positive performance of the visitor attraction at Tower Bridge, which was returning to pre-pandemic levels. In response to a question from a Member, the Managing Director of BHE confirmed that Tower Bridge was linked into the wider Destination City initiative, and that the visitor development and marketing teams had undertaken work to ensure that visitors were driven from the bridge into the City of London.

RESOLVED – That the BHE Board, in the discharge of functions for the City Corporation as Trustee of BHE and solely in the charity’s best interests:

- i) Note the contents of the report;
- ii) Appoint as Lead Member for the Board:
 - Deputy James Thomson - Safeguarding and Public Safety (with current focus on Suicide Prevention),
 - Alderman Alison Gowman - Climate Action, and
 - Judith Pleasance - Equity, Diversity and Inclusion (EDI)

6. **RETROSPECTIVE REVIEW OF JOINT PHILANTHROPY STRATEGY 2018 - 2023**

The Board discussed a report of the Managing Director of BHE providing a review of progress of the joint Philanthropy Strategy from April 2021 to date and providing a summary of findings. The Philanthropy Director introduced the report and drew Members’ attention to the key points, noting that further Member engagement would be forthcoming in the next stages of this work.

In response to a question from a Member, the Philanthropy Director gave further detail on the allocation of giving-focused funding from CBT, much of which was directed towards the London’s Giving programme alongside a broader range of commitments, and advised the Board of the current position with regards to the Philanthropy House proposal which had been in abeyance. The Philanthropy Director further advised that the charity’s Impact & Learning capacity was greater now than it had been at the adoption of the joint Strategy and that there was therefore greater scope to ensure tighter measures were in place in the next phase. It was noted that that the Central Grants Unit worked closely and engaged with the Livery movement where possible, most recently in leveraging additional donations from them, alongside that from the City Corporation, for the Disasters Emergency Committee response to the earthquake in Turkey and Syria.

The Board was advised that the review of progress against the implementation plan, appended to the report, would inform thinking around next steps. The Philanthropy Director advised that external review would take place next and

would be progressed as set out in the implementation plan. The Chair then thanked Members for their comments and added his support for further Member engagement.

RESOLVED – That 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:

1. Note the update on the implementation of the Joint Philanthropy Strategy to date, the process and timings of the strategy review and the encouragement and opportunities for Member Engagement, with feedback provided as above.

7. **TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2023/24**

The Board considered a report of the Chamberlain setting out the City Corporation’s Treasury Management Strategy Statement and Annual Investment Strategy (TMSS) for 2023/24, the board being responsible for approving the TMSS on behalf of BHE. The Chamberlain introduced the report and drew Members’ attention to the key points, also advising that an amendment to the title had been agreed by the Financial Investment Board, to add ‘(relating to Treasury Management)’ to follow Annual Investment Strategy, for the sake of clarity. The Board noted and endorsed this amendment.

A Member commented that he felt BHE approval of the Strategy should be streamlined, given its local authority focus and limited relevance to the charity. The Chair suggested that the Board give its approval on this occasion and undertake to review this process ahead of next year.

RESOLVED – That the BHE Board approve, as amended, the Treasury Management Strategy Statement and Annual Investment Strategy (Relating to Treasury Management) for 2023/24 on behalf of Bridge House Estates.

8. **UPDATE ON BHE CONTINGENCY FUNDS***

The Board received a report of the BHE & Charities Finance Director (representing the Chamberlain) providing an update on the Bridge House Estates (BHE) Central Contingency balances held for 2022/23 and details of new requests for funds being made against these balances.

RESOLVED – That the BHE Board, in discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity’s best interests:

- i) Note the BHE contingency budgets currently held for 2022/23;
- ii) Note that a total of £145,000 has been approved under delegated authority for three items:

- £93,000 BHE capital element for year 1 of the new Enterprise Resource Planning (ERP) project being implemented across the City Corporation
- £12,000 towards increases of the market forces supplement within the Investment Property Group team; and
- £40,000 from the Climate Action Strategy Contingency Fund to support two projects at Tower Bridge identified as contributing to BHE's net zero carbon emissions target.

iii) Note the request of £195,000, presented at Item 19 on the agenda, to sufficiently fund the services provided by the CoLP under the terms of the SLA being agreed with the charity; and

iv) Note the release of £1.442m of contingency balances held following review of requirements for the remainder of this financial year.

9. **ALLIANCE PARTNERSHIPS - THE BARING FOUNDATION (HUMAN RIGHTS BASED APPROACHES)**

The Board considered a report of the Managing Director of BHE seeking agreement for an Alliance Partnership, with a grant of £1.5 million towards a new programme run by the Baring Foundation to promote and develop the use of human rights-based approaches for London-focused civil society organisations, using international and domestic human rights laws to support practical, real-world protections for individuals and communities facing discrimination and disadvantage. The Board noted that the proposals had been endorsed by the Grants Committee at its meeting on 5 December 2022 and recommended to this Board for approval.

RESOLVED - 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, agree the Alliance Partnership and grant of £1.5 million over five years to the Baring Foundation, as per the terms recommended by the Grants Committee.

10. **MINUTES OF THE GRANTS COMMITTEE OF THE BHE BOARD***

RESOLVED – That the public minutes and non-public summary of the Grants Committee of the BHE Board meeting on 5 December 2022 be noted.

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

The Board gave thanks to Nick Gill, Investment Property Group Director, on his last meeting of the Board before leaving the City Corporation in March 2023. The Chair thanked officers on behalf of the Board and officers for his leadership and expertise in managing the charity's investment property portfolio and his role in a number of the City's key transformational projects. The Chair added that Nick had been a great asset to the charity, with the Board wishing him well for the future.

12. **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.
13. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 15 November 2022 be agreed as a correct record.
14. **NON-PUBLIC APPENDIX - MANAGING DIRECTOR'S UPDATE REPORT***
The Board received a non-public appendix to the Managing Director’s Update report.
15. **BRIDGE HOUSE ESTATES - CONFLICTS OF INTERESTS POLICY**
The Board considered a report of the Managing Director of BHE.
16. **BHE RISK MANAGEMENT PROTOCOL AND PRINCIPAL RISK REGISTER**
The Board considered a report of the BHE Chief Operating Officer.
17. **BHE HIGH LEVEL BUSINESS PLAN 2023/24**
The Board considered a report of the Managing Director of BHE.
18. **2023/24 BHE BUDGET AND FINANCIAL FORECASTS**
The Board considered a report of the Managing Director of BHE and the BHE & Charities Finance Director.
19. **BHE CONTINGENCY FUND REQUEST 2022/23 - BHE AND CITY OF LONDON POLICE INSTITUTIONAL SERVICE LEVEL AGREEMENT (SLA)**
The Board considered a report of the BHE Chief Operating Officer.
20. **FINDINGS AND RECOMMENDATIONS FROM THE CITY OF LONDON PUBLIC PROTECTION STUDY**
The Board considered a report of the Deputy Town Clerk.
21. **TOWER BRIDGE FIRE SUPPRESSION SYSTEM REPLACEMENT AND IMPROVEMENT - GATEWAY 1 AND 2**
The Board considered a report of the Managing Director of BHE and the City Surveyor.
22. **TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE***
The Board received a report of the Managing Director of BHE and the City Surveyor.

23. **NON-PUBLIC MINUTES OF THE GRANTS COMMITTEE OF THE BHE BOARD***
RESOLVED – That the non-public minutes of the Grants Committee of the BHE Board meeting on 5 December 2022 be noted.
24. **BHE: INVESTMENTS PERFORMANCE MONITORING TO 31 DECEMBER 2022***
The Board received a report of the Chamberlain.
25. **BHE INVESTMENT PROPERTY MONITORING REPORT: RENT ESTIMATES, DELEGATED AUTHORITIES, RENT REVIEW / LEASE RENEWALS, VOIDS***
The Board received a report of the City Surveyor.
26. **HORACE JONES HOUSE - GATEWAY 4 PROGRESS REPORT***
The Board received a report of the Managing Director of BHE and the City Surveyor.
27. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY***
The Board received a report of the BHE Governance Officer (representing the Town Clerk).
28. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.
- The Chair thanked officers in attendance and asked that they withdraw from the meeting, with the Board then moving to a confidential session.
29. **SECURITY UPDATE**
The Board considered a confidential security update.
30. **CONFIDENTIAL MINUTES OF THE GRANTS COMMITTEE OF THE BHE BOARD***
The Board received the confidential minutes of the meeting of the Grants Committee of the BHE Board on 5 December 2022.

The meeting ended at 1.21 pm

Chair

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Bridge House Estates Board – Outstanding Actions, March 2023

Status Key

Green = Complete, **Amber** = In progress, **Red** = Not yet started

Item	Date	Action	Officer Responsible	Target Completion Date	Actual Completion Date	Progress Update	Status
1.	24 November 2021	Review of Transitional Investment Strategy Statement	Karen Atkinson/ Simon Latham	December 2022	March 2023	<p>March 2023: ISS report presented on today's agenda.</p> <p>Feb 2023: The BHE Investments Working Group will consider the ISS on 20 February 2022, with a view to presenting to the BHE Board for decision on 27 March 2023.</p> <p><i>* To be taken off outstanding action list for next meeting.</i></p>	Green
2.	22 February 2023	Lead Member Role Descriptions	Milly Ehren/ Joseph Anstee	May 2023	-	<p>March 2023: Role Descriptions to be drafted and submitted to the Board for approval alongside the appointment of Committees at the May BHE Board meeting.</p>	Amber

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Committee: Bridge House Estates Board	Date: 27 March 2023
Subject: Managing Director's Update Report	Public
Report of: David Farnsworth, Managing Director of BHE	For Information

Summary

To support the Bridge House Estates Board (“the BHE Board”/ “the Board”) in the discharge of its functions, this regular report provides updates on key areas of activity across the whole charity since the Board last met in November 2022 and outlines upcoming activities for the Board to note. Specifically, the report provides updates on: Tower Bridge, various CBT funding programmes and initiatives, media coverage, financial forecasts and contingency fund updates for the charity, and the charity’s social, financial and property investments. The non-public appendix for this report later on the agenda provides further update on the brand positioning project, and an update on Salisbury House.

Recommendations

It is recommended that the BHE Board, in the discharge of functions for the City Corporation as Trustee of BHE and solely in the charity’s best interests:

- i) Note the contents of the report;

Strategy & Governance Updates

1. Member Learning and Development – A virtual Member Learning and Development event on Charity Law Essentials and the City Corporation as a Charity Trustee is scheduled later this month and is offered to all Members of the Court of Common Council. The session is scheduled for Thursday 30 March from 10:00 to 11:30 via Microsoft Teams. In addition to the presentation by Bates Wells, who are facilitating the session, a Question & Answer session will be hosted by Board Member Alderman Alison Gowman, with a view to providing a realistic account of the role and the level of commitment required to fulfil the role of a Charity Trustee. Places were still available at the time of writing and Members are encouraged to advise the BHE Governance Officer Joseph Anstee as soon as possible should they wish to attend.

Bridge Updates

2. Tower Bridge – A long-term development plan is presented to the Board for decision on today’s agenda, as well a report in respect of the events management contract for Tower Bridge.

Funding Updates

3. The Grants Committee of the BHE Board met since the last BHE Board meeting, on 6 March, and the detailed minutes are at Items 9 and 22 on today’s agenda. Key decisions included the endorsements of the first round of funding for the Propel Programme, and significant strategic grants to the Smallwood Trust and Media Trust, which are now put to the Board for approval on today’s agenda.

4. 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 has been co-designed with civil society organisations and will provide long-term, core funding to second-tier organisations that provide support to frontline groups. The aim is to achieve change for Londoners at a systemic level. An advisory panel of seven organisations was set up to further develop and co-design the programme. The advisory panel have assisted in the creation of a set of eligibility criteria and guiding principles. The programme has now gone live on the CBT website, pre-application workshops delivered on 15 and 16 March and the first expression of interest applications stage opens on mid-April. Officers will also be preparing a presentation for the Grants Committee and BHE Board.
5. Propel - Propel is a funder collaboration stewarded by London Funders, building on the successes of the London Community Response – a pioneering and widely celebrated vehicle for funder collaboration in response to the Covid 19 pandemic. Propel extends collaboration beyond an emergency context to provide strategic and long-term funding at scale for systems change work. Applications to the first round of Propel closed on 9 December 2022. The programme received 600 applications, across three mission areas: Building Strong Communities, Robust Safety Net, and New Deal for Children and Young People (a summary of the mission criteria are included in Agenda Item 6, Appendix 1).
6. As in CBT’s other programmes and in support of the equitable principles at the heart of the collaboration, Propel also collects information on applications according to the DEI Data Standard. Using this information, between the deadline and new year, officers conducted an initial assessment of 432 applications received from organisations that were identified through the application form as user led (that is, led by and for one or more of the following groups: communities experiencing racial inequity, Deaf and Disabled people, LGBT+ people, or women and girls). This was part of a vital role CBT played in the equitable approach of the collaboration, ensuring that all applications from equity organisations were considered.
7. Of the 29 Explore applications and 12 Deliver and Develop applications taken forward for assessment, seven were approved at the Grants Committee meeting on 6 March 2023, with four recommended for the Board’s approval today, as endorsed by the Grants Committee.
8. Plans for future iterations of the programme are in development, convened by London Funders. CBT officers remain involved at strategic, communications, and operational working groups to ensure that learning from the first round is suitably incorporated into these plans and that the programme continues to meet the strategic aims of CBT.
9. The Bridge Programme – CBT’s “Funder Plus” offer, The Bridge Programme, connects CBT grant-funded organisations with a range of free, non-financial support to help address specific issues they have, whilst enhancing capacity, resilience, and longer-term stability. Areas of support include fundraising and business planning, management systems, HR, and governance. Following the appointment of the Bridge Programme and Total Assets Lead in October, officers

began a process to bring in-house the current administration and future development of the Bridge Programme. Officers have consulted extensively with the current externally contracted administrator of the Bridge Programme to ensure a smooth transition towards CBT hosting all application materials and administrative duties by the end of March 2023.

10. Small Grants Programme – The Small Grants Programme is currently undergoing an internal review. CBT has been delivering a Small Grants Programme in some capacity since 2000, and has always been committed to supporting smaller, grass roots organisations that form the bedrock of the charity sector. Building on the recent review of Bridging Divides funding criteria in light of the COVID-19 pandemic, a review of the Small Grants Programme is underway to ensure it best serves Londoners in a “post”-pandemic world. The review will include elements of co-creation with the sector, consultation with other funders, and the views and expertise of the CBT Team. Recommendations from the review will be presented to the June meeting of the Grants Committee.
11. 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. This is an important year for the collaboration and the Board will be asked to make a decision regarding further support to the collaboration later this year. In preparation for this, six visits are planned over the coming year to enable each funder to visit different places within the collaboration, and Members are welcome to attend any of these visits. CBT are also hosting a ‘lunch and learn’ session for all BHE staff in March to discuss key learning from the first year. Officers will also be preparing an engagement session with dedicated time on LocalMotion for the Grants Committee and BHE Board.
12. Cost of Living – CBT has now distributed £1.2m of funding uplifts to support over 350 of its grant-holders with increased demand and increased costs. Through its funding arm, BHE is also supporting the sector via a £1m contribution to the London Community Foundation’s *Together for London* appeal, and officers expect this money will be awarded onwards to over 100 organisations. Officers continue to speak to counterparts in the food, energy and community credit sectors to see what else can be done to support disadvantaged Londoners during this period of prolonged inflation.
13. London’s Giving Update: Resource Hub Proposals – At the December 2022 meeting, ‘in principle’ approval was given to establish a Resource Hub, in partnership with London Funders, to support the development of place-based giving schemes (PBGS) as part of the London’s Giving Network. Officers were asked to work with London Funders to draw up a fully costed budget for the Resource Hub to be brought to the March Grants Committee meeting. Officers have since met with London Funders, whose Board remains content to host London’s Giving/Resource Hub. However, it is in the process of reviewing its governance structures, not only in the light of London’s Giving but also in its capacity as host of Propel, the funder collaboration of which CBT is a partner. More time is needed than was originally envisaged in order to ensure these structures are appropriate and robust. Officers therefore propose that the detailed budget and funding recommendations for the

Resource Hub are brought to the Grants Committee meeting on 12 June 2023 (as the recommendation will be for more than £500,000 in total, it will also be put to the BHE Board on 5 July 2023). In the meantime, as reported at the last meeting, officers are finalising arrangements for interim funding for London's Giving, which will be approved under delegated authority.

Communications Updates

14. Media Coverage – Since the last Bridge House Estates Board meeting in February, there have been 12 items of media coverage referencing Bridge House Estates, City Bridge Trust and other City Corporation charitable giving.
15. This included television and online coverage on BBC London of the ongoing refurbishment of Blackfriars Bridge, including interviews with Bridge House Estates Board Chair Giles Shilson and Group Engineer Tom Creed, coverage on London Live of a £100,000 grant to Islington-based charity All Change, and an interview in Charity Finance about impact investment with BHE & Charities Finance Director Karen Atkinson.
16. Branding Project Update – An update on this work is provided in the non-public appendix to this report.

Finance Updates

17. Financial Forecasts – The updated full year forecast reflects a net spend of £72.4m in comparison to the original budget of £122.7m. This includes an increase of £3.2m in income, mainly a result of the visitor numbers at Tower Bridge being over 20% greater than budget and closer to pre-pandemic levels.
18. Total expenditure is forecast to be £107.9m, a reduction of £47.1m in comparison to the budget. As previously reported, the change is mainly due to a revision in the timeline of grant commitments. This year's underspend is deferred to be committed across the next three financial years as a result of delays in the launch of various grants programmes, including the Anchor and Propel grants and the Test and Discover programme being developed. The underspend is exacerbated due to contractor delays in two key bridges projects, the Tower Bridge High Voltage Replacement and Blackfriars Bridge refurbishment with these projects anticipated to complete in April 2023 and September 2024 respectively.
19. Contingency Funds – The uncommitted balance of the contingency funds at the end of February is £892,000. Since the most recent contingency funds update provided at the February 2023 board meeting there have been no new requests approved either by delegated authority or under urgency. At the time of board papers submission, there are no further requests for allocations that have been discussed. At the end of the current financial year, any balances remaining will be retained within the unrestricted funds of the charity.

Investment Updates

20. Social Investment – There is little change since the February Managing Director’s report, except to note that the portfolio return has risen slightly to 3.02%. Officers are looking at exit arrangements to one of BHE’s longest social investments – the Real Lettings Property Fund, which is due to repay in stages over 2023/24.

21. Financial Investments – The market value of BHE investments as at 31 January 2023 was £859m which represents an increase of £24m from the position as at 31 December 2022 (as reported at the Board’s February meeting). The recent easing of energy prices increased expectations of a milder-than-feared recession. This combined with recent macro-economic data which showed economic growth to be more resilient than believed, fuelled a positive performance across the UK equity market.

22. The performance of the Fund is measured against an Absolute Return of CPI + 4%; this target is extremely challenging with CPI currently running at 8.8% (down from 9.2% in December). Although, the Fund has outperformed the absolute return benchmark by 3.26% over the quarter, over the 1-year, 3-year and 5-year periods, the fund has underperformed the benchmark. The table below sets out the returns of the Fund as at 31 January 2023:

	Quarter	1 Year	3 Years	5 Years
Absolute Return				
Total Fund Return	4.4	1.53	6.52	5.94
Absolute Return Target (CPI + 4% p.a.)	1.14	14.11	9.34	7.98
Relative Return	3.26	(12.57)	(2.83)	(2.04)

23. Property Investments – A substantive update on the charity’s property investments and capital projects is provided later on the agenda.

Conclusion

24. This report provides a high-level summary of activities across the whole charity’s operations and activities since the last Board meeting in February 2023. The Board is asked to note the content of the report and the progress made in each activity area over recent months. Further information on any of the updates given in this report can be provided to the Board either orally at the meeting, as a written circulation in advance, or as a follow-up action from the meeting.

Appendices

- Appendix 1 – Non public appendix to the Managing Director’s Report (Item 13)

David Farnsworth

Managing Director of Bridge House Estates

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Committee	Date
Grants Committee of the Bridge House Estates Board Bridge House Estates Board	6 March 2023 27 March 2023
Subject: Propel Funding Round One	Public
Report of: Sacha Rose-Smith, Chief Funding Director	For Decision
Report authors: Nat Jordan, Head of Propel Programme; Shegufta Slawther, Head of Propel Programme	

Summary

Propel (formerly known as Collaborative Action for Recovery) is a funder collaboration stewarded by London Funders (charity no.1116201), which iterates the successes of the London Community Response (LCR), a pioneering and widely celebrated vehicle for funder collaboration in response to the Covid-19 pandemic. Propel extends collaboration beyond the emergency context to provide strategic and long-term funding at scale, continuing to test and learn from progressive approaches to funding. Its overarching aim is to deliver funding for systems change work, and it has been focussed in its first round across three mission areas (determined by early collaborators to be the best fit across funders' current strategies and priorities). These missions are: building strong communities, supporting children and young people, and building a robust safety net through support of the advice sector (full criteria is included at Appendix 1). Also building on the successful reach to underrepresented communities of the LCR, Propel prioritised funding to organisations led by and for communities experiencing racial inequity, Deaf and Disabled people, LGBT+ people, and women and girls. Its first round of funding launched in October 2022 and closed for applications in early December.

City Bridge Trust (CBT) is a leading contributing funder to the programme, with an expected total of recommendations within the first round of approximately £7m.

The purpose of this report is to present seven applications for decision today under the programme. Further applications are under consideration under the scheme of delegated authority, for which an overview is provided in Appendix 2 to 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 and solely in the charity's best interests:

- (i) Endorse to the BHE Board the recommendations for funding of the following four grants (totalling £4,128,000):
 - a. £1,073,400 over three years to the Bridge Renewal Trust (charity no. 1131941) at Appendix 3;
 - b. £989,600 over three years to Inclusion London (charity no. 1157376) at Appendix 4;
 - c. £1,216,600 over three years to The Ubele Initiative (company no. 09035399) at Appendix 5; and,
 - d. £848,400 over three years to Young Westminster Foundation (charity no. 1169255) at Appendix 6.

- (ii) Approve the following three recommendations (totalling £1,398,000):
 - a. £398,000 over three years to Lewisham Refugee and Migrant Network (charity no. 1058631) at Appendix 7;
 - b. £500,000 over three years to Race on the Agenda (charity no. 1064975) at Appendix 8; and,
 - c. £500,000 over three years to Women's Environmental Network (charity no. 1010397) at Appendix 9.

- (iii) Approve the rejection of one grant to Community Barnet (charity no. 1071035) at Appendix 10.

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) Agree, as per the terms recommended by the Grants Committee, funding to:
 - a. The Bridge Renewal Trust (charity no. 1131941) of £1,073,400 over three years at Appendix 3;
 - b. Inclusion London (charity no. 1157376) of £989,600 over three years at Appendix 4;
 - c. The Ubele Initiative (company no. 09035399) of £1,216,600 over three years at Appendix 5; and
 - d. Young Westminster Foundation (charity no. 1169255) of £848,400 over three years at Appendix 6.

Main report

1. The Propel proposals under consideration by CBT are, if agreed, to be distributed as 'aligned' grants, made within the bounds of the principles and processes of the funder collective (such as the shared criteria and application portal), but administered using CBT's usual grant making processes.
2. A total of 600 applications were received across Propel's two programmes: 'Explore' and 'Deliver and Develop' (D&D) grants. Approximately 90% of those that passed initial eligibility checks self-identified as user led organisations in the applications.
3. CBT replicated the successful role it took in the LCR of reviewing remaining applications not yet earmarked for assessment by other funders that were led by and for one or more of the priority communities of interest. This involved the initial assessment of over 400 applications. This ensured that, despite the scale of demand, all 'by and for' applications received some consideration from funders. For CBT, this resulted in a shortlist for assessment of 13 D&D applications (two of which are under consideration for co-funding), and 29 Explore applications. The majority of applications not shortlisted across both programmes were determined to not meet CBT's priorities, though others were necessarily deprioritised due the scale of demand, capacity for assessment, and available funding.
4. The number of applications under assessment is a small proportion of the total number of applications received. Propel is intended to be a 10-year programme; a budget of £7m has been earmarked for this first round to ensure funding is available

for proceeding years. As such, those that have been assessed were identified as the strongest applications during the shortlisting process, and those that collectively meet the priorities of the programmes. Specifically, for D&D applications, the realistic opportunities for building systems change outcomes were assessed; the levels of existing partnerships and scale of work required to truly engage with issues at a systems level.

5. The level of funding that applicants could apply for (up to £1.5m over three years for D&D grants) was agreed by collaborating funders following input from equity partners and other sector organisations at design workshops that informed the criteria, in recognition that Propel's ambition for systems change and partnership at scale may require significant investment. The usual policy under CBT's responsive grant making is not to award revenue grants that include posts at more than one FTE. All seven of the D&D assessments include recommendations for supporting the cost of posts above this level. Building on the learning from previous specialist, exceptional programmes such as the London's Giving scheme, and The Cornerstone Fund (TCF), there is a recognised need for meaningful investment in strategic programmes looking to achieve ambitious outcomes at scale. Both the London's Giving scheme and TCF did not apply a limit to the number of posts that could be funded under each grant. Similarly, for Propel, assessors worked closely with each applicant organisation to interrogate budgets and meaningfully analyse the core requirements for each application. Where Propel recommendations include funding for more than one FTE post, a rationale has been provided for why funding at this level is appropriate, recognising the high calibre of applications selected for assessment.
6. Members may note that a number of the applications under consideration are in receipt of current funding in one or more of CBT's other programmes, including Bridging Divides and other strategic programmes such as The Cornerstone Fund. Five D&D applications under consideration are for infrastructure organisations. The overlap in CBT and Propel funding is reflective of the fact that many of these organisations are also relevant in terms of their mission and vision for Propel D&D grants, and these organisations are also more likely to be at the appropriate stage in development of relevant research, networks, and partnerships to undertake work of the ambition and scale of the intended systems change outcomes of the Propel programme.
7. Whilst this means that the range of work to be funded is impressive, it is hoped that in future rounds more organisations can be funded through Propel that are not the 'usual players' – organisations which are newer to the work or which have struggled to access CBT (or other mainstream) funding in the past perhaps.
8. The 'Explore' strand of Propel – which will afford successful organisations 12-months' exploratory capacity to unpick the systems that operate around the issues that they work to address, but that they frequently lack the capacity to do so due to the need to focus resource on meeting acute needs – will provide the pipeline to ensure that future rounds of 'D&D' are able to consider applications from a broader selection of developed work and a more diverse range of organisations. Seven out of the 29 'Explore' applications under assessment are from organisations that provide second tier support. This proportion is therefore a key element to the equitable approach CBT is taking through the programme.

9. The collaboration's learning partner, IVAR, is leading on the development of a shared learning and evaluation framework that captures progress of the funded work and the shared principles and ambitions of the collaboration. This work will inform the planning for future rounds of funding, as well as building on the learning gathered through this round of funding.

Conclusion

10. The applications presented for consideration today propose ambitious, large-scale work over the next three years that will provide vital resource and capacity to affect systems change on issues that affect some of the most marginalised and underserved communities in London. Propel is intended to be a 10-year programme and longer-term opportunities are planned to be available through Propel, informed by the learning from this first round, to develop the potential for this work even further.

Appendices

- Appendix 1 – Propel Criteria
- Appendix 2 – Pipeline of Propel applications not presented for decision today
- Appendix 3 – Bridge Renewal Trust (charity no. 1131941)
- Appendix 4 – Inclusion London (charity no. 1157376)
- Appendix 5 – The Ubele Initiative (company no. 09035399)
- Appendix 6 – Young Westminster Foundation (charity no. 1169255)

Appendices 7-10, having already been considered and approved by the Grants Committee, are available on request

- Appendix 7 – Lewisham Refugee and Migrant Network (charity no. 1058631)
- Appendix 8 – Race on the Agenda (charity no. 1064975)
- Appendix 9 – Women's Environmental Network (charity no. 1010397)
- Appendix 10 – Recommended for rejection

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Appendix 1 - Propel criteria

Explore – a grant for up to one year, for up to £50,000, for organisations to explore the issues they want to tackle, how change might be possible and who needs to be involved in making the change happen.

Deliver and Develop – a grant for up to three years of up to £1.5m to expand existing delivery, learn about the impact, and build partnerships to scale approaches that work.

Missions

A New Deal for Young People (NDYP): enabling more disadvantaged young people to benefit from quality mentoring and youth activities and powering systemic change and sustainability within the youth sector:

A: Work that focuses on increasing the quantity and quality of mentoring for young people and includes capacity for rapid scale up and to support high numbers of disadvantaged young people. Mentoring includes high quality youth activities that build a trusted relationship over time, is responsive to the needs of the young person, and uses trust to build skills and opportunity for change.

B: Work that empowers system change and sustainability within the youth sector, in particular by:

- Strengthening young people's voice and leadership;
- Connecting smaller and larger youth organisations together with funders, decision makers, and regional networks.

CBT is primarily considering NDYP applications under strand B of this mission.

Building Strong Communities (BSC): all Londoners will have access to community resources ensuring they can volunteer, get support and build strong community networks. A strong civil society will ensure communities have the voice and tools to make London a more equal and inclusive city:

Underpinning or growing the accessibility and sustainability of resources where communities can come together to support themselves and each other. Areas of focus are:

- A. Work to establish, improve access to, or grow resources (physical and/or non-physical) that enable the strengthening of voice, leadership and civic engagement, particularly with underrepresented or marginalised communities e.g., a network that provides community development, capacity building or training. Note that this doesn't include capital costs (e.g. the costs of extending a building)
- B. Work that ensures resources (physical and/or non-physical) are sustainable and are protected for the community; that brings assets into community ownership; and/or that supports local people to engage with development in their local areas, particularly those who have least access.

Robust Safety Net (RSN): ensuring every Londoner is able to access the support they need to prevent or alleviate financial hardship and building a strong and sustainable advice sector

- A. Building the future workforce for the advice sector, ensuring that advisors are rooted in communities experiencing disadvantage.
- B. The sustainability of the organisations and services that provide advice to marginalised communities, linking to job pathways for those who are trained under the advice workforce development initiatives.

Appendix 2 - Pipeline of Propel applications not presented for decision today

Explore applications under consideration under delegated authority (up to £50,000).

Organisation	Amount requested
TOURETTESHERO CIC	£49,910
Community Health Action Trust (CHAT)	£13,000
Friends of the Joiners Arms Ltd	£49,797
SISTERS OF FRIDA CIC	£40,000
TEEN ACTION	£48,101
CVS Brent	£47,210
St Mary's Centre Community Trust	£36,306
MABADILIKO CIC	£49,112
MATERNITY ACTION	£50,000
Project Zero WF	£48,698
QUEERCIRCLE CIO	£48,442
HEADWAY EAST LONDON	£49,075
The Maya Centre	£49,968
ANTI TRAFFICKING AND LABOUR EXPLOITATION UNIT (ATLEU) LIMITED	£42,013
Place at My Table	£44,260
British Deaf Association	£49,900
Mosaic LGBT+ Young Persons' Trust	£48,032
Day-Mer, Turkish and Kurdish Community Centre	£50,000
Hibiscus Initiatives	£50,000
HACKNEY CHINESE COMMUNITY SERVICES ASSOCIATION LIMITED	£49,500
WOMEN@THEWELL	£33,377
Connect: North Korea	£49,951
Against Violence and Abuse (AVA)	£49,993
Connected Routes CIC	£49,500
The Empowerment Group	£40,000
EKOTA ACADEMY LTD.	£36,000
Goldstar Creative Marketing	£49,820
BME VOLUNTEERS CIC	£49,800
Sub-total	£1,271,765

Deliver and Develop applications

Under consideration under delegated authority (up to £250,000)

Organisation	Amount requested
Action on Disability	£150,891
Disability Law Service	£294,949*
Indoamerican Refugee and Migrant Organisation (IRMO)	£880,862**
Sub-total (CBT contributions)	£500,891

Still under assessment for committee decision in June 2020

Organisation	Amount requested
HEAR Equality and Human Rights Network	£328,300

* This application is being considered for co-funding alongside the London Legal Support Trust (LLST). CBT officers are assessing for a contribution from CBT of £150k and the balance being met by LLST.

** As above, this application is being considered for co-funding alongside the LLST. CBT officers are assessing a contribution £200k to an overall revised request of £500k.

Appendix 3 – Bridge Renewal Trust (charity no. 1131941)

MEETING: 06/03/2023

Ref: 20037

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop

The Bridge Renewal Trust

Adv: Kristina Glenn

Base: Haringey

Benefit: Haringey

Amount requested: £1,500,000

{Revised request: £1,073,400}

Amount recommended: £1,073,400

The Applicant

Bridge Renewal Trust (BRT) is a registered charity (number 1131941) established in 2009. It grew out of a regeneration initiative in South Tottenham and manages three community buildings, which provide affordable accommodation for several local groups and a GP practice and a steady income stream for the charity. BRT aims to address poverty and reduce inequalities by promoting physical and mental health and to work collaboratively and in partnership with others in projects to enhance well-being. It runs a range of services including a Home from Hospital and a social prescribing service. It is Haringey Council's strategic partner to strengthen the voluntary sector through capacity building. It hosts Haringey Giving which you support. Its work with young people has been mainly in the Tottenham area of Haringey. Bridge Renewal Trust supports 15,000 people a year. 75% of its nine trustees are from minoritized communities, as well as over 50% of its staff.

The Application

The application is to strengthen the voice of disadvantaged young people aged 10-24 and increase the resilience of youth organisations in Haringey. It aims to identify thematic issues and gaps, develop recommendations, and act.

BRT will specifically address racial inequality faced by black and minority ethnic young people in a partnership with two black-led organisations: The Godwin Lawson Foundation (GLF) and the North London Consortium Partnership (NLCP). GLF is a small grassroots organisation established in 2012 by the parents of Godwin Lawson who was a victim of knife crime. It runs an annual leadership programme for young people aged 11-19 and their families. NLCP is a consortium of minoritized voluntary organisations, established in 2003, which delivers youth engagement and capacity building to address employment issues. Work with young people will focus on wards in Haringey with the highest levels of deprivation.

The application aims to strengthen the capacity of community organisations which work with young people to ensure longer term change and sustainability.

After discussion with BRT, a revised budget was provided for the proposed work. Key changes to the application are the removal of an onwards grants programme (which falls outside the scope of CBT's funding) and a reduction in funding to one of the partners to ensure that the application is for less than 50% of its income.

Background and detail of proposal

In a report commissioned by BRT in 2022, young people said that they felt unfairly treated and racially discriminated against in schools, in employment and by the police. Currently 80.1% of school children in Haringey are from a minority group. Despite recent reductions in youth crime, Haringey has the third highest rate of knife crime with injury in London, with young black and minority ethnic young people overrepresented as victims and perpetrators (Haringey Council 2022). Black boys have the lowest attainment at GCSE.

Young people told BRT that they felt excluded from decision making and lacked a voice on issues that affect them. This is compounded by a lack of a strong youth sector in the borough with many organisations working in isolation and unable to lead a response to systemic issues facing minoritized young people.

The application aims to address these issues through a partnership which will support young people, share ideas, and influence policy. It builds on work developed in 'Home Cooked in Tottenham'; a two-year programme funded at £750,000 a year from 2021-2023 by the Greater London Authority's Violence Reduction Unit. It took an early intervention approach, building community capacity and establishing young people's involvement through a Youth Steering Group. It focused on one ward in Tottenham.

The project will continue to work with strategic partners such as Haringey Council. Police will attend youth engagement events to build trust. BRT will, for example, use its membership of North London Central Integrated Care Board Voluntary, Community and Social Enterprise (VCSE) Alliance to strengthen minoritized young people's voices and youth organisations' involvement in health issues. It will build on strong relationships with schools and colleges to expand its youth voice work.

Young people's voices will be developed through a strengthened Youth Advisory Board. Young people, as 'experts by experience', will deliver social action projects addressing the themes of education, employment, physical and mental health, and police community relations.

BRT has identified over 700 organisations in Haringey that work with young people. BRT has identified a need to build the resilience of these organisations and to increase their understanding of the role of young people's voice in improving services and influencing positive change. A full-time worker will help to significantly strengthen the capacity of youth organisations through support with business planning, bid writing, monitoring and evaluation, and promoting greater collaboration within the voluntary sector and with statutory agencies. A new borough-wide Haringey Youth Organisation Network will be established to support individual organisations, strengthen links between organisations and promote collaboration and partnerships. Essential to this capacity building is understanding and strengthening the voice of minoritized young people in the youth sector.

The project will be led by a coordinator, with an outreach worker, capacity worker and a part-time communications officer to increase reach, demonstrate success and maintain links with over 700 partners and 1,800 young people.

Through its partnerships and activities, the project aims to attract at least 1,800 young people over three years to engagement events which will build confidence and skills;

360 young people will be involved in peer leadership in education, employment and enterprise, healthcare, and police community relations; and 210 youth organisations will attend events to strengthen funding opportunities and partnership working.

A minimum of 80% of participants will report increased self-confidence, self-esteem, and communication skills with a minimum of 80% of young people directly leading social action. 80% of youth organisations will be more aware of support and strategic networks leading to increased funding and collaborations.

These outcomes will be monitored and evaluated by young people trained as paid peer researchers and reviewers. This action research approach will inform future development of the project both with young people and the voluntary sector. An independent evaluation will be undertaken throughout the project to embed learning and guide future action.

Financial Information

BRT has been consistently supported by a range of local and regional government funds. It has contracts from NHS Commissioners and had 22 grants from Haringey Council for services ranging from Home from Hospital to Somali Outreach Work in 2021/22. BRT received rental income of £438,866 and earned income from sales of £64,533. Other significant funding sources included a Greater London Authority grant of £400,000 and £45,000 from the Arts Council England. CBT funding would be the largest source of support from trusts and foundations.

£3.7m was held in unrestricted reserves at the end of 2022 but just over £3m was designated against the book value of programme related investments.

The organisation has a Finance and Investment Committee which ensures that four months' reserves held at March 2022 met cashflow requirements but recognises that 'there is still much to be done to achieve the six months' operating costs target'. At March 2022, BRT accounts showed £663k of free unrestricted reserves representing 3.8 months of operating expenditure. Although the reserves policy has not been met BRT is a stable organisation which has consistently increased its surpluses. It has a high level (95%) of confirmed income for 2023/24.

BRT as the lead organisation will support delivery and compliance for both partners.

Year end as at 31 March	2022 Signed Accounts £	2023 Forecast £	2024 Budget £
Income & expenditure:			
Income	2,863,405	2,867,015	2,792,914
Expenditure	(2,487,968)	(2,758,012)	(2,595,926)
Gains/(losses)	(3,284)	0	0
Surplus/(deficit)	372,153	109,003	196,988
Reserves:			
Total restricted	164,890	192,140	258,840
Total unrestricted	3,703,250	3,785,003	3,915,503
Total reserves	3,868,140	3,977,143	4,174,343
Of which: free unrestricted	663,502	745,255	875,755
Reserves policy target	1,047,634	1,196,674	1,256,097
Free reserves over/(under) target	(384,132)	(451,419)	(380,342)

Funding History

ID	Type	Meeting Date	Decision
IPP237	Inflationary Pressures Payment	21/11/2022	£4,878 towards increased costs resulting from high inflation and rising demand.
19307	London's Giving	26/9/2022	£250,500 over three years towards the strategic development of Haringey Giving.
19150	Cornerstone Fund	20/6/2022	£300,000 over three years towards a project to build the capacity of Place Based Giving Schemes in London to develop and apply Participatory Grant Making models in a local context.
18693	Cornerstone Fund	30/9/2021	£25,000 towards the development of a collaboration of Place Based Giving Schemes to address structural discrimination in accessing funding and support using participatory methods across diverse communities in London.
17491	Bridging Divides	28/1/2021	£210,000 over three years towards the core costs of the ongoing development of Haringey Giving (HG).
14495	Strategic Initiatives	31/1/2018	£105,000 over two years towards the salary of a f/t Director for Haringey Giving.
12233	Investing in Londoners	28/1/2015	£72,900 over three years towards a food growing, cookery and family well-being programme.

The Recommendation

BRT is a strong organisation which has long term partnerships with statutory and voluntary sector organisations in Haringey. It will use these partnerships to address racial inequity faced by young people from minoritized communities, including the two main delivery partners: GLF and NLCP.

The project builds on a GLA funded partnership of five organisations, which tackled serious youth violence in Tottenham and BRT research on young people's experience of living in the borough. Funding will allow three black led organisations to utilise learning from the Tottenham project to expand work into other deprived wards in Haringey. Central to success will be finding ways to engage and train young people and strengthen their voice through social action projects. Young people will be involved in every stage of the project. This includes influencing how council, health and police services for young people are developed and delivered. Strengthening Haringey's fragile youth sector informed by young people's voices, will ensure longer term sustainability and that their voice is heard and importantly acted on by statutory and voluntary sector organisations.

This is an ambitious application which has been amended to reflect the capacity of all partners. There are strong partnerships in place between the three delivery organisations and a clear monitoring and evaluation framework. The project can therefore respond quickly so that longer term plans reflect local need. Funding is recommended as follows:

£1,073,400 over three years (£357,800, £357,800 and £357,800) towards the costs of a full-time programme coordinator, a full time youth outreach and engagement lead, a full time fundraising and capacity building lead, a part time communications officer, programme activities and partner costs.

Appendix 4 – Inclusion London (charity no. 1157376)

MEETING 06/03//2023

Ref: 20005

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop \ Building Strong Communities

Inclusion London

Adv: Ben Banks

Amount requested: £989,600

Base: Lambeth

Benefit: Greater London

Amount recommended: £989,600

The Applicant

Founded in 2008 as a CIC and later registered as a Charitable Company in 2014 (number 1157376), Inclusion London (IL) promotes Deaf and Disabled people's equality and inclusion by supporting Deaf and Disabled People's Organisations (DDPOs) in London. IL itself is led and managed by Deaf and Disabled people (D&DP) and works pan-London to convene campaigning networks, offer DDPO-specific consultancy and training, support its members with legal advice training and business/strategy support. By raising awareness and understanding of the unique contribution DDPOs make to London and Deaf and Disabled Londoners, encouraging them to have a strong and influential collective voice and delivering empowering and effective services, IL seeks to effect systems change in London.

The Application

IL seeks funding to address barriers to career progression and leadership roles for D&DP in London, a lack of capacity and resourcing within the DDPO sector and wider systemic disablism. It will:

- Develop and deliver DDPO-specific leadership training to Deaf and Disabled Aspiring Leaders and improving leadership skills, networks, confidence, and knowledge of what leadership progression pathways work for DDPOs – creating stronger, more equitable Deaf and Disabled leaders.
- Develop and deliver IL's core work - a DDPO-specific organisational capacity-building programme, increasing capacity for strength, resilience, networking, and innovation and creating a stronger, more equitable Deaf and Disabled person sector.
- Support DDPOs to increase their reach, influence and participation in local decision-making and policy work; creating a stronger, more equitable system within which DDPOs can operate.

Background and detail of proposal

The employment gap for D&DP remains at 50% rising to 80% for people with a learning disability. Systemic barriers to Disabled people entering and progressing in employment are increasing, with rising rates of exclusion from school, inaccessible apprenticeships and discriminatory workplace practices and policies. DDPOs themselves face structural issues in the recruitment, retention, and career progression of staff (especially senior leaders) including limited continuous professional development, uncertainty over budgets and limited leadership progression and support plans, leading to a significant leadership skills gap amongst D&DP in DDPOs.

This is exacerbated by the inaccessibility of generic, third sector infrastructure support which does not address the complexities of managing staff with a variety of access needs or offer project management training and tools suitable for many neurodivergent people, with many DDPOs reporting having to educate consultants on the social model of disability and the role of DDPOs before they can even begin to receive any support.

On a wider scale, D&DP continue to experience systemic disablism. Barriers like high rates of poverty, exclusion and isolation mean they remain excluded from the decisions that affect their lives and are viewed as passive recipients, not active agents of change. Like other marginalised groups, they have been disproportionately impacted by the pandemic and current high inflation. DDPOs report increasing marginalisation and hostility from decision makers, with the 'disability' space still dominated by non-user-led disability charities that don't reflect the communities needs and experiences.

IL piloted an 18-month leadership programme for nine Deaf and Disabled leaders funded by the National Lottery Community Foundation, all of whom have gone on to lead organisations, networks, and new projects. Learning from the pilot has strongly informed the proposed work under consideration here, especially the need for organisational progression capacity to be built alongside the developing leaders. Key findings include: the efficacy of supporting Deaf and Disabled leaders to lead a change they are passionate about and over which they have power and control; the importance of human-centred design techniques and tools, leading to creative adaptations in developing leadership practice, alongside a strong rights and equalities emphasis which allows leaders to explore the societal barriers that have prevented them fulfilling their leadership potential before or having their leadership acknowledged; and the importance for leaders to be supported by facilitators knowledgeable about the Disabled people's rights movement and with lived experience of barriers to leadership, to explore their own access needs and solutions in a deep way.

This programme builds on this through piloting two further leadership courses, which will refine the same action learning and peer support approach ensuring there is time to explore, understand, and address access needs within the context of Disabled people's rights movement and peoples lived experience of barriers to leadership as well as support for participants to act and lead a change in 'real-life'. Propel funding will also enable IL to address the wider sector issues of creating and sustaining more leadership progression pathways within DDPOs and setting up peer networking support for leaders to develop a culture and community of practice.

In response to disabled activists approaching IL about the impact of the ULEZ (ultra-low emission zones) on Disabled people, IL consulted with disabled people and DDPOs; capturing and communicating key messages, it mobilised a community of activists to lobby the London Assembly, giving evidence and pressuring Transport for London. They succeeded in getting the Mayor to implement exemptions to the ULEZ policy for Disabled people and now anyone who receives Personal Independence Payments, not just those with Blue Badges, will be exempt for the punitive charges, saving Disabled Londoners millions of pounds.

Financial Information

The organisation has several large, committed funders, spread across London-specific, institutional and private philanthropic funders. The table below includes £326,560 of possible successful Propel applications in the 2023/24 budget. Free reserves are calculated as six months expenditure minus subcontractor costs, which in 2023/24 is £142k below the reserves policy target of £486k.

Most of IL's funding is restricted and comes from several major funders, funding across multiple programmes. It has steadily grown its unrestricted income over the last three years. Income shown for 2022/23 is 100% confirmed and 65% income for 2023/24 is confirmed. Several large grants remain unconfirmed for 2023/24 which if unsuccessful would reduce associated expenditure, after which leaves a projected in-year deficit of £112k. It continues to fundraise to meet this and if unsuccessful would aim to halve this deficit through efficiency savings and reduction in staff hours and would cover the balance with funding from its free reserves. Although this will use some of the unrestricted income reserve, the target figure in the table for 2023/24 is calculated based on original budget expenditure so would reduce, meaning the charity would remain close to its target of up to six months' reserves.

Year end as at March 31st	2022 Signed Accounts £	2023 Forecast £	2024 Budget £
Income & expenditure:			
Income	1,031,343	1,056,682	1,245,101
Expenditure	(1,019,235)	(1,097,230)	(1,196,044)
Surplus/(deficit)	12,108	(40,548)	49,057
Reserves:			
Total restricted	306,331	249,136	279,135
Total unrestricted	320,461	337,108	356,166
Total reserves	626,792	586,244	635,301
Of which: free unrestricted	307,378	324,025	343,083
Reserves policy target	324,000	324,000	486,000
Free reserves over/(under) target	(16,622)	25	(142,917)

Funding History

ID	Type	Meeting Date	Decision
19697	Strategic Initiatives	9/26/2022	£25,000 to extend Inclusion London's 'Making it Work' service currently funded through Bridge to Work.
19396	Anchor Programme - Resourcing Grant	6/20/2022	£3,000 to resource Inclusion London to participate in a design group co-creating programme design for City Bridge Trust's Anchor funding programme.
19081	Cornerstone Fund	3/9/2022	£308,200 over three years to engage seven DDPO project partners to co-produce new communications messages about disability and support implementation of the new, reframed messages into partners' work through strategic communications training.
18729	Cornerstone Fund	9/30/2021	£25,000 towards the development phase of a user-led partnership to develop and test strategic communications skills for London's DDPO organisations to support Disabled people's inclusion and human rights.
18823	COVID19 London	7/14/2021	£1,500 to ensure the London Community Response increases its reach

	Community Response Fund (Wave 5)		
18636	COVID19 LCRF (Wave 5)	7/14/2021	£50,000 towards the development of a peer network support and engagement provision to DDPOs.
17956	COVID19 LCRF (Wave 3)	11/26/2020	£49,616 towards the costs of the Follow-On employment support service for young disabled adults.
17859	COVID19 LCRF (Wave 3)	9/17/2020	£10,000 for core operational costs in order to support you to ensure the London Community Response increases its reach and to participate in wider recovery activities in the capital
16002	Bridging Divides	9/17/2020	£336,110 over 5 years for the salary of a Business Director and associated development and training activities.
16938	COVID19 London Community Response Fund	7/8/2020	£15,000 to ensure that London Community Response increases its reach in Deaf and Disabled communities
16046	Anniversary employability programme	5/13/2020	£100,000 over two years to provide follow-on support for young people completing Supported Internships.
15874	Stepping Stones	5/13/2020	£50,000 to engage consultants to review current training products and prepare a detailed business plan, enabling the charity to apply for social investment.
14373	Anniversary infrastructure support programme	3/14/2018	£25,000 towards the CEO and Policy Officer salaries to enable Inclusion London to provide DDPO networking and information sharing opportunities.
13934	Anniversary infrastructure support programme	5/11/2017	£50,000 towards the cost two salaries and on costs and associated costs and for access costs for DDPOs to Inclusion London's campaigns and policy forum.
13982	Anniversary employability programme	5/11/2017	£775,000 over five years for a Project Manager; other key staff; and operational costs of the Inclusion London/Action on Disability joint Bridge to Work project.
13351	Investing in Londoners	7/14/2016	£114,200 over two years for a part-time Business Development Manager and project overheads.

The Recommendation

IL will apply learning from a previous pilot programme¹ funded by National Lottery Community Fund, alongside recent ACEVO (Association of Chief Executives of Voluntary Organisations) research² into supporting disabled leadership, to train a new cohort of 20 disabled leaders, directly addressing the skills gaps being seen amongst the DDPO sector. In addition, it will work with DDPOs to create progression and leadership support pathways within its member organisations, to improve opportunities within the wider DDPO sector.

IL will further develop its specialised DDPO-specific advice training across other sub-sectors of the DDPO network and work alongside less specialised training providers

¹ Developing Deaf and Disabled Leaders for the Future (Hendra, A., November 2020)

² ACEVO, 'Hidden Leaders: Disability Leadership in Civil Society':

https://www.acevo.org.uk/reports/hidden-leaders/hidden-leaders-disability-leadership-in-civil-society/?gclid=Cj0KCQiA54KfBhCKARIsAJzSrdpSijwYQj0_kPteBrCKLqZ8tN3O-KMZml77WmBj7dPn-gxxWABSI7saAkDVEALw_wcB

which have excellent, but inaccessible resources, to enable more of the DDPO sector to access high quality training and capacity-building. IL will also incorporate facilitated peer support networks, creating a strong community of practice which will enable best practice to be more widely spread across the DDPO sector.

IL will build on the success of its recent ULEZ and Minimum Income Guarantee campaigns to co-mobilise grassroots organisations, DDPOs and Disabled activists to deliver successful policy changes to enact wider systems change affecting Disabled people in London.

IL's unique placement in the DDPO sector, its track record of capacity-building and development of DDPOs, its successful campaign mobilisation and its growing membership base mean it is well placed to meet some of the immediate needs of DDPOs that have resulted from long-term systemic failures and begin the process of dismantling those failures. It meets the aim of the Propel programme's Building Stronger Communities strand, by growing the strength of the DDPO sector and empowering the network to influence wider systems change.

IL has received considerable support from City Bridge Trust over the years, but the chronic underrepresentation of lived experience in DDPO leadership and the severe and compounding systemic inequalities faced by the DDPO sector necessitates long-term substantive investment. The recommended level of funding is for three FTE posts, on the basis that for IL to support systems change around the lack of capacity-building for DDPOs, it itself demonstrates a need for greater capacity and resourcing; reflective of the wider systemic disablism facing DDPOs. A recommendation, which does not exceed CBT 50% funding threshold, is made at:

£989,600 over three years (£326,600; £332,400; £330,600) for the post of Data and Insight Officer (1FTE), Policy, Voice, and Justice Co-ordinator (0.8FTE) and a contribution towards a proportion of five core salaries - CEO, Operations Manager, Communications Manager, Senior Administrator, Events Administrator (1.2FTE in total), alongside Leadership Consultancy, Training for DDPOs and additional project costs.

Appendix 5 – The Ubele Initiative (company no. 09035399)

MEETING 06/03/2023

Ref: 20003

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop

The Ubele Initiative

Amount requested: £1,491,461
{Revised Request: £1,491,288}
Amount recommended: £1,216,600

Adv: Kerry Luker
Base: Haringey/Lambeth
Benefit: Haringey, Lambeth,
Lewisham

The Applicant

The Ubele Initiative (TUI) was formed in 2014 as a Company Limited by Guarantee and converted to a Community Interest Company (CIC) in January 2023. It is an African diaspora led infrastructure organisation working in the UK and abroad. TUI's stated vision is to empower Black and Minoritized communities to act as catalysts for social and economic change, working with community leaders, groups, and organisations to strengthen their sustainability, resilience, and voice. It has established a network of Black and Minoritized led community organisations with spaces, giving access to social leadership programmes, skills development, and learning. TUI also facilitates intergenerational collaboration, partnership working, generation of ideas, and creating space for young emerging leaders.

TUI influences policy undertakes research and develops local, regional, and national practice. It is the primary African Diaspora third sector organisation leading such work in the UK with strategic national partnerships with, for example, Power to Change, The Social Investment Business, Access Foundation and Locality. It was asked to take on the Black and Minoritized communities Infrastructure lead role for the Greater London Authority (GLA) in February 2020, the focus of which soon expanded to include COVID-19 (C19) support. TUI also became a national lead for The National Lottery Community Fund's (NLCF) C19 programme focused on Black and Minoritized communities, alongside partner Global Fund for Children. It is also one of the Equity Partners for London Funders' collaborative Propel Funding Programme.

TUI has just written its first five-year strategy and is now working hard to refocus on its asset-related work. Alongside converting to a CIC, it is reviewing its directorship, directors' structure, and membership model, and the three directors currently meet fortnightly due to the rapid growth of the organisation and required structural changes. TUI is based in Haringey at Wolves Lane Horticultural Centre (WLC), but its main office is temporarily based in Lambeth whilst the WLC site undergoes extensive redevelopment. It therefore has particularly strong links in these boroughs and Lewisham, but also works pan-London.

The Application

This grant will fund staff and associated costs to create a replicable model which focuses on race equity and gives control and benefits to local people, empowering communities through a learning and development programme to strengthen a range of community assets including existing community centres (in Haringey and Lambeth), and delivering an outreach programme (in Haringey, Lambeth, and Lewisham).

TUI's Agbero2100 (Agbero is the Yoruba word for sustainability) work will make one of the most significant new contributions to Community Wealth Building nationally; it will be the first such targeted intervention in the country. The Agbero2100 London project will strengthen Black and Minoritized community organisations with community space, working in partnership with close partners to achieve this. Its staff will support investment in WLC in Haringey and Lloyd Leon Community Centre (LLCC) in Lambeth and create a Community Wealth Building model which centres race equity and develops organisations and communities in Haringey, Lambeth and Lewisham. A core team of five staff will create and deliver the Community Wealth Building model, and two outreach staff will work in Haringey and Lambeth. TUI has formed a partnership with three organisations: OrganicLea CIC (OCIC), Black Rootz (BR) and Kinaraa CIC (KCIC). Within this partnership, these organisations will employ five postholders – OCIC and BR to support development of work at WLC, and KCIC to employ another outreach worker for Lewisham. WLC and LLCC are both undergoing extensive redevelopment, work that TUI has long been involved in, and this bid seeks to complement and strengthen this.

Background and detail of proposal

TUI's 2015 report *A Place to Call Home*³ highlighted the threat to community asset ownership among Black and Minoritized communities; the need to design a new and more sustainable model for Black and Minoritized community centres across England, and new leadership, were key recommendations. Agbero2100 London is an innovative project that relies on partnership work, building on deep, complementary organisational relationships based on shared vision and ethos. TUI's work is based on extensive input from local communities, for example targeting young people to ensure their voices were heard during the development of WLC plans, to create a young people friendly and safer space, bearing in mind the high level of youth violence in the local area; this will be built on through engaging younger adults in this new work.

This funding would fund a core team to create and deliver the programme - Programme Manager, Programme Support Officer, Finance Support Officer, Communications Officer, and Learning & Development Coordinator. It would also fund a contracted Learning Partner to lead on capturing and distilling learning insights and outcomes. TUI is also in the process of implementing Salesforce CRM to provide the main platform for the collection and analysis of its data, which will be used for Agbero2100 London. The community assets programme includes capacity building sessions; early-stage support to organisations with community assets; learning and development in asset ownership; community enterprise and community leadership; mentoring sessions; cross-borough learning partnerships; community assets event, and workshops to engage young adults. The infrastructure support outreach work includes outreach to organisations, schools, colleges and community spaces; borough-wide events; Community Leadership Development programmes, and Communities of Practice.

³ ['A Place to Call Home', The Ubele Initiative 2015](#)

WLC is a centre for sustainable growing, education, social enterprise, and community engagement in Wood Green. TUI and OCIC are legal partners overseeing the three-acre site as Wolves Lane Consortium CIC (WLCCIC) and have just signed a 25-year lease with the London Borough of Haringey which left the site in 2016. WLCCIC grows and sells plants through its community markets, runs a community café, works with education providers, rents Forest School space, and runs events. There has recently been £3m GLA and NCLF capital and revenue investment in the site, for which work is due to start imminently; new buildings will include a community hub event/learning space, educational kitchen, offices, classrooms, and storage barn, and will be used by TUI, OCIC and other groups that work from the site. WLC is Agbero2100 London's flagship project, focusing on food security, enterprise, and connection to nature and the land. Alongside the core programme rollout, this grant would fund a Plant and Sales Manager to provide consistency for the site and explore ideas holistically with the local community, a borough-wide Haringey Outreach & Engagement Worker with a presence on site, roles within the BR team (Enterprise Manager, Lead Grower & Grower) and resources for workshops and events.

BR was established in 2019, and is the first multigenerational, Black-led growing project in the UK, with older growers sharing their expertise whilst supporting youth engagement in the local natural environment and specialising in cultural food growing. It is based at WLC and has been 'incubated' as a project under TUI, which recognised the importance of the project relating to issues of food security, sustainability, and community space. Its work has attracted national, regional, and local coverage for facilitating change in food systems as a Black-led food growing collective. It is also supported by OCIC, undergoing accredited training at its Hawkwood site. TUI initially supported BR on a pro bono basis, but the work soon attracted a range of grants including Covid-19 funding and being approached by Sainsburys. BR has helped build a large community of growers across the London boroughs, developed a BR scale-up across Lambeth and Haringey, participated in an Enterprise Development Programme, has presented at a farmers' conference, and is involved in government work on the involvement of smaller growing organisations. The project has highlighted the limits put on Black and Minoritized communities around access to farmland, and that it is possible to grow culturally appropriate food; TUI is now developing a 'Cultivating Diversity' programme on enterprise in food growing systems. BR has developed a client base through a local box scheme, sells plants, and works with schools. It now works across three growing sites and has a team of 15 staff: four employees, sessional growers, and volunteers – under TUI's oversight. WLCCIC and BR are also partners in Haringey's Eat Wood Green project, a new community garden and food growing space housed in a local car park, which will supply vegetables and plants to local businesses and residents; this funding would enable further transfer of experience and growing expertise. BR is Agbero2100 London's key demonstration project model. This funding would enable TUI to complete BR's incubation and see it become an organisation in its own right in the second year. A comprehensive partnership agreement would underpin this arrangement.

OCIC is a community food project established in 2001 and based at 12-acre Hawkwood Nursery in Chingford, Waltham Forest. It produces and distributes food and plants locally, teaching and supporting others to do the same, and raises income through box schemes as well as grants. It has a workers' cooperative at its core, so most staff are also directors. It brings people together to act towards a fairer and more

sustainable society, using food growing to connect people to the land and each other. OCIC began working with WLC in 2017, with TUI joining after and quickly becoming a key partner, bringing knowledge of Black and Minoritized communities and providing leadership on equity and diversity. A strong drive to work collectively led to the creation of Wolves Lane Consortium, with TUI and OCIC working as legal partners (with Crop Drop Ltd, which has since left the consortium), and OCIC managing the two WLC staff members. This funding would enable TUI to disperse funds to OCIC to employ a new Plant & Sales Manager for two years. A comprehensive partnership agreement would underpin this arrangement.

LLCC, formerly registered company Brixton Domino Community Centre, is home to The Brixton Immortals Domino Club (BIDC) group and registered charity Brixton Soup Kitchen (BSK). It is based in a well-known Lambeth-owned grade II listed building in Brixton given to the local community after the uprisings 42 years ago. The London Borough of Lambeth commissioned TUI to work with both projects to support LLCC to become a community-based facility serving the local community; the vision for the centre will be developed and delivered in collaboration with all local stakeholders. LLCC no longer exists as a separate organisation, and its lease expired 25 years ago, but a new 10-year lease is being considered and TUI will continue to support redevelopment of its governance structures accordingly, as all LLCC staff are volunteers also working full-time, and have never run a service before. TUI has helped build relationships between the projects to bring generations together for the benefit of the community. The building was redeveloped in 2018 but has been closed for further major repairs since July 2022 and should re-open in May; BIDC is currently using another council building whilst BSK operates from a mobile van. LLCC delivered C19 activities such as an NHS health & wellbeing dominoes club, improving digital literacy playing dominoes online during lockdown, supports employment skills for older people, and offers a health clinic for blood pressure and diabetes tests. Agbero2100 London would have a major focus on LLCC, as its second flagship project. Alongside the core programme rollout, this grant would fund a borough-wide Lambeth Outreach & Engagement Worker with a presence on site.

KCIC is a Lewisham based infrastructure support organisation working with Black and Minority Ethnic led organisations. It was born out of six Black-led organisations working together during C19, delivering a variety of culturally designed services. That work was showcased at a national ageing summit and nominated for the Lewisham Mayor's Award 2021. Due to a recognised need to influence and support systemic change, and through the support of TUI, KCIC formed in early 2021. TUI has 'incubated' the organisation and supported its development. It has one unpaid, experienced worker, receives a small amount of income from Lewisham, and is well-networked across the borough, but there is currently insufficient capacity to engage with all the borough's needs and requests. This funding would enable TUI to disperse funds to KCIC to employ a Lewisham Outreach & Engagement Worker for two years as part of the Agbero2100 London team. A comprehensive partnership agreement would underpin this arrangement.

The three part-time Outreach & Engagement posts would augment a NLCF-funded new two-year part-time post for two of the three boroughs (Haringey and Lambeth). It has not been recruited to yet and, if Propel funding is secured, the weekly hours for all

three posts would increase and level, as the NLCF funding would then be split across three and not two boroughs for at least the first two years of this project.

Financial Information

TUI's funding comes from a range of sources, such as local authority commissioning and grants from trusts and foundations. Previously delivering short-term through project funding, TUI's range of funders has continued to expand to notably attracting its first core cost funding from Oak Foundation and NLCF in 2022, which is providing more stability and the ability to plan long-term. TUI is working hard to develop the necessary structures to match its trajectory, hence converting to a CIC and strengthening its finance function to better manage its income; its recent core funding supporting a full-time Strategic Finance Manager and part-time Chief Operating Officer, soon to be recruited.

TUI chooses to be audited and for its financial reporting to follow charity accounting on splitting income between restricted and unrestricted funds, to better report its varied income. However, as a company, it complies with company rules on deferring grant income. TUI's aim is to build unrestricted reserves wherever possible and plans to develop the trading side of its work.

Year end as at March 31st	2021 Signed Accounts £	2022 Draft Accounts £	2023 Forecast £
Income & expenditure:			
Income	1,136,996	1,645,645	2,398,662
Expenditure	(1,110,903)	(1,562,542)	(2,398,662)
Surplus/(deficit)	26,093	83,103	0
Reserves:			
Total restricted	0	83,103	83,103
Total unrestricted	29,593	29,593	29,593
Total reserves	29,593	112,696	112,696
Of which: free unrestricted	29,593	29,593	29,593

Funding History

TUI has received seven previous grants from CBT, all through the London Community Response (LCR) and London Community Response Fund (LCRF), with no reported problems from CBT officers. Officers noted that TUI had taken on a lot of additional work in the context of C19, as well as within its capacity as one of the four equity partners of the LCR, and as a result needed additional funding to manage these projects and to support organisations during the recovery period.

ID	Type	Meeting Date	Decision
18821	COVID19 London Community Response Fund (Wave 5)	14/07/2021	£1,000.00 to ensure the London Community Response increases its reach
17932	COVID19 LCRF (Wave 3)	26/11/2020	£33,660 towards the costs of a Project Manager's salary and a contribution to core costs
17817	COVID19 LCRF (Wave 3)	17/09/2020	£11,478 to create a new Lewisham BAME Infrastructure/Funding Hub
17854	COVID19 LCRF (Wave 3)	17/09/2020	£10,000 for core operational costs to support you to ensure the London Community Response increases its reach and to participate in wider recovery activities in the capital

16939	COVID19 Small Charity Emergency Support Funding	08/07/2020	£30,000 to ensure that London Community Response increases its reach in BAME communities
17330	COVID19 LCRF	08/07/2020	£46,977 towards the costs outlined in the application.
17331	COVID19 LCRF	08/07/2020	£21,464 towards the costs outlined in the application.

The Recommendation

TUI is an energetic and innovative organisation with an effective staff team and strong leadership; its experience with the communities it serves and its standing in the sector are evident. It continues to be successful at attracting a range of funders to deliver work across several deep partnerships. Agbero2100 London has the potential to bring about systemic change for underserved communities around asset ownership and community space, food security, enterprise, and sustainability. TUI is a rapidly growing organisation actively seeking stability for itself and the communities it serves after its key London role in responding to C19.

The organisation initially submitted a slightly revised budget to amend staffing on-costs and add in new staff recruitment costs. Following officer discussions with the organisation on programme priorities, funding is recommended at a further revised level which, though reducing the number of organisations accessing the programme in the first instance, will enable the programme model and staffing team to become fully established while TUI continues to develop its new structures.

This budget exceeds CBT's general policy on funding staffing at one full-time equivalent (FTE) level, however, in line with Propel's ambition, this programme is a significant undertaking of systems change work which requires appropriate investment. If successful, it could achieve unprecedented change, and has the potential to be replicated across London for maximum impact. Proposed outcomes for the work are high-level, wide-ranging and strong, including: strengthening of Black and Minoritized led community organisations with assets, stronger governance, robust financial planning, diverse income, new younger leadership; significantly contributing to local food systems and creating a new generation of food growers and social entrepreneurs; increased voice and empowerment of local Black and Minoritized communities; influencing longer term strategy and plans for sustainable community assets 'owned' by Black and Minoritized communities pan London.

Funding is recommended as follows:

£1,216,600 over three years (£444,800; £451,500; £320,300) for 12 part-time (7.2 FTE) staff and associated costs across three partners to contribute to a Community Wealth Building programme in Haringey, Lambeth, and Lewisham: core programme staff (Programme Manager, Programme Support Officer, Finance Support Officer, Communications Officer, Learning & Development Coordinator), three Outreach & Engagement Workers, an Enterprise Manager, Lead Grower, Grower and Plant & Sales Manager. Funding is conditional on finalised partnership agreements and learning contract.

Appendix 6 – Young Westminster Foundation (charity no. 1169255)

MEETING 06/03/2023

Ref: 20038

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop \ New Deal for Young People

Young Westminster Foundation

Amount requested: £1,067,927

Amount recommended: £848,400

Adv: Lillie Swift

Base: Westminster

**Benefit: Westminster,
Kensington and Chelsea,
Harrow, Ealing, Hammersmith
and Fulham, Camden**

The Applicant

The Young Westminster Foundation (YWF) is one of eight young people's foundations (YPFs) established in Greater London to develop and strengthen the provision of voluntary sector services for children and young people. The YPFs were initiated by John Lyon's Charity, with several (including YWF) receiving core funding support from CBT, in response to the diminution of youth services. YPFs are borough-specific member led infrastructure organisations working with voluntary sector organisations that support children and young people. YWF was set up in 2017 and is a registered charity (number 1169255) acting as an infrastructure body for those aged 0-25 in Westminster. It delivers grants, training and networking and has over 120 voluntary, community and social enterprise organisations in its membership.

Led by YWF, this project will be delivered as a partnership with five other YPFs (Young Kensington and Chelsea Foundation, Young Harrow Foundation, Young Ealing Foundation, Young Hammersmith and Fulham Foundation and Young Camden Foundation), all of which are registered charities and part of the YPF Network Trust having been set up between 2015 and 2019. The YPFs all have a particular focus on supporting smaller organisations and have diverse networks of local youth groups and organisations, with more than 50% of their respective memberships being equity-led groups. They hold cross-sector partnerships in the public, private and voluntary sector which they work with to strengthen services for young people.

The Application

The partnership seeks funding to develop a Northwest London youth worker network to upskill and strengthen the youth workforce in six London boroughs. It will be targeted at practitioners from grassroots community-led organisations and will provide 1,200 training and development opportunities over the next three years.

The network will run quarterly youth worker forums in each borough. These will provide a space for frontline staff to connect, discuss challenges and identify specific development needs. From this, the YPFs and practitioners will co-produce a series of CPD (continuous professional development) training programmes that will be offered locally, tailored to the borough context, as well as centrally across the network. Training courses may include cultural competency, gender-informed youth work and mental health first aid, and where possible will be delivered by YPF members. In addition, the network will provide 120-150 bursaries for practitioners to achieve formal

qualifications (including Level 1-3 youth work), as well as hosting four specialist sub-groups led by lived-experienced experts focusing on priority themes identified across the region, for example LGBT+ youth work or working with young travellers. Alongside these, YPF partners will provide outreach and individual support to workers to ensure their development needs are met and to help them overcome any barriers to access the opportunities available. The network will also provide two conferences a year and be led by a steering group of youth workers. It will be supported by the YPF Trust as an evaluation partner who has agreed a reduced cost due to their interest in learning from the model.

Background and detail of proposal

Small grassroots community organisations provide a significant proportion of youth services across Northwest London. Based on data from the YPFs, between 55-80% of voluntary sector youth organisations are community-led and on average half turnover less than £100,000 a year. Making up the YPF memberships, these organisations are the frontline of youth services across the region and provide a substantial amount of informal, open access provision (NYA Census 2021⁴), and due to their close relationships with the communities they serve, are seen as vital in meeting the complex and changing needs of London's young people.

YPF members have identified the need for more networking, skills development, and specialist training for frontline workers to handle more complex challenges they face. Recruiting and retaining staff have also been highlighted as issues, with members finding that despite national and regional investment in qualifications and training, opportunities are not reaching smaller community organisations. Grassroots providers can be put off by complex procedures or do not meet the criteria for bursaries, with training opportunities not always being accessible or designed around the needs of small organisations or their diverse workforce, with over 70% of the members' youth workers being from minoritized backgrounds.

YWF has been running a youth worker forum since 2022 involving 49 practitioners from 30 organisations. This has provided an opportunity to understand the needs of youth workers and has allowed for co-production of targeted training, to date providing 30 training opportunities and supporting 22 workers into Levels 1-3 youth work qualifications. Feedback from practitioners has been positive, with 100% finding the support valuable. Participants have benefited from opportunities to build relationships, understand shared challenges and work with peers to develop solutions at a local level. Qualitative feedback has emphasised the value of local training, providing a sense of community and contextual relevance to training materials. Building on previous collaborative working between the YPFs to date, the partnership will expand YWF's model to create local platforms under a regional network.

Financial Information

YWF has grown since establishing and has now secured funding from a range and growing number of sources including the Local Authority, Public Health, charitable foundations, and businesses, alongside the annual core grant of £100,000 it receives from John Lyon's Charity. It is in a healthy financial position, at the end 2021/22 holding

⁴ NYA Census 2021 <https://www.nya.org.uk/wp-content/uploads/Summary-Report-v5.pdf>

£136,906 of free reserves, £19,206 above its current reserves policy target to have 3.5 months' equivalent of operating expenditure, but within its overall long-term policy of holding between 3-6 months'. Yearly reserves targets may appear low compared to YWF expenditure, however, are based on core operating expenditure which is significantly lower than annual expenditure due to YWF being the grant-body for two local funding pots and a significant proportion of its income being distributed as onward grants. A management fee is received for this work, which along with many other sources, supports a lean staff team of four. The 2023/24 budget has been prepared based on conservative estimates and does not include unconfirmed funds and is therefore likely to be above the figure below and closer to 2022/23 income.

CBT has supported the development of the YPFs since early set up, providing John Lyon's Charity with £50,000 of seed funding for each of the first YPFs in 2018, followed by a core grant of £200,000 over five years directly to the YPFs in 2019. This was to all YPF partners bar Young Kensington and Chelsea Foundation which was not established at the time. Funding, now coming to an end, has helped the YPFs establish and develop sustainable business models. Each partner is now in receipt of core funding from their respective Local Authorities, as well as obtaining income from a broad range of cross sector sources having found themselves well placed to lead on key thematic initiatives to support the local youth sector including serious youth violence and young people's mental health.

Year end as at 31st March	2022 Signed Accounts £	2023 Forecast £	2024 Budget £
Income & expenditure:			
Income	1,572,103	2,475,545	1,792,664
Expenditure	(1,415,310)	(2,428,007)	(1,793,560)
Surplus/(deficit)	156,793	47,538	(896)
Reserves:			
Total restricted	159,257	71,527	157,793
Total unrestricted	193,906	329,174	242,012
Total reserves	353,163	400,701	399,805
Of which: free unrestricted	136,906	272,174	185,012
Reserves policy target	117,700	123,500	137,616
Free reserves over/(under) target	19,206	148,674	47,396

Funding History

Type	Meeting Date	Decision
COVID19 Small Charity Emergency Support Funding	13/05/2020	A one-off, unrestricted grant of £12,500, equivalent to one regular quarterly payment for the organisation's current grant
Bridging Divides	25/07/2019	£200,000 over five years as core funding to support the Young Westminster Foundation's work in support of voluntary sector organisations working with children and young

The Recommendation

This project will expand previous successful delivery in Westminster across Northwest London to develop a set of structured and co-ordinated local platforms underneath a wider regional network. The approach will provide opportunities for youth workers to connect and share skills at a borough level, facilitate cross-borough working and

provide opportunities to develop joint responses to local and regional challenges facing young people.

By co-producing training with practitioners, the delivery model will ensure training opportunities are designed around the needs of the local youth workforce, including culturally relevant and locally delivered courses. These will be free and accessible to grassroots organisations to ensure that opportunities reach practitioners from equity-led groups and racially minoritized communities that may otherwise struggle to access. Due to the close relationships the YPFs hold with their members, support provided will be personal and by handholding workers through the process will ensure all can benefit from the development opportunities available.

The network will equip youth workers with the specialist skills to respond effectively to the changing needs of London's young people. Youth workers will be more connected and engaged, and by having the opportunity to develop professionally, will bring expertise to the grassroots community organisations in which they work. The bottom-up approach of enabling youth workers to have a core role in designing and delivering the support will lead to ownership of the development process and work to build capacity in the sector over the long term.

The YPFs are led by and for their members, the majority being equity-led organisations and those working with minoritized communities. Between them they have significant reach into London's diverse communities and are well placed to deliver this work, now all financially sustainable organisations and ready to deliver a more enhanced capacity building offer. The project builds on previous collaborative working between the partners, having worked together informally and on funded projects, including with YWF as lead. YWF values equitability in partnership working whilst understanding key risks, and decision-making, performance and reporting protocols will be incorporated into a partnership agreement based on a framework developed from pro bono legal support, provision of this being a condition of the grant.

The project is a strong fit with Propel's mission to achieve lasting change across the system and will work to develop a more sustainable and united youth sector under the 'New Deal for Young People' strand. A reduced budget has been provided in acknowledgement of the value of the wider Propel pipeline, whilst still providing sufficient resourcing so that the centring of equity-led organisations remains at the heart of the programme's activities. This incorporates cross-partnership economies of scale as well as a reduced contribution to each YPF partner whilst not impacting the overall outcomes or deliverability. The project does not present any duplication with the core grants YWF and partners are in receipt of from CBT, and close working with other infrastructure organisations will ensure there will be no duplication of services across the region.

£848,400 over three years (£248,500; £287,700; £312,200) towards a part-time programme manager, contribution to staff time at each YWF, training placements, evaluation and associated project running costs.

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Committees: Grants Committee of the Bridge House Estates Board Bridge House Estates Board	Date: 6 March 2023 27 March 2023
Subject: Alliance Partnership – Smallwood Trust (19321)	Public
Report of: Sacha Rose-Smith, Chief Funding Director	For Decision
Report Authors: Geraldine Page, Funding Director and Abi Sommers, Funding Manager	

Summary

This report requests funding of £864,283 over three and a half years be awarded to the Smallwood Trust [charity no: 205798] to establish the Women’s London Resilience Fund, a collaborative place-based grants programme to tackle the root causes of gendered poverty, identify approaches that can be scaled and help foster resilient community networks to transform social and economic outcomes for women. The Women’s Budget Group (WBG) has been engaged as a strategic partner and has carried out pre-inception phase analysis¹ and mapping² to identify the pilot London Boroughs for the programme Newham and Hackney. This consisted of analysing women’s economic and health-related inequalities, as well as an overview of the strength of the women’s sector.

The London Women’s Resilience Fund will award grants and provide support to two local partnerships in Newham and Hackney involving 15-20 civil society organisations that work with and for women, to challenge, reform and make change to the systems that cause women’s poverty in their geographical area. It is a place-based approach to systems change that will help strengthen civil society networks and partnerships in targeted communities and the Fund will be focused on women most vulnerable to poverty.

The programme will be co-designed³ in partnership with women’s local and community-based organisations and individuals with lived experience to design and deliver services that affect them. Smallwood Trust 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 Smallwood Trust established assessment processes. A payment schedule will be drawn up, allowing the funds to be paid to Smallwood Trust in instalments over the course of the 3.5 year grant commitment period.

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 and solely in the charity’s best interests:

¹ [Womens Budget Group Local Authority Analysis](#)

² [Womens Budget Group Mapping Tables](#)

³ [Smallwood Trust Co-Design framework and principles](#)

- i) Endorse a grant of £864,283, as an Alliance Partnership, for onward approval by the Bridge House Estates Board, to the Smallwood Trust [charity no: 205798] for onward grant making as part of the London Women’s Resilience Fund.

It is recommended that the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity’s best interests:

- i) Approve a grant of £864,283 as an Alliance Partnership, to the Smallwood Trust for London [charity no: 205798] (as per the terms endorsed by the Grants Committee).

Main Report

Background

1. This report seeks support for a recommendation to partner with Smallwood Trust, an established Funder with an excellent reputation for work focused on ending gendered poverty, enabling women to be financially resilient 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 25-year history – particularly, but not limited to, its support of London’s voluntary and community sector infrastructure. It has widely been 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 £15m 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.
 - d. The organisation receiving funds must be able to adequately restrict funding for onward distribution to work which benefits Londoners.
4. The proposal in this report meets the above criteria and, if approved, would see CBT strengthen its commitment to supporting some of the most disadvantaged Londoners through a partnership that will multiply the impact of the funding we have available. It

will be piloted in the London Boroughs of Newham and Hackney and the legacy of this alliance partnership initiative will include:

- a. Creation of local programme model(s) that can be expanded to reduce gendered poverty
- b. Local decision makers use a gender-lens to implement social and economic solutions
- c. Civil society networks, models of co-production and routes to influence power for smaller, grassroots organisations serving women are strengthened

About Smallwood Trust

5. Smallwood Trust is an independent charitable foundation which aims to tackle gendered poverty and its root causes, enabling women to be financially resilient and improve their social and emotional wellbeing. It was established in 1886 as the Society for the Assistance of Ladies in Reduced Circumstances and changed its name to the Smallwood Trust in 2017. The Smallwood Trust funds voluntary and community groups, as well as individuals. Between 2017 and 2021 it made 3,075 grants, to individuals and organisations, and distributed £11.2 million. with 56,000 beneficiaries supported through Smallwood funded programmes In 2022 Smallwood Trust won the grant-making and funding category at the Charity Awards.
6. Smallwood Trust released its new three-year strategic plan in 2022. This plan outlines Smallwood Trust's aims to build on its previous work by targeting funding at women who are most at risk of poverty, developing workable place-based models to tackle the root causes of gendered poverty, and support accessible and sustainable networks for women. The proposed funding reflects all three priorities.
7. Smallwood Trust is a national charity which makes grants across the UK. CBT and Smallwood Trust have mutually beneficial areas of expertise; CBT can share its geographically focused knowledge whilst benefitting from the Smallwood Trust's experience of tackling gendered poverty.
8. Smallwood Trust would deliver the London Women's Resilience Fund and administer the funds, therefore if the recommendation to contribute is agreed, the grant would be payable to Smallwood Trust. CBT have a track record of this kind of arrangement with other funders. Smallwood Trust also have a track record of administering funds for external funders such as:
 - a. Women's Sector Resilience Fund Phase 2 to support networks of by and for women's organisations to make changes to systems that cause gendered poverty in their local area (Coventry, Manchester, and Birmingham),
 - b. Women Thrive Fund for the by and for women's sector delivered in partnership with Rosa UK. This was funded by the Tampon Tax Fund (UK wide)

- c. Women's Sector Resilience Fund to support by and for women's organisations through the COVID-crisis (England wide, funded by DCMS)⁴
- d. COVID-19 Frontline Women's Fund to support smaller women's orgs with turnovers of less than £250k (average was £70k) through the COVID-crisis (England wide, funded by TNLFC).

About The UK Women's Budget Group (WBG): Strategic Partner

- 9. WBG is a network of over 1000 leading academic researchers, policy analysts and activists from women's organisations set up in 1989 to analyse UK government economic policy for its impact on women and to promote policies that will increase gender equality. It produces academically robust analysis of the gender and wider intersectional impact of economic policy to influence policy discussions and promote gender equal policy outcomes. In addition, it works to build the capacity of individuals and organisations both in the UK and internationally to analyse economic policy for its equality impact and work for policies that will increase equality.
- 10. WBG has supported the pre-inception phase research for this project and will act as a strategic partner for the Fund providing economic and research advice throughout the project, both on a strategic level and for the hubs themselves.

About the London Women's Resilience Fund

- 11. Evidence has shown that women have a higher risk of poverty than men when poverty is measured on a household basis in the conventional way.⁵ Although gender inequalities do not map directly on to poverty, they do affect poverty risks such as low pay, caring responsibilities, and the acquisition of skills.⁶ Women in London may also experience several inequalities which intersect with and compound gender inequalities. For example, black and minoritized women's socioeconomic position makes them more susceptible to poverty.⁷
- 12. The combined impact of the COVID-19 pandemic and subsequent cost pressures from rising demand and high inflation has compounded gendered poverty risks. Women often have lower levels of savings and wealth than men which reduces their resilience to financial crisis. Particular groups of women are likely to be disproportionately impacted by the ongoing crises, including black and minoritized women, disabled women, single mothers, victims of domestic violence and/or abuse, and women with no recourse to public funds.⁸

⁴ [Women's Sector Resilience Fund: Final Report](#)

⁵ [The Female Face of Poverty 2018](#)

⁶ [Poverty through a Gendered Lens 2014](#)

⁷ [The Female Face of Poverty 2018](#)

⁸ [WBG: The cost crisis: A gendered analysis 2022](#)

13. The London Women's Resilience Fund is aimed at addressing gendered poverty with a specific focus on building flexibility and capacity within local communities and increasing the power of the women's sector to create sustainable change. This supports recommendations made in *Routes to power & influence for UK women's organisations Report 2022*⁹. Commissioned by a group of Funders to better understand the scope & reach of the existing national, regional & local infrastructure serving the women's voluntary & community sector.
14. The London Women's Resilience Fund will take a collaborative place-based approach piloted in two London Borough's Newham and Hackney. It will directly resource existing or emerging networks of women-led organisations to challenge, reform and make change to the systems that cause women's poverty in their area. The networks will support women united in terms of geography and the issues they face.
15. Renaisi defines place-based change as "a long-term approach to identifying, understanding, and addressing social issues. It uses a recognised area to draw in and lock in resources, expertise, and experience. Most importantly it values the contribution of all actors, and the relationships between them, not just the traditional holders of power in civil society and enables everyone to play to their strengths. These factors give place-based work the potential to have an impact across different parts of a local system and create more sustainable change than other interventions might."¹⁰
16. Smallwood Trust has already piloted a successful networking approach in Coventry¹¹ and has recently started projects in multiple areas of the UK where it has existing partnerships.
17. The London Women's Resilience Fund will directly resource existing or emerging networks of women-led organisations across the pilot London boroughs of Newham and Hackney. To select the pilot areas Strategic partner Women's Budget Group (WBG) carried out analysis measuring levels of pockets of deprivation at a local level using key metrics including Indices of Multiple deprivation and Income deprivation affecting children Index of all London Borough's. Using this and data on Smallwood Trust investment in London and CBT funded work with women's organisations per London Borough, this developed a short list of four London Boroughs: Barking and Dagenham, Brent, Hackney, and Newham.
18. The four shortlisted boroughs all scored particularly poorly on key headline measures such as poverty, child poverty and deprivation. Women's and children's poverty are inextricably linked¹² and thus, channeling funding to the women's sector in these boroughs would be justifiable. Specific female economic challenges in shortlisted

⁹ [Routes to power and influence for UK women's organisations 2022](#)

¹⁰ [Renaisi – What is Placed-Based Change?](#)

¹¹ [Just Economics – Coventry Women's Project Partnership 2020](#)

¹² [Women's Budget Group - Women's and Children's poverty: making the links 2005](#)

boroughs were also identified, for example high rates of economic activity, high unemployment, and low earnings. It is likely that targeted interventions aimed at alleviating these economic challenges would contribute not only towards increased gender equality, but towards a lowering of overall poverty and child poverty rates. Finally, shortlisted boroughs tended to perform poorly on key health indicators, for example life expectancy, daily activities limited due to poor health and infant mortality. This is expected due to an established link between poverty, deprivation, and poor health¹³ and provides further justification for funding the women's sector in these areas. There is also a body of evidence linking poverty to increasing the risk of mental health problems as both can be both a causal factor and a consequence of mental ill health, *Poverty and Mental Health; Joseph Rowntree Foundation 2016*¹⁴

19. The two recommended pilot boroughs agreed are Hackney and Newham. Hackney has a particularly active women's sector with specific support for a range of ethnicities and lone parents. Newham has a strong cost of living focus and track record in providing practical support e.g., housing. The women's sector in Hackney and Newham would be conducive to establishing women's hubs and delivering the programme outcomes. Both Boroughs have very high levels of child poverty and infant mortality and lone parent households which are overwhelmingly led by women. Women in both face a range of significant economic and health related challenges compounded by social and demographic factors within the Boroughs.
20. The Women's London Resilience Fund will resource two programme 'hubs' which will take a participatory approach to building a co-designed grants programme. Each 'hub' will be allocated £325,000 in grant funds to be delivered over a 36-month period based on the programme model plus £5,000 each of co-design costs during the inception phase. Hubs will be in London boroughs Newham and Hackney and will be targeted at ward and adjacent ward areas. They will be formed of groups of by and for community-based women's organisations and services with incomes of less than c.£500k. Hubs would support informal referral pathways and working relationships to promote new voices, strengthen alliances, and pilot new ideas to tackle the root causes of gendered poverty on the hyper-local level.
21. An open application process for funding will be instigated with proposals expected to work towards the following outcomes:
 - a. Women are empowered to make changes to systems that cause gendered poverty.
 - b. Women have opportunities and power and a secure financial future.
 - c. There are thriving, accessible and supportive community networks for women.
 - d. Local civil society networks and partnerships are more resilient and have access to the information, skills and resources required to provide sustainable services for women.

¹³ [The King's Fund – What are Health Inequalities 2020](#)

¹⁴ [Poverty and Mental Health; Joseph Rowntree Foundation](#)

- e. Decision-makers work to end gendered poverty and collaborate with women on decisions that affect them.
- f. Economic systems work for women rather than against them.

22. The London Women's Resilience Fund will award three and a half years of funding including core organisational and network coordination costs to help give women-led organisations and their leadership the space and time to collaborate on approaches to local system change. Recommendations for grant amounts will be informed by the local partnership hubs and assessments of Smallwood Trust Officers made on a case-by-case basis.

23. Some of the London Women's Resilience Fund budget will be used to provide "funder plus" style support such as access to facilitation to help networks to collaborate effectively, capacity building workshops, and access to support to strengthen work with local government, commissioners, and other decision makers. Support with monitoring, evaluation and learning will also be offered.

Budget and timeline

24. The Local Resilience Fund will be a three-and-a-half-year programme which includes a six-month inception phase and a 36-month delivery phase. The Inception Phase would start in July 2023 and the delivery phase would run between January 2024 and December 2026.

25. Smallwood Trust has committed £195,000 to this programme, which includes £150,000 grant funding towards the partnerships at the end of your grant in year 5, as part of the longer-term sustainability of the hubs and £45,000 in programme support costs.

Item	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL	CBT REQUEST
Grant payments to organisations	£10,000	£216,666	£216,667	£216,667		£660,000	£660,000
Sustainability funding (ST Contribution)					£150,000	£150,000	£0
Programme staffing and management	£20,400	£41,616	£42,864	£45,007		£149,887	£149,887
Strategic Partner	£13,200	£13,464	£13,732	£14,000		£54,396	£54,396
Funder Plus support services and facilitated networks (ST Contribution)	£3,000	£6,000	£6,000	£6,000	£6,000	£27,000	£0
Learning and dissemination (ST Contribution)		£3,000	£5,000	£10,000		£18,000	£0
TOTAL	£46,600	£280,746	£284,263	£291,674	£156,000	£1,059,283	£864,283

Impact Measurement

26. The Women's London Resilience Fund will have its own learning programme funded by Smallwood Trust. It will take a test and learn approach with ongoing learning and evaluation that will be disseminated internally and externally throughout the programme, every six months. A final report would be published in Spring 2027. In October 2022 Smallwood Trust commenced its Gendered Poverty Learning Programme¹⁵ which the Women's London Resilience Fund would become a partner of. This work is funded for three years by The National Lottery Community Fund (TNLCF) providing £500k of capacity building support.

Financial information

27. As an endowed grant-maker the financial review of the Smallwood Trust, as the grant holder, considers its broader ability to meet its grant-making aims. Audited accounts for the year ended 31st December 2021 show a strong balance sheet with total funds of £35m. Of this, £25m was permanent endowment and £10m was expendable endowment. Of the expendable endowment, the charity agreed to use £5m as a "Stabilisation Fund" to cover annual budget shortfalls if investment gains/fundraising returns are insufficient.

28. In 2019, following a major review of the Smallwood Trust's charitable objectives and the use of the endowment to meet those objectives, trustees agreed to increase levels of grant spend. This followed over 20 years of superior investment gains. Draft

¹⁵ [Smallwood Gendered Poverty Learning Programme](#)

accounts for 2022 show a drop in the endowment of £5m due to a combination of investment losses and expenditure from the Stabilisation Fund. Despite this, the Trust wishes to maintain increased grant giving levels subject to risk management measures. As a standard risk management measure, the higher spend is subject to approval by trustees at each Board meeting in light of endowment value movements. The Smallwood Trust's trustees view short term market movements as inevitable, and investments are managed on a long-term basis.

Year end as at 31 December	2021	2022	2023
	Signed Accounts £	Draft Accounts £	Budget £
Income & expenditure:			
Income	2,088,055	1,508,209	2,845,000
Expenditure	(4,188,626)	(3,102,712)	(4,565,000)
Investment gains/(losses)	2,901,606	(2,948,638)	1,000,000
Surplus/(deficit)	801,035	(4,543,141)	(720,000)
Reserves:			
Total endowed	35,000,000	30,212,329	29,668,362
Total restricted	208,080	257,690	352,690
Total unrestricted	76,113	271,033	0
Total funds	35,284,193	30,741,052	30,021,052

Conclusion

29. CBT's funding collaborations regularly achieve more than the sum of their parts as, amongst other things, they provide opportunities for greater expertise to be harnessed; for learning to be shared; and for the sector to see funders support their work and raise their issues through unity of voice. The Women's London Resilience Fund not only meets the mission and vision of CBT well, it also embodies CBT's PACIER values¹⁶, in particular advancing efforts to continue to strengthen our funding in progressive, collaborative, inclusive, and representative ways. This Alliance Partnership creates a multiplying effect, with CBT funding not only benefitting the ultimate onward grant recipients, but also supporting the work of a trusted expert fellow funder and potentially helping to leverage further support.

Geraldine Page

Funding Director

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¹⁶ PACIER = Progressive, Adaptive, Collaborative, Environmentally Responsible, Representative.

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Committee: Grants Committee of the Bridge House Estates Board Bridge House Estates Board	Date: 6 March 2023 27 March 2023
Subject: Bridging Divides: Infrastructure Funding - Capacity Building and Representation – Media Trust	Public
Report of: Sacha Rose-Smith, Chief Funding Director	For Decision
Report Author: Lydia Parr, Funding Manager	

Summary

This report requests £585,125 over five years under Bridging Divides to contribute to the delivery costs of ‘Stronger Voices’, a comprehensive media, strategic communications training, and capacity building programme for 100 equalities organisations in London. Media Trust (MT) will build on five years of successfully delivering the programme which has strengthened the voices of 71 equalities organisations, raised the profile of their work in the media and, reached hundreds more equalities organisations through an annual Masterclass Series open to the wider equalities sector.

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 and solely in the charity’s best interests:

- i) Endorse a grant to the Bridge House Estates Board of £585,125 over five years to Media Trust, to contribute to the delivery costs of the Stronger Voices Training programme for 100 equalities 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 and solely in the charity’s best interests:

- i) Approve a grant of £585,125 over five years to Media Trust, to contribute to the delivery costs of the Stronger Voices Training programme for 100 equalities organisations.

Main Report

Background

1. The Media Trust (MT) established in 1994 is a communications charity (number 1042733) that believes in the power of media to change lives. It encourages the media and communications industry to share their time, knowledge, and creativity to benefit charities, and underrepresented communities. It aims to amplify charities' voices by building their communications skills through innovative training, volunteer brokerage and content programmes to help them reach and engage new audiences. MT is regarded as a key infrastructure organisation for London’s civil society sector.

Background and detail of proposal

2. MT requests a further five years of funding for the 'Stronger Voices' programme. If awarded, CBT will have continuously funded the project for 10 years in total. As per CBT policy a fallow period does not apply to civil society support organisations (i.e. "infrastructure" bodies). To sustain this programme beyond the proposed CBT grant MT is seeking to secure grant funding and in-kind support from media partners and will work to identify funding opportunities and explore match funding models.
3. At the end of the latest year of the project 100% of participants rated the programme as good/very good, 100% reported knowledge of communications planning as high, 93% reported an increase in their ability to raise their organisation's profile and 80% rated their ability to use advocacy and campaigns to influence public opinion and policy as high.
4. 'Stronger voices' is a comprehensive media, strategic communications training, and capacity building programme for 100 equalities organisations (20 per year) to upskill staff and provide them with a strategy to help target their audiences more effectively and raise the profile of their work in the media. Over the course of six months, a cohort of 20 London based equality organisations will learn best practice in communicating for change, marketing and campaign planning, social media, interacting with the media and media interview training in a series of one day workshops. The programme will be delivered in partnership with Equally Ours a well-respected national network of organisations working across all areas of equality. Equally Ours will work with MT to steer programme development and delivery, recruit the organisations, and deliver a strategic communications workshop as part of the training.
5. Additionally, as part of the programme MT will deliver:
 - a. A sector-wider masterclass on intersectional storytelling for 100+ equalities organisations.
 - b. Quarterly events for 170 equalities organisations in the alumni network.
 - c. 3 masterclasses for 200 equalities organisations.
 - d. A roundtable connecting 50 equalities organisations, journalists and policymakers.
6. A strategic communications programme, there is growing need to strengthen the voices and resilience of London's equalities organisations and the communities they serve. High inflation, an expected recession, shifts in legislative frameworks, and spike in demand for charity's services highlights the need to support equalities organisations to amplify the voices of marginalised communities. The impacts of the pandemic and #BlackLivesMatter have highlighted the systemic inequality faced by marginalised communities. Cost pressures on UK households is exacerbating inequalities further, as is the surge in demand for the support provided by London's equalities sector to marginalised communities. As the most disadvantaged have been found to be the least represented, it is an important time to support the equalities sector with their strategic communications, media

engagement and campaigning, to ensure the media and policymakers hear from those with lived experience of inequality.

Budget

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Salary	£43,216	£44,512	£45,848	£47,223	£48,640	£229,439
Training Sessions	£20,957	£21,586	£22,235	£22,901	£23,588	£111,267
Framing & Peer Networking Sessions	£6,529	£6,725	£6,927	£7,134	£7,348	£34,663
Roundtable	£5,532	£5,698	£5,869	£6,045	£6,226	£29,370
Advisory Group	£3,332	£3,432	£3,535	£3,641	£3,750	£17,690
Travel	£600	£618	£637	£656	£675	£3,186
Accessibility	£6,000	£6,180	£6,365	£6,556	£6,753	£31,854
Evaluation	£2,000	£2,060	£2,122	£2,185	£2,251	£10,618
Overheads	£22,042	£22,703	£23,384	£24,085	£24,808	£117,022
TOTAL:	£110,208	£113,514	£116,922	£120,426	£124,040	£585,109

Financial Information

- Media Trust is in good financial health. A review of the organisation's previous sets of audited accounts shows sound financial stewardship. The charity's policy is to hold approximately four and a half months of core salaries and overhead costs. Reserves were just below the target level in the previous financial year, 2020/21. MT explored new ways of reducing the charity's dependence on volatile forms of income and secured more funding resulting in an increase in unrestricted reserves. MT was particularly successful in securing ad inventory donations from across mainstream media platforms including ITV and Channel 4, news titles such as The Guardian, social media channels Facebook and Snapchat, and outdoor advertising space. MT also successfully developed another strand of industry-derived income relating to the government's Kickstart scheme, working with media companies to place young people on placements with MT providing recruitment and induction support.
- 34% of income for 2023/24 has already been secured with a further 39% of income streams considered to be highly likely. Streams such as Corporate Partner membership fees for example are renewed annually with the bulk of renewals happening in August and January. Whilst income is not considered formally secured, a rise in Corporate Partnership income indicates activity is returning to pre-pandemic levels. MT continues to explore more reliable funding streams which has, for example, resulted in the charity applying for more multi-year grant funding.

Year end as at 31st March	2022 Signed Accounts £	2023 Forecast £	2024 Budget £
Income & expenditure:			
Income	1,847,608	1,698,000	1,494,259
Expenditure	(1,695,996)	(1,687,034)	(1,488,881)
Surplus/(deficit)	151,612	10,966	5,378
Reserves:			
Total restricted	936,065	936,065	936,065
Total unrestricted	349,678	360,644	370,520
Total reserves	1,285,743	1,296,709	1,306,585
Of which: free unrestricted	289,277	300,243	305,621
Reserves policy target	300,000	300,000	300,000
Free reserves over/(under) target	(10,723)	243	5,621

Conclusion

9. MT has over 30 years' experience supporting small charities, and five years delivering 'Stronger Voices' for the equalities sector. The applicant has a strong network, social media profile and expertise in outreach and tailoring programmes to the needs of the sector making MT the most suitable organisation to conduct a project of this nature. The project costs may appear high but are, in your officer's view, justified. The cohort is increasing from 15 to 20 organisations per year in response to demand from the sector, the programme will engage over 500 people whilst strengthening the voices of 100 equalities organisations, supporting them to effectively communicate inequalities faced by Londoners, improve media representation, and campaign for change.

Lydia Parr

Funding Manager

E: lydia.parr@cityoflondon.gov.uk

GRANTS COMMITTEE OF THE BRIDGE HOUSE ESTATES BOARD Monday, 6 March 2023

Minutes of the meeting of the Grants Committee of the Bridge House Estates Board held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 6 March 2023 at 11.00 am

Present

Members:

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

Officers:

David Farnsworth	- Managing Director of Bridge House Estates
Sacha Rose-Smith	- BHE Chief Funding Director
Catherine Mahoney	- BHE Communications & Engagement Director
Anne Pietsch	- Comptroller & City Solicitor's Dept.
Amelia Ehren	- BHE
Samantha Grimmett-Batt	- BHE
Tim Wilson	- BHE
Geraldine Page	- BHE
Lily Brandhorst	- BHE
Khadra Aden	- BHE
Clara Espinosa	- BHE
Helen Martins	- BHE
Julia Megone	- BHE
Shegufta Slawther	- 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**

Apologies for absence were received from William Hoyle.

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

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

David Farnsworth, Managing Director of Bridge House Estates (BHE), declared his standing interest by virtue of his role as Chair of London Funders.

At this point, David Farnsworth introduced and welcomed Sacha Rose-Smith, the charity's Chief Funding Director, to the Committee on her first meeting.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 5 December 2022 be agreed as a correct record.

4. **OUTSTANDING ACTIONS***

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

The Chief Funding Director provided the Committee with additional detail regarding measures undertaken to mitigate the application backlog and improve application turnaround times, advising that the backlog was now almost fully allocated.

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 drew Members' attention to the key points. The Managing Director of BHE advised Members to provide any feedback on the Committee or the charity's governance arrangements to officers ahead of the scheduled review to be considered at the 27 March BHE Board meeting. The Committee then noted the deadline for applications for Co-opted Member positions on the Committee later that day, with a number of applications having been received.

The Managing Director of BHE also reminded Members that City Bridge Trust's (CBT) Funded Organisations Networking and Learning day would take place on 20 March 2023 at the Barbican Centre, with Members encouraged to attend and take part if available.

Foundation Practice Rating (FPR)

The Managing Director of BHE advised that CBT were pleased to be part of the FRP scheme having recently been assessed, receiving a score of AAC and an overall score of B. As CBT had scored lowest on diversity, officers were now addressing the findings to see where improvements could be made to achieve a rating of A. The Managing Director of BHE advised that a Lead Member for Equity, Diversity and Inclusion (EDI) had now been appointed and officers would seek their support in this work.

A Member commented that they were aware that the issue had been raised at a recent fundraising event, adding that as the charity was under scrutiny, it was important to uphold standards on diversity, particularly insofar as particular standards were expected of others. The Managing Director of BHE confirmed that one of the Funding Directors had been present at the event where this had

been discussed and that officers had been open and transparent in their response.

Another Member commented that they felt that was not necessarily an issue for CBT to expect higher standards of organisations it worked with whilst working to improve its own standards concurrently, adding the framing of EDI issues was sometimes wrong across the sector, which replicated many of the issues seen across wider society. The Member added that it was preferable to make progress as part of a shared journey than risk delaying required actions.

The Chair commented that some elements such as staffing were limited in the rate at which they could be affected, adding that whilst the charity had made great progress, focus could be increased in areas requiring more attention.

Responding to Funding Enquiries

The Managing Director of BHE reminded Members that approaches to them regarding CBT funding should be directed to the website to check matters such as eligibility prior to beginning an application. The Managing Director of BHE added that a suggested response would be circulated to Members to note and for use when responding in writing.

Anchor Programme

The Committee received a briefing on the Anchor Programme, setting out its aims and requirements ahead of a dedicated report to be brought to the next meeting. It was noted that information on the programme was expected to be accessible on the CBT website imminently.

The Chair then gave thanks to Stewart Goshawk on his last meeting of the Committee before moving on from BHE in April 2023. The Chair thanked Stewart on behalf of the Committee for his incredible longstanding service to CBT and to BHE, and for his invaluable expertise and leadership, wishing him well at WNST and for the future.

The Chair also thanked officers for their work undertaken in awarding over 300 grants in short space of time in the form of funding uplifts to assist funded organisations in tackling inflation and cost of living issues.

RESOLVED – That the Grants Committee of the BHE Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity's best interests:

- i) Note the contents of the report; and
- ii) Approve the recommendation, in relation to London's Giving, not to proceed with proposals to establish a Match Fund for place-based giving schemes in London.

6. **CBT OPERATIONAL RISK REGISTER**

The Committee considered a report of the Managing Director of BHE presenting the complete CBT Operational Risk Register, following a review of all of BHE risks in 2022.

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 and solely in the charity's best interests:

- i) Approve the revised and complete CBT operational Risk Register; and,
- ii) Note that operational risk register will be reported to Committee twice per year in line with the BHE Risk Management Protocol 2023.

7. **BUDGET MONITORING REPORT FOR BHE FUNDING ACTIVITIES: PERIOD ENDED 31 JANUARY 2023**

The Committee considered a report of the BHE & Charities Funding Director (representing the Chamberlain) providing a financial update on BHE Funding activities to 31 January 2023 and an updated forecast for the financial year ending 31 March 2023.

In response to a question from a Member regarding the underspend against the current year's budget, the Managing Director of BHE advised that an anticipated spend for the current year had been agreed during the Covid-19 pandemic, adding that whilst trends in respect of forecasting were improving, there was further work to do. The BHE & Charities Finance Director added that figures relating to the Propel programme had been added to the figures since the previous meeting. The Member responded that whilst they understood the reasons, there was a degree of disappointment, noting that overhead costs were also proportionate to the total amount granted and were therefore more cost-effective as funding increased.

The Managing Director of BHE further confirmed that the charity had access to the City Corporation's Internal Audit function, and advised that the underspend partly related to the timing of uplift funds, with most main grant funding work delivered to target. The Member commented that it was worth considering whether underspending on the charity's grants budget should be considered as a formal risk, as it may encourage a higher level of scrutiny. The Managing Director of BHE advised that this would be taken away for consideration by officers.

The Chair commented that it was also key to distribute funding as efficiently as possible, noting the increasing long-term nature of grants awarded, and the likely impact of the Propel programme. With regards to operational costs, another Member encouraged officers to consider the relational impact surrounding the use of consultants, as this risked a more distant relationship between funder and grantee.

The Managing Director of BHE noted Members' comments and reiterated officers' commitment to meeting the ongoing challenge, also advising that there

had been positive work on the BHE budget for next year, which had been approved by the BHE Board at its February meeting and would be submitted to the 9 March Court of Common Council meeting. In response to a question from a Member, the Managing Director of BHE confirmed that the charity had access to the City Corporation's internal audit function and that grants expenditure was picked up as part of risk management.

The Chair thanked Members for their comments, which would be taken into account and Members' concerns noted.

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 and solely in the charity's best interests, note the contents of the report.

8. **SUMMARY OF BRIDGING DIVIDES***

The Committee noted a summary of the Bridging Divides programme.

9. **PROPEL FUNDING ROUND ONE**

The Committee considered a report of the Chief Funding Director presenting seven applications for decision as part of the first round of the Propel programme, a funder collaboration stewarded by London Funders which iterated the successes of the London Community Response, a pioneering and widely celebrated vehicle for funder collaboration in response to the Covid-19 pandemic. The programme was also intended to extend collaboration beyond the emergency context, to provide strategic and long-term funding at scale, continuing to test and learn from progressive approaches to funding. The Chief Funding Director introduced the report and presented the Propel programme, also outlining the proposals for consideration by the Committee.

In response to a question from a Member regarding the number of proposed grants relative to the number of proposed applications, the Chief Funding Director explained the process by which applications had been prioritised and then assessed with regards to their eligibility, with it being aimed to aware around £15m in this round of funding. The Chief Funding Director added that there would be further work undertaken to ensure that organisations understood the criteria, particularly around being user-led and doing systems change work, for future rounds. The Committee was advised that officers had noted applications which had not been progressed, but which may be approved for regular Bridging Divides funding, and would communicate with these organisations to have their applications redirected.

The Chief Funding Director further advised that timelines for the programme had been adjusted during 2022 in response to the passing of Her Majesty the Queen, but officers had minimised the impact of this and had given organisations as much time as possible to submit their applications. The Chief Funding Director confirmed that CBT's timescales compared reasonably well to other funders within the programme.

In response to a question from a Member, the Chief Funding Director gave the Committee further explanation around what funders expected with regards to

being an equity-led organisation, and how this had been assessed and used to prioritise applications.

The Chair then thanked officers for their work in getting the programme to this stage, before drawing Members' 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 and solely in the charity's best interests:

(i) Endorse to the BHE Board the recommendations for funding of the following four grants (totalling £4,128,000):

- a. £1,073,400 over three years to the Bridge Renewal Trust (charity no. 1131941);
- b. £989,600 over three years to Inclusion London (charity no. 1157376);
- c. £1,216,600 over three years to The Ubele Initiative (company no. 09035399); and,
- d. £848,400 over three years to Young Westminster Foundation (charity no. 1169255).

(ii) Approve the following three recommendations (totalling £1,398,000):

- a. £398,000 over three years to Lewisham Refugee and Migrant Network (charity no. 1058631);
- b. £500,000 over three years to Race on the Agenda (charity no. 1064975); and,
- c. £500,000 over three years to Women's Environmental Network (charity no. 1010397).

(iii) Approve the rejection of one grant to Community Barnet (charity no. 1071035).

10. ALLIANCE PARTNERSHIP - SMALLWOOD TRUST

The Committee considered a report of the Chief Funding Director requesting funding of £864,283 over three and a half years be awarded to the Smallwood Trust to establish the Women's London Resilience Fund, a collaborative place-based grants programme to tackle the root causes of gendered poverty, identify approaches that can be scaled and help foster resilient community networks to transform social and economic outcomes for women. The Chief Funding Director introduced the report and presented the proposal to the Committee, noting that it would be referred to the next meeting of the BHE Board if endorsed.

RESOLVED - That the Grants Committee of the BHE Board, in the discharge of functions for the City Corporation as Trustee of BHE and solely in the charity's best interests:

- i) Endorse a grant of £864,283, as an Alliance Partnership, for onward approval by the BHE Board, to the Smallwood Trust [charity no: 205798] for onward grant making as part of the London Women's Resilience Fund.

11. **STRATEGIC INITIATIVE: LONDON CLIMATE ACTION WEEK AND THE LONDON CLIMATE CLUSTER - ASHDEN CLIMATE SOLUTIONS**

The Committee considered a report of the Chief Funding Director requesting £159,760 over 18 months as a strategic initiative to support the establishment of the London Climate Action Week Secretariat as an independent organisation, with a contribution to the costs of the LCAW 2023 event. The Chief Funding Director introduced the report and presented the proposal for Members.

A Member, also Lead Member for Climate Action for the BHE Board, sought assurance that the funding would not be used towards the City Corporation's planned Net Zero Delivery Summit, as this would effectively be subsidising the City Corporation's own work, and suggested BHE consider hosting its own event during London Climate Action Week. The Chief Funding Director confirmed that the funding would be entirely separate to the City Corporation's work, although mutual opportunities to promote the event would be utilised. The Chief Funding Director added officers would welcome consideration on hosting a BHE event, noting that there had been funder events in previous years.

In response to questions from Members, the Chief Funding Director advised that officers would seek to take advantages of any learning opportunities, and that the debrief report on last year's event could be shared with the Committee following the meeting. The Committee noted that whilst this proposal was within the scope of Bridging Divides, the BHE Board also held a designated fund for climate action which could be used for additional related work which was not suitable or eligible for funding through CBT.

Noting the financial information provided in respect of Ashden Climate Solutions, the BHE & Charities Finance Director explained officers' approach to organisations with deficits, which was considered in context on a case-by-case basis.

RESOLVED – That the Grants Committee of the BHE Board, in the discharge of functions for the City Corporation as Trustee of BHE and solely in the charity's best interests:

- i) Approve a grant of £159,760 over 18 months to Ashden Climate Solutions (charity no. 1104153), towards the costs of establishing the London Climate Action Week Secretariat as an independently registered organisation, with a contribution towards the costs of LCAW 2023.

12. **GRANT FUNDING ACTIVITY: PERIOD ENDED 16 FEBRUARY 2023**

The Committee considered a report of the Chief Funding Director providing details of funds approved and rejected under delegated authority since the last meeting of the Grants Committee in December 2022 through to 16 February 2023; 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. The report also sought the Committee's approval for 3 grant rejections and 8 grants between £250,000 and £500,000, and the endorsement to the BHE Board of 1 Bridging Divides application over £500,000. The Chair introduced the item, commending the breadth of work and increased rate of funding.

In response to a question from a Member, the Managing Director of BHE assured the Committee that officers would continue to be mindful of potential issues such as dependency, noting the trend towards the awarding of longer-term grants.

With regards to the application from The Garden Classroom, the Chief Funding Director advised that the environmental sector was generally less diverse in comparison to other areas of the sector, and that officers would seek to pick up any concerns about the ability to achieve the desired reach of the proposals, with CBT able to offer assistance in enhancing the organisation's outreach and relationships work.

In response to a question from a Member regarding the diversion of funding away from London, the Managing Director of BHE commented that it was important for BHE as a London funder to continue to use and share the evidence it saw, adding that the profile of poverty in London was as high in London as it was elsewhere in the UK.

The Chair then drew the Committee's attention to the proposals and took each recommendation in turn, all of which were agreed.

Members further highlighted and commended the proposals in respect of Mind in Croydon and Kanlungan Filipino Consortium, as well as encouraging officers to further consider the 'heat map' graphs with a view to assessing whether these were providing the right information or could provide any additional context.

RESOLVED – That the that the Grants Committee of the BHE Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity's best interests:

- i) Receive this report and note its contents;
- ii) Endorse to the BHE Board a grant of £585,124 to the Media Trust (charity no. 1042733);
- iii) Approve the following grants as recommended in:
 - The Garden Classroom (no. 1168587) - £276,120 over five years
 - Mind in Croydon (no. 1073880) - £271,000 over five years

- Katherine Low Settlement (no. 1081248) - £425,325 over five years
- Choice in Hackney (no. 1077287) - £294,400 over five years
- Bromley Homeless CIO (no. 1186655) - £298,000 over five years
- Hackney Co-operative Developments CIC (company no. 1673378) - £365,090 over three years
- No.1 Performing Arts (NOPA) (no. 1182507) - £355,360 over five years
- Kanlungan Filipino Consortium (no. 1077224) - £270,500 over five years; and

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

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

In response to a question from a Member regarding public and grantee attendance, officers advised that this had been discussed and it was intended to agree a form of invitation for the next civic year, noting that the public part of the meeting was open to attendees as well as streamed on YouTube. The BHE Communications & Engagement Director then outlined the intended provision for promoting recent funding on the new BHE website, which would include a dedicated page, and confirmed that detailed funding information was shared with 360Giving. A Member asked that officers to ensure that Community Infrastructure Levy grants were not being wrongly attributed to CBT due to overlaps in staffing resource.

The Managing Director of BHE then set out the details of upcoming LocalMotion visit events, which were taking place across the country, and advised that these would be circulated to the Committee, with Members encouraged to participate where possible.

14. 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.

15. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting on 5 December 2022 be agreed as a correct record.

16. PIPELINE OF STRATEGIC INITIATIVES*

The Committee received a report of the Chief Funding Director.

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

There was no other business.

18. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting on 5 December 2022 be agreed as a correct record.

The meeting ended at 12.36 pm

Chair

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

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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