



Funding Committee of the City Bridge Foundation Board

Private Agenda
Monday, 10 June 2024



Bridging London,
Connecting Communities



**CITY BRIDGE
FOUNDATION**



Date: MONDAY, 10 JUNE 2024

Time: 11.00 am

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL AND VIA MICROSOFT TEAMS

Members: Deputy Paul Martinelli (Chair)
Deputy Nighat Qureishi (Deputy Chair)
John Griffiths
Deborah Oliver
Deputy James Thomson
Jannat Hossain (Co-opted Member)
Karin Woodley (Co-opted Member)
Holly Piper (Co-opted Member)
Cliff Prior (Co-opted Member)

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Ian Thomas CBE
Town Clerk & Chief Executive
City of London Corporation (Trustee)

David Farnsworth
Managing Director of
City Bridge Foundation

AGENDA

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

Part 1 - Public Agenda

Governance

1. APOLOGIES

2. DECLARATIONS OF INTEREST

3. TERMS OF REFERENCE*

To receive the resolution of the City Bridge Foundation Board on 16 May 2024 appointing the Committee and approving its terms of reference.

For Information
(Pages 7 - 8)

4. MINUTES

To agree the public minutes and non-public summary of the meeting held on 4 March 2024.

For Decision
(Pages 9 - 14)

5. OUTSTANDING ACTIONS*

Report of the Town Clerk

For Information
(Pages 15 - 16)

6. CHIEF FUNDING DIRECTOR'S UPDATE REPORT

Report of the Chief Funding Director

For Information
(Pages 17 - 22)

Bridging Divides - Funding Applications

7. SUMMARY OF BRIDGING DIVIDES*

To note a summary of the Bridging Divides programme.

For Information
(Pages 23 - 24)

8. **POSSIBLE**
Report of the Chief Funding Director
- For Decision**
(Pages 25 - 30)
9. **INFRASTRUCTURE FUNDING - MEDIA TRUST**
Report of the Chief Funding Director
- For Decision**
(Pages 31 - 36)
10. **STRATEGIC INITIATIVE: LONDON YOUTH**
Report of the Chief Funding Director
- For Decision**
(Pages 37 - 44)
11. **GRANT FUNDING ACTIVITY: PERIOD ENDED 23 MAY 2024**
Report of the Chief Funding Director
- For Decision**
(Pages 45 - 84)
12. **THE BRIDGE PROGRAMME - EVALUATION AND NEXT STEPS**
Report of the Chief Funding Director
- For Information**
(Pages 85 - 120)

Other

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
14. **EXCLUSION OF THE PUBLIC**
MOTION - That the public be excluded from the meeting for the following items of business below which relate to functions of the Court of Common Council not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972 and which it is considered would not be in the best interests of the charity to disclose in a public meeting (engaging similar considerations as under paragraphs 2 and 3 of Schedule 12A of the 1972 Act).
- For Decision**

Part 2 - Non-Public Agenda

Governance

15. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 4 March 2024.

For Decision
(Pages 121 - 128)

16. OPERATIONAL RISK REGISTER - FUNDING

Report of the CBF Chief Operating Officer

For Decision
(Pages 129 - 146)

Strategy

17. END TO END REVIEW

Report of the Chief Funding Director

For Decision
(Pages 147 - 174)

18. FUTURE FUNDING DIRECTION UPDATE

Report of the Chief Funding Director

For Information
(Pages 175 - 180)

19. PROGRAMME CLOSURES AHEAD OF FUTURE FUNDING DIRECTION

Report of the Chief Funding Director

For Decision
(Pages 181 - 222)

20. SUPPORTING CAMPAIGNING, ADVOCACY, AND POLITICAL ACTIVITY*

Report of the Chief Funding Director and the CBF Communications and Engagement Director

For Information
(Pages 223 - 226)

Social Investments

21. BANKSIDE OPEN SPACES TRUST - DEVELOPMENT OF MARLBOROUGH SPORTS GARDEN

Report of the Chief Funding Director

For Decision
(Pages 227 - 268)

22. DEVELOPMENT OF HELEN BAMBER FOUNDATION'S TRAUMA CENTRE

Report of the Chief Funding Director

For Decision
(Pages 269 - 288)

23. SOCIAL INVESTMENT RECLASSIFICATION

Report of the Chief Funding Director

For Information
(Pages 289 - 298)

Bridging Divides - Funding Applications

24. PIPELINE OF STRATEGIC INITIATIVES*

Report of the Chief Funding Director

For Information
(Pages 299 - 312)

Other

25. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY*

Report of the Town Clerk

For Information
(Pages 313 - 316)

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

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



FUNDING COMMITTEE OF THE CITY BRIDGE FOUNDATION BOARD – 2024/25

1. Constitution

A Committee of the City Bridge Foundation Board (“the Board”) responsible for discharging functions of the Board in furthering the ancillary object of Bridge House Estates (charity no. 1035628) (“the charity”) operating under the working name of City Bridge Foundation, by way of funding or social investment activity, consisting of:

- 5 Commoners or Aldermen appointed on an annual basis directly from the membership of the Board.
- Up to 4 co-opted members (either from the wider Court of Common Council (“the Court”) or externally) with full voting rights, to be appointed on a staggered basis.

and each is a “Committee Member”.

2. Quorum

The quorum consists of three Committee Members, although Members of the Court (Commoners or Aldermen) must not be in a minority of those in attendance to form a quorum.

3. Membership 2023/24

Paul Martinelli (Chair)
Deputy Nighat Qureishi (Deputy Chair)
John Griffiths
Deborah Oliver

Together with the Co-opted Members referred to in paragraph 1 appointed by the Board, in accordance with the procedure for their appointment approved by the Board which provides that co-opted members will be selected on the basis of their skills, knowledge and experience in order to ensure that the Board and its Committees have an appropriate balance of skills, knowledge and experience necessary to administer the charity on behalf of the Court.

4. Terms of Reference

In furthering City Bridge Foundation’s ancillary object being for the following purposes: -

- In or towards the provision of transport and access to it for elderly or disabled people in the Greater London area; and/or,
- For other charitable purposes for the general benefit of the inhabitants of Greater London,

to be responsible for:

- (a) Overseeing the implementation of the policy settled by the City Corporation (acting in its capacity as trustee of the charity) (“the Trustee”) for the application



of funds allocated to further the ancillary object of the charity (“the funding policy”), including to determine the application of funds in accordance with that policy other than decisions to apply £1,000,001 or more for a grant, project or activity, which decisions are reserved to the Board upon this Committee’s recommendation;

- (b) Determining terms, conditions and other requirements to be imposed in applying the charity’s funds in accordance with the funding policy;
- (c) Reviewing and analysing the amounts, nature and spread of funding approved or refused by way of grants or otherwise applied under the funding policy;
- (d) Reviewing and making recommendations to the Board on the funding policy, and in so doing to undertake appropriate consultation;
- (e) Making recommendations on the management and the operation of administrative arrangements as they relate to furthering the ancillary object;
- (f) Authorising social investments, disposals and variations of terms thereof, other than decisions to apply £2,000,001 or more for a social investment, which decisions are reserved to the Board upon this Committee’s recommendation, in accordance with the social investment policy and the Investment Strategy Statement.
- (g) Monitoring social investments placed against the approved impact considerations in the social investment policy and the Investment Strategy Statement; and;
- (h) Monitoring the performance and outputs of independent advisors tasked with undertaking due diligence of social investment proposals.



FUNDING COMMITTEE OF THE CITY BRIDGE FOUNDATION BOARD

Monday, 4 March 2024

Minutes of the meeting of the Funding Committee of the City Bridge Foundation Board held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 4 March 2024 at 9.30 am

Present

Members:

Deputy Paul Martinelli (Chair)
John Griffiths
Jannat Hossain (Co-opted Member)

Officers:

David Farnsworth	- Managing Director of City Bridge Foundation
Sacha Rose-Smith	- CBF Chief Funding Director
Cathy Mahoney	- CBF Comms & Engagement Director
Sam Grimmett-Batt	- CBF Funding Director
Geraldine Page	- CBF Funding Director
Tim Wilson	- CBF Funding Director
Milly Ehren	- CBF Head of Strategy & Governance
Ruth Feder	- CBF Head of Impact and Learning
Hannan Ali	- CBF Funding Manager
Nat Jordan	- CBF Funding Manager
Julia Mirkin	- CBF Funding Manager
Abi Sommers	- CBF Funding Manager
Helen Martins	- CBF Finance Business Partner
Anne Pietsch	- Comptroller & City Solicitor's Dept.
Joseph Anstee	- CBF Governance Manager

Also in attendance:

Jonathan Townsend (The Prince's Trust)
Leanne Zahra (The Prince's Trust)

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 Deputy Nighat Qureishi (Deputy Chair) and Deborah Oliver.

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

John Griffiths declared a standing interest by virtue of his directorship with Rocket Science, which had previously worked with City Bridge Trust (CBT).

David Farnsworth declared an interest in Item 16 by virtue of being Chair of Trustees of London Funders and advised that he would not participate on this item.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 4 December 2023 be agreed as a correct record.

4. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions and noted the updates in respect of the items listed, noting that further reporting on funding for political campaigning activity was anticipated at the June Committee meeting.

RESOLVED – That the outstanding actions list be noted.

5. **CHIEF FUNDING DIRECTOR'S UPDATE REPORT**

The Committee considered a report of the Chief Funding Director providing an update on key areas of activity and outlining upcoming activities. The Chief Funding Director introduced the report and drew Members' attention to the key points, first providing a summary of the CBF Funding team's recent Away Day. The Committee noted positive feedback from funded organisations on the second round of inflation support payments. The Chief Funding Director then outlined the roundtable event hosted by CBF on its future funding direction, which had given funders the opportunity to explore themes and consider strategy, as well as discussing CBF's positioning within the wider funding sector and CBF's role in sharing and promoting funding best practice. In response to a question from a Member, the Chief Funding Director advised that only a very small number of funded organisations had not responded to the offer of inflation support, with almost all responding.

With regards to the update on shared financial due diligence, a Member suggested that the Chief Funding Director contact the City Corporation's Innovation & Growth team regarding the Centre for Finance, Innovation and Technology initiative.

The Committee noted the update provided on Co-opted Member recruitment, with appointments intended ahead of the June Committee meeting, and that officers would be in touch regarding Member engagement in the process.

RESOLVED – That the report be noted.

6. **REVIEW OF COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the CBF Chief Operating Officer setting out recommendations for amendments to the current Terms of Reference for the Committee for onward consideration and approval by the City Bridge Foundation (CBF) Board in May 2024. The Committee confirmed agreement with the Terms of Reference, with no further amendments proposed.

RESOLVED – That the Funding Committee of the CBF Board, in the discharge of functions for the City Corporation as Trustee of CBF and solely in the charity’s best interests endorse the proposed Terms of Reference, for submission to the CBF Board for approval in reappointing the Committee.

7. **BUDGET MONITORING REPORT FOR CBF FUNDING ACTIVITIES: PERIOD ENDED 31 JANUARY 2024**

The Committee received a report of the CBF & Charities Finance Director and the Chief Funding Director providing a financial update on CBF Funding activities to 31 January 2024 and an updated forecast for the financial year ending 31 March 2024. In response to a question from a Member, the CBF and CoL Philanthropy Director outlined decisions to be taken regarding arrangements going forward for the provision of philanthropy services and for the system of recharges to CBF from the City Corporation for relevant costs and expenses incurred by the Trustee in administering the charity.

RESOLVED – That the report be noted.

8. **SUMMARY OF BRIDGING DIVIDES**

The Committee noted a summary of the Bridging Divides programme.

9. **STRATEGIC INITIATIVE - THE PRINCE'S TRUST**

The Committee considered a report of the Chief Funding Director informing the Funding Committee of progress to date at the nine-year mark of the 10-year strategic grant to the Prince’s Trust and the outcomes achieved, as well as outlining the planned activities for the final year and the proposed allocation of resources in support of this activity. The Chief Funding Director introduced the report before the Committee received a presentation from Prince’s Trust, who highlighted the work undertaken to ensure the strategic grant reached as wide an audience as possible, maintained a user-led approach to represent the voices of young people, and improve data collection. The Prince’s Trust further outlined how they had focussed on disadvantaged boroughs and reach their target groups, and highlighted the success of their employability programmes. The Prince’s Trust added that they felt the partnership with CBF had been successful, having made a real difference to the lives of young people in London, and affirmed their appreciation for CBF’s support over the course of the grant.

In response to a question from the Chair, the Prince’s Trust advised that they had begun to facilitate larger-scale events, tailored around conversations with young people. They had also increased collection of data around attendance and activity, and looked specifically at themes such as mental health and other issues relevant to young people. The Committee noted that some of the current Prince’s Trust programmes were exceeding their targets and demonstrating long-term effectiveness.

The Chief Funding Director then advised the Committee that the strength of the partnership between CBF and the Prince’s Trust had been evident in the number of introductions made and the discussion of possible synergies for future events, as well as the possibility for the Prince’s Trust to establish relationships with other City Corporation departments.

The Prince's Trust summarised that they could now demonstrate greater impact than had been possible previously and would hope to do so through their further reporting, including a legacy report which was under development. The Committee noted that the Prince's Trust would engage with CBF to discuss their experience and gather lessons learned as part of this work.

The Chair noted the importance of securing maximum value for funding in investing in young people and commended the strength of the relationship between CBF and the Prince's Trust. The Chair then thanked the Prince's Trust for their presentation and for their work over the course of the strategic grant.

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

- i) Agree that satisfactory results have been achieved by the Prince's Trust in the third three-year period (years seven to nine) of this strategic initiative;
- ii) Agree the outline of planned activities for the final one-year period, with the agreement of the detail delegated to the Managing Director of CBF, in consultation with the Chair and Deputy Chair of the Funding Committee; and
- iii) Approve the commitment of the next allocation of £1m funding from the £10m approved by the Court of Common Council, as outlined in Table 1.

10. GRANT FUNDING ACTIVITY: PERIOD ENDED 15 FEBRUARY 2024

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 Funding Committee in December 2023 through to 15 February 2024; the remaining 2023/2024 grants budget; grants spend to date and for this meeting by London Borough compared with the Multiple Index of Deprivation; any grant variations that have been approved under delegated authority; and seeking approval for a grant between £500,000 and £1,000,001.

The Chair introduced the item, commending officers for the volume of funding distributed as well as the inflation support payments to funded organisations. The Committee noted an apparent error in the heat map data, which would be reviewed and corrected if needed. In response to a question from a Member, the Chief Funding Director outlined the process for reclaiming or redistributing funding where an organisation closed.

The Committee then considered the grant recommendation in respect of the 'The eXceL Project' (XLP). The Chief Funding Director introduced the report and presented the proposal to the Committee. Members noted the issues of increasing needs, risk of exploitation and higher levels of young people not in education, employment or training (NEET), and that while the funding sought to address these through interventions, there were more fundamental root causes

on which CBF could reflect to consider funding opportunities. A Member added that this was connected to the Committee's previous discussion on funding policy and campaigning work with a report to be presented to the next meeting of the Committee.

A Member commented that many funders were working in this space, with youth violence an increasingly prevalent issue, and queried whether there was an opportunity to convene leading funded organisations with a view to improving community practice, with a joined-up approach likely to be more effective. The Chief Funding Director confirmed that Funding Managers sought to do this and in this instance had put the Prince's Trust in touch with XLP given their mutual aims.

The Chief Funding Director responded that the future funding direction work naturally signified a period of reflection and that due consideration would be given to both responsive funding and strategic funding aimed at tackling the root causes of issues.

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

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

- i) Receive this report and note its contents; and
- ii) Approve a grant to 'The eXcel Project' (XLP) of £614,500 over five years (£112,100, £117,400, £123,000, £128,300, £133,700) towards keeping young people in schools and out of criminal gangs through a Community Bus Project, Mentoring for Girls, Sports Team, and Arts Project.

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

There was no other business.

The Chair then thanked the Prince's Trust for joining the meeting, as well as any members of the public and stakeholders observing the meeting via YouTube.

12. EXCLUSION OF THE PUBLIC

MOTION - That the public be excluded from the meeting for the following items of business below which relate to functions of the Court of Common Council not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972 and which it is considered would not be in the best interests of the charity to disclose in a public meeting (engaging similar considerations as under paragraphs 2 and 3 of Schedule 12A of the 1972 Act).

13. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 4 December 2023 be agreed as a correct record.

14. **TRANS INCLUSION IN FUNDING POLICY AND PRACTICE**
The Committee considered a report of the Chief Funding Director.
15. **SUICIDE PREVENTION FUNDING PROGRAMME**
The Committee considered a report of the Chief Funding Director.
16. **LONDON FUNDERS' FUNDING VEHICLE FOR COLLABORATIVE FUNDING - CBF INVOLVEMENT**
The Committee considered a report of the Chief Funding Director.
17. **END TO END REVIEW UPDATE**
The Committee considered a report of the Chief Funding Director.
18. **FUTURE FUNDING DIRECTION**
The Committee considered a report of the Chief Funding Director.
19. **PIPELINE OF STRATEGIC INITIATIVES**
The Committee considered a report of the Chief Funding Director.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 11.30 am

Chair

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Funding Committee of the City Bridge Foundation Board – Outstanding Actions

Status Key

Green = Complete

Amber = In progress

Red = Not yet started

Item	Date	Action	Officer responsible	Target Completion Date	Actual Completion Date	Progress update	RAG
1.	5 December 2022	Application Turnaround Times	Sacha Rose-Smith	10 June 2024	-	<p>The application backlog has now been cleared, with all of these applications having been allocated and under assessment.</p> <p>Application turnaround times will be reviewed as part of the end-to-end review, the outcome report of which is on today's agenda.</p>	
2.	4 December 2023	Funding for Political Campaigning Activity	Sacha Rose-Smith	10 June 2024	10 June 2024	Officers are reviewing this matter and will update CBF's own guidance in this area, given more recent Charity Commission advice to the sector, as well as taking advice from the CBF Communications & Engagement Director regarding the position of our trustee. A report for the Committee's information is on today's agenda.	

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 10 June 2024
Subject: CBF Chief Funding Director's Update Report	Public
Report of: Sacha Rose-Smith, CBF Chief Funding Director	For Information

Summary

To support the Funding Committee in the discharge of its duties, this regular report provides an update on key areas of activity to note and agree, where necessary. Specifically, the report provides details on the following: Committee Membership, Social Investments, Collaboration Circle, the LocalMotion and Anchor programmes, Suicide Prevention, philanthropy, Impact & Learning, and recent media coverage.

Recommendations

It is recommended that the Funding Committee of the City Bridge Foundation Board, in discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Note the contents of the report.

Main Report

Governance Updates

1. Committee Membership – At its meeting on 16 May 2024, the City Bridge Foundation (CBF) Board, in agreeing to reconstitute the Committee for the ensuing year, also approved the appointment of three new Co-opted Members to the Funding Committee: Karin Woodley, Holly Piper and Cliff Prior, who join the Committee and are welcomed on their first meeting. This follows a successful recruitment exercise seeking specialists in the London Voluntary Sector and in Social Investments.
2. With the ensuing year being pivotal in the development of the charity's next funding policy, the CBF Board has agreed to expand the size of the Committee to 5 Commoners or Aldermen appointed from the Board. Consequently, Deputy James Thomson is also welcomed to the Committee from this meeting.

Funding Updates

3. Social Investments – In addition to the two investment recommendations on today's agenda, the team is working with a range of charities and social enterprises to explore opportunities for affordable housing; accessible sports facilities; and arts studios. CBF's new colleague, Nkechi Adeboye, is now well-established as the contact to support organisations who wish to explore ideas where repayable finance might help deliver impact.
4. CBF has been exploring its potential future role in supporting VCSE resilience through enterprise development. This work, led by Funding Managers Matt



Robinson and Gerard Darby has involved a literature review, engagement with current and past providers, and consultation with infrastructure and front-line charities. The review will provide recommendations for how CBF can both complement existing sector initiatives and support the work of the Future Funding Policy.

5. CBF is working with Trust for London and the Esmee Fairbairn Foundation on a pilot model for a London-focused social investment facility, with wraparound support for historically underinvested leaders from global majority communities. This is subject to further due diligence and is referenced in the non-public strategic initiative pipeline.
6. Collaboration Circle – Collaboration Circle is a subsidiary company of London Funders, the cross-sector membership network for funders and investors in London's civil society, with the ambition to create change through a more equitable and collaborative funding system. It has been set up to make it easier to pool money across different geographies and boundaries and enable funders and civil society to share decision making, learn together, and rethink how we achieve change.
7. It is being overseen by a Board of Directors (which includes Sam Grimmett Batt, CBF Funding Director) drawn in equal number from the funding community and civil society organisations focussed on equity and justice.

Bridging Divides Updates

8. LocalMotion – In December 2023 and February 2024, the CBF Funding Committee and CBF Board awarded £5,000,000 towards the delivery of Local Motion over 7 years, 2024 – 2031, as a grant to Esmee Fairbairn Foundation. It is a place-led funding collaboration, working to tackle the causes of deep-rooted structural injustices facing people in towns and cities across the UK by exploring place-based change and ceding power to communities. The grant agreement and memorandum of understanding for all the partners have now been signed.
9. Anchor Programme – The Anchor Programme aims to support equity-led infrastructure organisations by supporting them to deliver systems change by awarding long-term core grants. Since Round One grants were awarded in 2023, Learning Partner the Social Innovation Partnership (TSIP), have ran a series of workshops with the first cohort of funded organisations. Heads of Anchor programme, Clara Espinosa and Khadra Aden, held two webinars for organisations that were not successful in Round One to signpost to other CBF funding programmes.
10. Following feedback from applicants and learnings taken from a period of reflection on Round One, and to ensure a lower rejection rate, the criteria has been narrowed to ensure mainstream second-tier organisations do not apply. Work has also been undertaken to ensure that terminology used to describe the Anchor Programme has been made clearer, with examples of what eligible organisations look like, using case studies to further illustrate types of organisations we are looking to support under the programme. The advisory panel was consulted on the



application process as well as the application form questions prior to launching the second round.

11. The Anchor Programme Round Two web page has been launched and open to applications from 13 May 2024. Two pre-application webinars were held to provide information and guidance on the aims of the programme.
12. The deadline to submit an expression of interest form was Monday 3 June 2024. A group of external stakeholders have been invited to join a shortlisting panel to support officers to decide who will be invited to submit a stage two application form, following the Expression of Interest stage.
13. Suicide Prevention Update – The suicide prevention funding programme has been publicly launched. The application window for ‘Making London More Liveable’ has now closed and applications are under assessment, while the application window for ‘Strategic Partnership Funding’ applications has recently opened. The suicide prevention funding programme continues to trial new ways of working such as offering pre-application calls and the continued involvement of a lived experience advisory group.

Philanthropy Updates

14. At the Policy & Resources Committee on 18 March 2024, the Committee noted the conclusion of the Joint Philanthropy Strategy at the end of March 2024 and the decision of the CBF Board (reached on 28 November 2023) that it was no longer in the best interests of CBF to operate a Joint Philanthropy Strategy beyond the current term given the risk of potential conflicts of interest. The CBF Board’s commitment to ongoing collaboration with the City Corporation on future philanthropic endeavours, when appropriately resourced and in the best interests of the charity, was also noted as was the oversight which the Philanthropy Director would continue to provide by line managing the Head of the Central Grants Unit in order to maximise alignment between the work of that unit and the broader work of CBF.
15. The Policy & Resources Committee further agreed that oversight for volunteering work should move from the Philanthropy Director to the People and Human Resources Department and that volunteering considerations should be built into the relevant parts of the City Corporation’s new People Plan.
16. In agreement with the Chief Funding Director, the Philanthropy Director has transferred any oversight/engagement responsibilities she has had in relation to any CBF-funded relationships to relevant Funding Directors and Funding Managers.

Impact and Learning (I&L)

17. The evaluation of Bridging Divides has now been peer-reviewed, with staff team engagement sessions successfully held on 22nd, 23rd, and 29th May. Additionally, the consultation with young people from the Prince's Trust took place on 20th May, providing valuable insights. Demos’ report on ‘Visioning London 2035’ consultation



and Londoner’s survey is expected in June 2024. CBF Data Analyst Dr Emma Horrigan participated in a panel at the London Funders Festival of Learning on 20th May, discussing data-driven strategy development and associated challenges. A [short film](#) providing context to the consultation process and highlights from the face-to-face event at the Barbican in March is available for viewing. A Members’ consultation breakfast event is planned for September to present and discuss consultation findings.

Finance Updates

18. Update on Financial Position – In the year 2023/24, total grants awarded net of revocations, was £85.64m, against a budget of £101.50m.

The table below shows grant awards under different programmes:

2023/2024 Programmes	Amount Awarded (£m)
Bridging Divides Responsive Grant making	61.01
Bridge programme	0.10
The Prince’s Trust	1.00
London’s Giving	0.97
LocalMotion	5.00
Alliance Partnerships	1.36
Propel	1.41
Anchor programme	14.00
Social investment – Test & Discover	0.79
Total Grants	85.64

Grants awarded were £15.86m below the initial budget due to delays and other issues with anticipated grants commitments across various programmes.

Most of the underspend relates to the Every Voice Counts, Alliance Partnerships (part two), Propel and Social Investment programmes. The Every Voice counts programme and Alliance Partnerships (part two) (originally £5m and £6m respectively) were cancelled due to the development of the Future Funding Direction (FFD). The Propel (originally £12.5m) budget was re-forecasted shortly after the budget was approved, when officers realised that the next round of funding would not launch in the current financial year due to the other collaborators not being in a position yet to begin programme design. The underspend on Social Investment programmes (originally £10m) was due to the work to update CBF’s governance and the delay to the start of the enterprise development review which is expected to complete in July 2024 with recommendations to be included in the future funding policy. Grant spending originally planned for 2023/24 is likely to be deferred to 2024/25.

The approved grants budget for 2024/25 is £80.61m. There were no grants awards in April 2024, as applications were still under assessment. There has been significant interest in the suicide prevention programme with applications open until 31 May 2024.



The table below compares grants budget 2024/25 with grant awards in 2023/24:

2024/2025 Programmes	24/25 Budget (£m)	23/24 Actual (£m)
Bridging Divides Responsive Grant making	46.00	61.01
Bridge programme	0.75	0.10
Propel	6.00	1.41
Anchor programme	13.86	14.00
Social investment	4.00	0.79
Suicide prevention	10.00	-
The Prince's Trust	-	1.00
London's Giving	-	0.97
LocalMotion	-	5.00
Alliance Partnerships	-	1.36
Total Grants	80.61	85.59

Communications Updates

19. Media Coverage – In March and April there were 64 items of CBF media coverage, of which 16 related to funding, 32 related to bridges and the remainder related to the foundation generally. Coverage included reports on the foundation's new £10 million finding programme for suicide prevention projects, which appeared in [UK Fundraising](#), [Civil Society](#) and [Charity Today](#).
20. [Barking & Dagenham Post](#), [This Is Local London](#), [Essex Magazine](#) and [Charity Today](#) reported on 'life saving' mental health support being offered to children at schools in Barking & Dagenham thanks to a £135,980 grant. Meanwhile, there was coverage in [Enfield Dispatch](#), [Charity Today](#) and [London Post](#) on a £112,000 grant to Age UK Enfield for healthy activities for older people in the borough.

Conclusion

21. This report provides a high-level summary of CBF activities since the Funding Committee last met in March 2024. The Funding Committee is asked to note the content of the report. Further information on any of the updates given in this report can be provided to the Funding Committee orally in the meeting or in written format in advance of or as a follow-up to the meeting.

Sacha Rose-Smith

Chief Funding Director

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Bridging Divides Eligibility Criteria

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

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

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

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 10 June 2024
Subject: Bridging Divides: Possible (21893) - Making London a Greener City for All / Revenue Funding	Public
Report of: Sacha Rose-Smith, CBF Chief Funding Director	For Decision
Report author: Lydia Parr, Funding Manager	

Summary

Whilst this proposal can be considered under Delegated Authority, in consultation with the Chair and Deputy Chair queries were raised during the Delegated Authority process. Officers undertook to explore these queries in more detail and in response to the questions the report has been amended. As such the proposal is being referred to committee for further consideration.

Recommendations

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

- i) Award Possible £496,515 over three years (£170,853; £153,473; £172,189) to contribute to the Get Shady Project Manager salary and the associated street tree project costs.

Main Report

Background

1. Possible is the operating name of The 10:10 Foundation, a registered charitable incorporated organisation (1157363). Possible is set up to promote sustainable development for the benefit of the public by the preservation, conservation and protection of the environment and the prudent use of resources; and to advance the education of the public in subjects relating to sustainable development and the protection, enhancement, and rehabilitation of the environment.
2. Possible encourages public engagement in climate action to drive forward rapid change. Possible works in four thematic carbon-cutting areas where people have the most agency and where there is a pressing case for emission reductions: where people live, getting around, getting away, and what people eat and buy. The two priority audiences are people with higher carbon lifestyles and the means to reduce them, and people under-represented in climate action, including marginalised communities. By delivering a suite of varied public-facing projects across the country, Possible engage people in creative climate action and build momentum towards a zero carbon Britain.



Current Position

3. In 2022, there were 3,271 heat related deaths in England and 387 in London¹. The London Climate Resilience Review reported heatwaves caused widespread failure of green infrastructure including street trees. The extreme heat stretched water supplies, melted road surfaces, and caused disruptions to rail infrastructure. Social care, education and healthcare faced major disruptions across London². 19 of the top 30 local authorities in the UK which have the most high-risk neighbourhoods to heat impacts are London boroughs³. A Friends of the Earth commissioned analysis found inner-city areas with fewer trees and green spaces were up to five degrees hotter in July 2022 than those with more tree cover and plant life⁴.
4. With street trees considered to be the single most effective intervention to keep urban temperatures within manageable limits during heatwaves⁵, the London Mayor has committed to increasing tree canopy cover by 10% by 2050⁶. Third sector organisations working in inner London boroughs (e.g. Street Trees for Living in Lewisham and Lambeth Living Streets) report major challenges identifying suitable locations for new street trees in areas with limited pavement space and lots of on-street parking⁷ and more than 1 in 3 Londoners with a disability are unhappy at the quality of pavements in their local areas⁸.
5. Research shows the availability, accessibility and cost of parking has a more significant impact on car ownership rates than costs like insurance and fuel⁹. Households in London without access to off-street parking are more than twice as likely not to own a car compared to households with off-street parking¹⁰. Local Authority parking provision plays a central role in determining overall levels of car travel into, out of, and within the boroughs.
6. In all four partner boroughs the large majority of private cars are stored on-street and 13-17% of road space is taken up by parked cars¹¹. Urban parking policy is widely understood to be a key lever for city authorities to use to support a reduction in car miles and modal shift from cars to more active travel and public transport, in turn enabling climate goals to be met¹². A 2023 evidence review for the Scottish Government in relation to their target to cut car miles by 20% by 2030 found that

¹ [Heat mortality monitoring report: 2022](#)

² [London Climate Resilience Review](#)

³ [Friends of the Earth: Who suffers most from heatwaves in the UK?](#)

⁴ [New heat maps reveal cooling effect of trees and green space | Friends of the Earth](#)

⁵ [Trees for Cities: How urban trees turn down the heat](#)

⁶ [Tree canopy cover map](#)

⁷ [UCL: Quantifying and Mapping Streetspace: a Geocomputational Method for the Citywide Analysis of Pedestrian and Vehicular Streetspace](#)

⁸ [Making walking in London more inclusive](#)

⁹ [Local Government Association \(2020\) Decarbonising transport - Climate smart parking policies / Climate change: what's carp parking got to do with it?](#)

¹⁰ [TfL: Travel in London](#)

¹¹ [Reclaim the kerb: The future of parking and kerbside management](#)

¹² [Institute for transportation & development policy \(2021\), taming traffic: strategies to reduce driving and prioritize sustainable transportation in cities](#)



reducing parking supply at city and neighbourhood levels specifically leads to a reduction in car miles driven and an improved modal split of local journeys¹³.

7. London has a car mile reduction target of 27% by 2030¹⁴. On-street parking spaces are the only viable source of scarce public space available to repurpose for nature-based solutions and climate resilience (e.g. street trees and sustainable drainage systems), and other more sustainable modes of transport which require kerbside provision, such as bus and cycle lanes and micromobility parking.

Proposal

8. Possible is proposing to work with communities in progressive boroughs with traffic reduction targets to identify opportunities to convert on-street parking spaces to host new street trees.
9. The 'Get Shady' project will take a data-led approach partnering with the Active Travel Academy at the University of Westminster and the UCL Centre for Advanced Spatial Analysis to identify neighbourhoods where street trees in parking places will have the greatest impact. Possible will build relationships with local community groups in these areas hosting remunerated workshops to identify key target walking routes, working with local people to conduct summertime thermal comfort surveys on these routes, recording areas where temperatures are high, pavements are narrow, tree cover is poor, and the area dominated by on-street car parking. The communities' highest priority locations for replacing parking spaces with street trees (and other amenities e.g. seating, rain gardens) will be identified. Possible will liaise with the councils to shortlist sites for streetscape remodelling and work with councils and partners to grant-fund, crowd-fund, and plant new street trees.
10. Funding is requested for the Project Manager role and associated project costs of planting approximately 300 street trees over three years. As per Urban Tree Challenge Fund requirements¹⁵, local authorities will cover 80% of the costs of tree purchase and planting, as such the request also includes a 20% match contribution. Possible will work with four partner boroughs Haringey, Lambeth, Newham, and Southwark across 24 neighbourhoods, six in each borough. The partner boroughs have been selected as all have clear ambitions to cut car use and reallocate car parking spaces.
11. Although there will be carbon reduction as result of the tree planting the aim of the project is to reduce urban temperatures via tree canopy cover therefore the outcomes of the project are focused on:
 - The safety and comfort of residents when travelling in the streets.
 - Community involvement in climate impacts and their locality.
 - Air and noise pollution reduction.
 - Road danger reduction.

¹³ [ClimateXchange \(2023\) Reducing car use through parking policies: an evidence review](#)

¹⁴ [London Net Zero 2030: An Updated Pathway](#)

¹⁵ [Urban Tree Challenge Fund](#)



12. The reduction in car use from the removal of on-street parking will also contribute to overall carbon reduction. The project is a learning piece which will result in a report on data-led analysis identifying the areas of London with the highest vulnerability to extreme heat impacts, lowest street tree cover and narrowest pavements, mapping this against political ambition to tackle excess car use and traffic and, for the boroughs involved in the project, against on-street parking provision.
13. Possible has excellent working relationships with the London Mayor’s transport, environment and urban forest teams, and London’s climate leader boroughs such as Camden, Hackney, Lambeth, and Waltham Forest. Possible are leading third sector authorities on and champions of clean air policies and low traffic neighbourhoods, with a deep understanding of the practicalities and challenges of delivering climate-safe street transformations. Its Parklets work helped inspire Lambeth’s pioneering Kerbside Strategy, and its Parking Action Plan is being widely used to assess local parking policies against climate targets. As such Possible is the best placed organisation to deliver a project of this nature.

Financial Information

14. Possible held free unrestricted reserves slightly above policy of 4-8 months in the latest signed accounts 2022/23 and management accounts 2023/24. The drop in income in 2023/24 resulted from ending 2022/23 with relatively high levels of reserves, particularly restricted reserves, so the organisation budgeted to spend reserves down before seeking to increase income again in 2024/25. To ensure the organisation meets its reserves target in the future Possible is working to strengthen its pipeline of Trust and Foundation funding, treating the cultivation of new core trust and foundation prospects as a high organisational priority. The applicant is growing its pool of mid-level and major donors, with an emphasis on building out from existing networks, and using key moments like its involvement in Big Give match funding campaigns to identify and cultivate new donors. Although reserves appear to be below policy reserves forecast to be held in 2024/25 equate to approximately 5 months unrestricted expenditure. Nearly 90% of income is confirmed for the current financial year to June 2024.

Year end as at 30 June	2023 Signed Accounts £	2024 Management Accounts £	2025 Forecast £
Income & expenditure:			
Income	1,271,025	842,021	1,265,000
Expenditure	(1,311,262)	(1,317,970)	(1,407,701)
Surplus/(deficit)	(40,237)	(475,949)	(142,701)
Reserves:			
Total restricted	513,476	82,982	78,887
Total unrestricted	373,782	328,327	189,721
Total reserves	887,258	411,309	268,608
Of which: free unrestricted	365,515	320,060	181,454
Reserves policy target	208,013	224,103	285,737
Free reserves over/(under) target	157,502	95,957	(104,283)



Funding History

15. Funding history of Possible whilst previously known as The 10:10 Foundation.

ID	Type	Meeting Date	Decision
11801	Working with Londoners	07/05/2013	Withdrawn - An interesting proposal but is too formative a stage for your consideration. On advice from your officer, the organisation has decided to withdraw the application with a view to a new application under your new programme priorities once plans are further developed.
11125	Working with Londoners	19/03/2012	Rejected - The proposal is to help individual schools fundraise for solar panels and is therefore insufficiently focused on CBF's stated priorities.

Conclusion

16. As outlined in the Bridging London Strategy, CBF aims to be catalytic, sustainable and impact driven. To achieve its aim of being sustainable CBF committed to working with its networks and funding, and encouraging work that supports environmental education and responsibility, especially relating to climate action, air quality and clean water. This proposal falls under CBF's 'Environment and sustainability: creating a greener London' thematic area and was submitted specifically under the 'Revenue funding: making Londoner a greener city for all' funding strand. As part of the Bridging London Strategy refresh recently signed off by the Court of Common Council CBF embedded Equity Diversity and Inclusion and Climate Action as two cross cutting themes across the charity. This proposal is in keeping with both the Bridging Divides and Bridging London strategies. Over the last three years only 5.4% of funding awarded went towards environmental projects. This proposal aligns well with the Foundation's renewed commitment to Climate Action and tackling the climate emergency.

References

1. [Heat mortality monitoring report: 2022](#)
2. [London Climate Resilience Review](#)
3. [Friends of the Earth: Who suffers most from heatwaves in the UK?](#)
4. [New heat maps reveal cooling effect of trees and green space | Friends of the Earth](#)
5. [Trees for Cities: How urban trees turn down the heat](#)
6. [Tree canopy cover map](#)
7. [UCL: Quantifying and Mapping Streetspace: a Geocomputational Method for the Citywide Analysis of Pedestrian and Vehicular Streetspace](#)
8. [Making walking in London more inclusive](#)



9. [Local Government Association \(2020\) Decarbonising transport - Climate smart parking policies / Climate change: what's carp parking got to do with it?](#)
10. [TfL: Travel in London](#)
11. [Centre for London: Reclaim the kerb: The future of parking and kerbside management](#)
12. [Institute for transportation & development policy \(2021\), taming traffic: strategies to reduce driving and prioritize sustainable transportation in cities](#)
13. [ClimateXchange \(2023\) Reducing car use through parking policies: an evidence review](#)
14. [London Net Zero 2030: An Updated Pathway](#)
15. [Urban Tree Challenge Fund](#)

Lydia Parr

Funding Manager

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 10 June 2024
Subject: Bridging Divides: Infrastructure Funding - Media Trust (22464) Capacity Building and Representation	Public
Report of: Sacha Rose-Smith, CBF Chief Funding Director	For Decision
Report author: Lydia Parr, Funding Manager	

Summary

Whilst this proposal can be considered under Delegated Authority, in consultation with the Chair and Deputy Chair queries were raised about the increase in cost per film and if the proposal met the priorities of the Foundation during the Delegated Authority process. Officers undertook to explore these queries in more detail and in response to the questions the report has been amended. As such the proposal is being referred to committee for further consideration.

Recommendations

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

- i) Award Media Trust £282,675 over two years (£139,553; £143,122) to work with a cohort of 10 City Bridge Foundation grantees per year on the Telling Your Stories project.

Main Report

Background

1. The Media Trust (MT) established in 1994 is a communications charity (1042733). MT encourages the media and communications industry to share time, knowledge, and creativity to benefit charities, and underrepresented communities. It aims to amplify charities' voices by building communications skills through innovative training, volunteer brokerage and content programmes to help reach and engage new audiences. This engagement often leads to new funding opportunities, increased donations, and more volunteers, contributing to the sustainability of organisations in the sector. MT is a vital infrastructure organisation for London's civil society sector providing charities with training, film production, news distribution and volunteers from the media industry.

Current Position

2. Funding is sought to continue the Telling Your Stories project; annually 10 CBF funded organisations will have a short film created highlighting its work. The films are completely free for the organisations and vary greatly in style and content, and are used for purposes such as brand awareness, volunteer recruitment, campaigning, and fundraising. Working with some of the industry's most creative directors, producers, and camera operators, a collaborative



approach results in powerful and engaging charity films that can be widely shared.

3. The films have extremely high production values and are often award-winning. The films produced bring immense value to CBF's funded organisations. An organisation from the most recent cohort was invited to apply for funding on two occasions as a direct result of the film resulting in the organisation securing an additional £30,000. Five films from the latest cohort won Charity Film Awards, boosting each organisation's profile and awareness of its work.¹
4. An increased budget cost per film from £1,500 to £2,500 is requested. The budget per film was £1,000 in 2016 (grant ref.13481) and has been £1,500 per film since 2018 (grant ref. 14978). The increase reflects elevated inflation and higher overall costs for both MT's operations and for the filmmakers, production crews and other partners. The true cost of each film varies between projects but is well in excess of the £2,500 budget. For example, a film produced in latest cohort would have cost an estimated £105,550 to produce if all components had been paid for. With all Directors volunteering their time for free, the projects rely heavily on cast and crew often volunteering their time and securing as many elements as possible of the film at a reduced cost or for free e.g. borrowing equipment not hiring, making edits themselves not paying for post-production and hiring sound production people with their own equipment. MT produce films for the funded organisations of The Mercers Company and the Santander Foundation, both of which grant fund the increased budget of £2,500 per film.
5. The films are used extensively on CBF's social media platforms LinkedIn and X, regularly shown at events, and used as part of induction process for new employees to showcase the wide array of organisations and work the Foundation supports. The films have an extremely long shelf life and can be utilised for years alongside the skills participants gain from the workshops. The films are used on the CBF website² as an example of the type of projects the Foundation funds. As MT offer a unique and much needed service CBF partners with MT, for example, at the funded organisation learning day MT were paid to deliver a session which was amongst the most popular for funded organisations as free communications support is so rare.
6. Although this application falls under CBF's Infrastructure funding the outputs of the project also meet the Voice and Leadership strand as MT supports specialist organisations working with under-represented or marginalised communities, and the organisations that support them, to strengthen voice. This proposal for funding Media Trust justifies a grant rather than a commission due to its comprehensive nature, encompassing not only the production of high-quality films but also providing extensive training, support, and resources for charities. The project's aim to amplify charities' voices and engage underrepresented communities aligns with the Foundation's priorities, making it a strategic investment in building communication skills and promoting social impact.

¹ [Synergy Theatre Project](#) , [One in Four](#) , [Fulham Good Neighbours](#) , [Arts for All](#) , [HostNation](#)

² [Support and Services for Deaf and disabled people](#) , [Revenue funding: making London a greener city for all](#) , [Support for refugees, asylum seekers and migrants](#) , [Voice and leadership](#) ,



Proposal

7. MT initially requested five years of funding, based on discussion at assessment a two-year grant period is recommended. This request is higher than the budget for the previous Telling Your Stories grant. Previously MT covered significant costs from the grant through core income obtained through other grants and corporate partnerships. This proposal budget covers all the costs associated with delivering the programme, as MT are no longer able to subsidise the extra costs. The unfunded costs from the previous grant MT covered include a proportion of the Executive Producers salary, contributions towards the Marketing and Communications staff, senior management time required to oversee the programme, and contributions to overheads.
8. Taking learnings from the previous grant, MT want to provide organisations with communications training, coupled with a well-structured plan and relevant assets, to significantly influence the reach and engagement levels of the films. To broaden film visibility, each organisation will receive distribution training, personalised support through calls and drop-ins, and a Media Trust-created press pack with visuals, social media content, and press releases to facilitate a successful launch.
9. Charities increasingly want to involve service users in the films adding to the films' authenticity. Training on best practice around working with people with lived experience, inclusive storytelling, and safeguarding, for both the charities and filmmakers has been included in this proposal. Additional funding is sought to facilitate diversifying the pool of filmmakers to include more directors from under-represented backgrounds and those with lived experience. An accessibility budget is also built into the proposal for greater inclusion in pre- and post-production, training, and distribution.
10. At the Chair and Deputy Chair request MT provided two reduced budget options:
 - a) **Option 1** - reducing the cohort to 8 organisations instead of 10, this would be a new recommendation of £255,435 over two years (£126,134; £129,300). This allows MT to retain the face-to-face training, accessibility costs throughout the project, distribution training and communications packs for each of the films as well as the additional training for Directors and Grantees on involving people with Lived Experience.
 - b) **Option 2** - reducing the project to the essentials to produce 10 films per year, a new recommendation of £248,193 over two years (£122,567; £125,626). This budget would result in the project being delivered online instead of in person, Directors and Grantees would not receive training on involving people with Lived Experience, each organisation would not receive distribution training, or personalised communications packs and the accessibility budget has been removed.



Financial Information

11. Media Trust has adopted a free unrestricted reserves policy of £300,000 to represent approximately 4.5 months of core salaries and overhead costs. The charity has incurred a large, restricted deficit (2022/23) but overall holds a healthy level of unrestricted reserves which has kept it in line with the policy target. The organisation has been building free reserves in the 2022/23 and 2023/24 years and is forecasting to hold reserves slightly above policy in 2024/25. Just over 37% of income is confirmed for 2024/25 with a further 29% of income considered highly likely stemming from a range of sources including Corporate Partner Membership renewals, Charity Services Paid for Training, and Grants and Contracts. MT are working to secure grant funding and in-kind support from media partners to continue the programme identifying funding opportunities and exploring match funding models with its media partners.

Year end as at 31 March	2023 Signed Accounts £	2024 Management Accounts £	2025 Forecast £
Income & expenditure:			
Income	1,269,244	1,651,576	2,064,592
Expenditure	(1,789,772)	(1,647,000)	(2,029,000)
Surplus/(deficit)	(520,528)	4,576	35,592
Reserves:			
Total restricted	449,914	449,914	449,914
Total unrestricted	315,301	319,877	355,469
Total reserves	765,215	769,791	805,383
Of which: free unrestricted	291,367	295,943	331,535
Reserves policy target	300,000	300,000	300,000
Free reserves over/(under) target	(8,633)	(4,057)	31,535

Funding History

ID	Type	Meeting Date	Decision
IPP428	IPP	04/03/24	£1,330 inflationary pressures payment associated with Bridging Divides grant ref.19924
IPP564	IPP	04/12/23	£3,600 inflationary pressures payment associated with Strategic Initiative grant ref.15589
20384	Anchor Programme	04/12/23	Rejected.
19924	Bridging Divides	06/03/23	£585,125 over five years to contribute to the Stronger Voices Training Programme for 100 equalities organisations.
IPP110	IPP	06/03/23	£3,770 inflationary pressures payment.
17742	LCRF (Wave 3)	26/11/20	Towards the London element of a project addressing post-covid comms needs of the voluntary and community sector.



17045	LCRF	08/07/20	£17,000 to fund the essential and urgent costs, so organisation can carry on providing support to Londoners.
15628	Bridging Divides	28/11/19	£223,000 over three further and final years to contribute to the Stronger Voices Training Programme for 45 equalities organisations.
15589	Strategic Initiatives	28/11/19	£236,000 (£59,000 x 4) for the Media Trust to work with a cohort of 10 City Bridge Trust grantees per year for 4 further and final years on a "Telling Your Stories" project.
15579	Strategic Initiatives	26/09/19	£1,500 to develop and run a new Distribution workshop to complement the "Telling Your Stories" project.
14978	Strategic Initiatives	14/11/18	£49,995 over six months for delivery costs of the "Telling Your Stories" project.
14213	Investing in Londoners	23/11/17	£148,700 over 2 years to contribute to Stronger Voices for 30 equalities organisations.
14012	Investing in Londoners	27/07/17	Withdrawn.
14018	Strategic Initiatives	15/06/17	£720 for subtitling at 'Telling Your Stories' screening at the Barbican.
13618	Stepping Stones	22/09/16	Rejected.
13481	Strategic Initiatives	22/09/16	£49,107 to work with a cohort of City Bridge Trust grantees on a "Telling Your Stories" project.
12728	Stepping Stones	09/07/15	£50,000 over 12 months towards a marketing and business development programme to explore opportunities for earned income and the potential to take on social investment.

Conclusion

12. There are no other organisations with the same level of connections, skills, and experience required to support charities that currently offer this type of opportunity to the sector. The films are invaluable for organisations to enhance brand awareness, recruit volunteers, campaign, and fundraise. The Option 1 budget is MT's preferred option. However, it is requested committee consider the original funding recommendation of £282,675 over two years (£139,553; £143,122) as this would enable MT to work with a full cohort of 10 City Bridge Foundation grantees per year. Each funded organisation would receive training and expert communications support to promote and distribute the films, allowing the project to have the greatest impact.

Lydia Parr

Funding Manager

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 10 June 2024
Subject: Strategic Initiative: London Youth	Public
Report of: Sacha Rose-Smith, Chief Funding Director	For Decision
Report author: Caspar Cech-Lucas, Small Grants Programme Lead	

Summary

The Federation of London Youth Clubs (aka London Youth, LY) is a registered charity (number 303324) dating from 1887. The charity represents and supports 640 member organisations working with over 100,000 young people and forming a large part of London’s youth sector. This sector has experienced over a decade of reduced central funding, impacting its potential to support and deliver work to those young people who need it most. LY estimates that two-thirds of the capital’s youth organisations remain ‘at risk’ with available funding often being too small, too restrictive, or too short-term. CBF has supported LY over many years (several times for onward granting) as a way of helping to build the capacity of the network and to drive up quality standards (see Appendix 1). This proposed strategic initiative represents a unifying grant bringing together two strands which have previously been funded separately, and for impactful work towards an under-resourced youth sector at a time of significant need for London’s young people, with scope to generate learning for benefit to the future funding policy.

Recommendations

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

- i) Award £750,000 over three years (3 x £250,000) to London Youth to support and strengthen London’s grassroots youth organisations.

Main Report

Background

1. More than half of the young Londoners that LY’s member organisations support live in areas characterised by poverty, with 64% being young people of colour (higher than the demographic for the capital, which is 57%). Member organisations give young people somewhere safe to go, space to form long-term relationships with trusted adults, and opportunities to develop skills that enhance their personal and social development.
2. The Health Foundation has highlighted the rising cost-of-living, a challenging jobs market, limited opportunities to develop skills, and lack of personal connections



contributing to poor mental health amongst young people¹. Research by the Prince's Trust has highlighted that one in four young people feel like they are going to fail in life². Across several indicators, young Londoners face greater challenges than their peers in other parts of the country. Child poverty is high in the capital, with 39% of children in living in poverty and with some boroughs showing even higher rates (Tower Hamlets 51%)³. Nearly half of the UK's young people of colour live in London. They are twice as likely to be unemployed⁴; less likely to access mental health support⁵; more than twice as likely to lack access to green space⁶; and less likely to be regularly active⁷.

3. The Prince's Trust 2024 NatWest Youth Index found that 40% of 16-25 year olds have experienced a mental health problem, while a fifth (21%) report their mental health has got worse in the last year. Over half (54%) of young people say the cost-of-living crisis and pandemic has had a negative impact on their mental health, with over a third reporting that they always or often feel down or depressed (36%).⁸ Young people who went through the pandemic were more likely to experience increased depression, social, emotional, and behavioural difficulties, along with worsening general mental well-being⁹.
4. Serious Youth violence is also an issue impacting the lives of young people in London. From July 2022 to 2023, youth homicide in London increased by 36.8% – with 26 murders compared to 19 in the previous year. Meanwhile, knife crime with injury affecting young people under the age of 25 increased by 7% in the same period.¹⁰
5. Many young Londoners rely on youth organisations for support. Local youth groups are not just places to have fun, but also places to be heard, feel safe and develop a sense of identity. LY research shows youth workers and their organisations have been deeply affected by cuts, Covid, and high inflation¹¹. Many youth clubs are struggling to stay open due to increased rental and utility costs. This can result in young people losing safe spaces to visit outside of school.
6. There are structural reasons why many youth sector organisations struggle to raise funding: lacking the time and capacity for application-based fundraising; not having an eligible governance structure; and lacking the paperwork to evidence what funders look for. Capacity building support is needed and something which CBF has supported via LY over the years.

¹ <https://www.health.org.uk/news-and-comment/blogs/what-is-happening-to-young-people-s-mental-health#:~:text=With%20a%20tough%20job%20market,mental%20health%20than%20other%20generations.>

² The Prince's Trust NatWest Youth Index 2023

³ The Childhood Trust, *London Child Poverty Report, 2023* <https://www.childhoodtrust.org.uk/wp-content/uploads/2023/04/London-Child-Poverty-Report-2023-1.pdf>

⁴ Unemployment by ethnic background,' House of Commons Library, April 2023

⁵ Therapeutic Intervention for Peace Report,' Power the Fight (2020)

⁶ England's Green Space Gap,' Friends of the Earth (2020)

⁷ Active Lives Children and Young People Survey 2021-22, Sport England

⁸ The Prince's Trust NatWest Youth Index 2024

⁹ Young People's Mental Health Changes, Risk, and Resilience During the COVID-19 Pandemic, Jesus Montero-Marin, PhD; Verena Hinze, Ph¹; Karen Mansfield, PhD; et al, JAMA Network Open

¹⁰ Protecting young people from violence in London, London Assembly, 2023

¹¹ 'Needs and Outcomes Survey of London Youth members,' January 2023



7. London living costs and poor sector pay means many youth workers are struggling. Many are being priced out of living in the area where they work, and therefore staff turnover can be a major issue. This means young people lose vital connections with adults they trust.
8. Youth workers are supporting young people with increasingly complex needs, for example increased psychological distress. However, LY notes that many youth workers feel they are no longer appropriately qualified or skilled enough to provide young people with appropriate and holistic support, or that training is unaffordable and often difficult to access.

Current Position

9. London's youth sector is vital for addressing issues core to CBF's ancillary object (disadvantage and marginalisation), but many of the organisations in the sector either do not have an eligible constitutional form to apply directly for funding or would not have capacity to apply for funding. Therefore, LY is an essential route both to reach these groups and build their capacity.
10. Following a period when LY held strategic initiatives for different purposes (in some instances, at CBF's instigation) this proposal is for a unifying award to continue the organisation's support work. It falls into two categories: Member offer and Quality Mark Grants.

Member Offer

LY would deliver a support package for member organisations:

- Training
- Networks
- Personalised support
- Access to free residentials at two outdoor education centres
- Multi-year delivery funding for sports, arts, mental health, and employability
- Free Employee Assistance Programme for staff and volunteers
- Quality Assurance Programme

The membership package has been co-designed with youth practitioners to meet the challenges of the current operating environment.

Quality Mark Grants

The London Youth Quality Mark is a co-designed scheme that provides Award holders with a badge of excellence recognised across the sector:

- Bronze: Governance aspects organisations require to operate legally and provide a safe environment for beneficiaries
- Silver: A commitment to continuous improvement
- Gold: Examines impact, gaps in provision, and youth influence on an organisational level

Youth organisations are funded with an unrestricted grant for completing the Award (£2,000 Bronze; £1,500 Silver; £1,500 Gold).



Through this work, LY would provide the following:

- At least 130 training sessions for 1,100+ participants annually (at least 490 over three-year grant)
- At least six networking events per-year (at least 18 over three-year grant)
- 60 organisations per year to achieve the London Youth Quality Mark Award: 30 Bronze Awards, 20 Silver Awards, and 10 Gold Awards per-year (180 over three-year grant).

11. Both the Membership offer, and the Quality Mark work have been funded by CBF and have made a positive impact on the Youth Sector. The last year of a previous Membership offer grant provided by CBF allowed LY to deliver 96 networking, training, and information sessions for youth organisations, with 1,656 youth professionals participating in networking and training in areas that actively increased the capacity of organisations in the network. Over a previous three-year CBF grant focused on the Quality Mark work, 127 organisations completed the Quality Mark (110 Bronze, 10 Silver and 7 Gold). Training covered safeguarding, equality, diversion and inclusion, fundraising, professional development, monitoring, evaluation and learning, youth work practice, governance, strategy and leadership, and health and safety. Support was also provided in 1-2-1 settings, with organisations engaging a named Membership Development Officer who provided signposting to relevant parts of the LY offer.

12. LY measures impact across all areas included in this application. The applicant also has a Head of Membership Development, and Learning, and Evaluation Manager on staff, and is keen to collaborate on ensuring that any data gathered is communicated in a way that suits CBF’s internal requirements. The proposal directly benefits LY’s member network of 600, London based youth organisations and any learning from direct interaction with this group is also likely to be useful for CBF’s work on future funding policy. LY plans to continue delivering this work, as it represents a large aspect of the organisation’s mission. Members pay £100-£200 in annual fees (depending on income), so LY expects to receive approximately £88,000 per year from members.

13. It will cost London Youth £2,045,433 over the next three years to deliver comprehensive support offer to its network. This paper recommends funding the specific costs detailed in the table below, representing 37% of the total:

Budget line	Year 1	Year 2	Year 3	Total Cost (£)
Quality Mark grants	£100,000	£100,000	£100,000	£300,000
Delivery of Quality Mark Assessment	£62,000	£62,000	£62,00	£186,000
Personalised support: costed proportion of the Membership Team’s time, on average, spent	£48,000	£48,000	£48,000	£144,000



providing 121 support for members.				
Training and networks including trainers, venue hire, marketing, and resources	£40,000	£40,000	£40,000	£120,000
Total Cost:	£250,000	£250,000	£250,000	£750,000

14. The balance of funding will be raised through a partnership with another charitable foundation, corporate fundraising, major donors, individual giving, and other trusts and foundations, and a contribution from reserves in a form of spending down excess to sit within the organisations reserves target.

Financial Assessment

15. LY is following a finance strategy from 2020 – 2025 to achieve a break-even position of income over expenditure (before depreciation), with deficits in the intervening years to be funded from general reserve. At the start of this strategy in 2020, reserves were high (totalling just over £17m, £7.5m in free reserves) as they had been bolstered by the final property sale of a planned series of sales, with net proceeds of £1.4m. The organisation’s reserve target is to hold 3-6 months’ expenditure (estimated to be between £2m and £4m) in free unrestricted reserves by 31 August 2025.

16. This strategy can be observed within the financial table, showing consistent spending down to sit within the £2m and £4m reserves range. Due to investment under performance and external factors, the trustees have agreed that the upper target of 6 months / £4m end of the reserves target is what should be aimed for, but due to the ambitious nature of this target £2m has been used in the table.

17. LY has a strong fundraising track record, consistent earned income, trading income, an endowment, and appear to be recovering from the continued effects of the pandemic.

Year end as at 31 August	2022 Signed Accounts £	2023 Draft £	2024 Forecast £
Income & expenditure:			
Income	7,008,258	7,862,486	9,273,617
Expenditure	(8,098,518)	(9,177,765)	(10,658,930)
Gains/(losses)	(729,161)	(472,721)	0
Surplus/(deficit)	(1,819,421)	(1,788,000)	(1,385,313)
Reserves:			
Total endowed	0	0	0
Total restricted	2,167,969	2,347,881	1,481,077
Total unrestricted	12,845,596	10,877,684	10,010,880
Total reserves	15,013,565	13,225,565	11,491,957
Of which: free unrestricted	5,522,000	3,521,674	2,654,870
Reserves policy target	2,000,000	2,000,000	2,000,000
Free reserves over/(under) target	3,522,000	1,521,674	654,870

Conclusion

18. It is recommended that the Funding Committee approve a grant of £750k over three years (3 x £250k) to London Youth to support and strengthen London's grassroots youth organisations at a time of significant need amongst London's young people.

Appendices

- Appendix 1: London Youth Funding History

Caspar Cech-Lucas

Small Grants Programme Lead

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Appendix 1: London Youth Funding History

ID	Type	Meeting Date	Decision
19206	Strategic initiatives	09/03/2022	£500,000 over five months as a one-off grant to underpin London Youth's core costs and enable its work to benefit youth organisations.
19141	Strategic Initiatives	09/03/2022	£100,000 over a further two years for the salary costs of a Membership Development Manager and related costs for a programme to support the development and capacity of youth organisations in several outer London boroughs.
18926	Strategic Initiatives	06/12/2021	£50,000 for a participatory-based grant fund for local youth organisations in Redbridge.
18714	Cornerstone Fund	30/09/2021	£25,000 towards the development phase of a user-led partnership to develop community-based, culturally appropriate interventions to improve young people's mental health.
17555	COVID19 London Community Response Fund (LCRF)	17/09/2020	£49,638 towards the re-configuration of youth services in London post covid-19
17558	Strategic Initiatives	17/09/2020	£97,000 towards the costs of a package of support through to January 2022 to organisations funded by the Young Londoners Fund. £150,000 for individual Awards for organisations achieving the London Youth Quality Mark.
16798	COVID19 LCRF	08/07/2020	£49,962 to fund the essential and urgent costs outlined in the application, so that the organisation can carry on providing support to Londoners.
15858	Strategic Initiatives	30/01/2020	£50,000 over one year for the salary costs of a Membership Development Manager and related costs for a programme to support youth organisations in several outer London boroughs.
15216	Bridging Divides	21/03/2019	£390,000 over three years towards the costs of the City Leaders project.
15198	Strategic Initiatives	31/01/2019	£320,000 over three years to London Youth to deliver a programme of training and support to enable eligible organisations achieve the London Youth Quality Mark.



14493	Strategic Initiatives	31/01/2018	£400,000 towards a series of activities and programmes for member organisations and young people.
13854	Investing in Londoners	10/01/2017	£150,000 to continue the London Youth Quality Mark Awards scheme until the implementation of your new programmes in 2018.
13221	Strategic Initiatives	28/01/2016	£27,000, for the development phase of the City Leaders project; £240,000 over one year for the pilot phase, plus an additional £12,000 by way of external evaluation to evaluate the pilot.
12727	Stepping Stones	09/07/2015	£50,000 over 12 months to develop social investment financing plans for London Youth's Build It programme for young people in the construction trades.
12793	Investing in Londoners	13/05/2015	£103,000 over two years for the salary and support costs of a project to develop the capacity of London's voluntary youth sector to evidence and advocate for the value of its work.
12215	Strategic Initiatives	13/03/2014	£216,000 over three years for the revenue costs of delivering the Inclusion project.
12198	Investing in Londoners - partnership programme	12/02/2014	£300,000 to support the London Youth Quality Mark Awards.
11596	Working with Londoners	18/04/2013	£55,000 for a third and final year's support of the Urban Nature initiative. The grant will provide for the salary costs of a f/t Project Co-ordinator plus associated support and delivery costs.
9825	Working with Londoners	18/03/2010	£100,000 over two years for the salary of a Project Co-ordinator and associated running costs of a project to engage, educate and support young people as environmental champions.



Committee: Funding Committee of the City Bridge Foundation Board	Date: 10 June 2024
Subject: Grant Funding Activity: Period Ended 23 May 2024	Public
Report of: Sacha Rose-Smith, Chief Funding Director	For Decision
Report author: Scott Nixon, Head of Managing Director's Office	

Summary

This report provides details of: funds approved and rejected under delegated authority since the last meeting of the Funding Committee in March 2024 through to 23 May 2024; the remaining 2024/25 grants budget; grants spend to date and for this meeting by London Borough compared with the Multiple Index of Deprivation and any grant variations that have been approved under delegated authority.

Recommendations

It is recommended that the Funding Committee of the City Bridge Foundation Board, in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Receive this report and note its contents; and
- ii) Approve 4 grant Rejections in Appendix 3.

Main Report

Budget and Applications Update

1. There have been 76 grants awarded from the main grants programmes to date in 2024/25 (since 1 April 2024) with the net grant spend £10.360m. This leaves the remaining budget for 2024/25 at £78.779m.
2. In addition to the grants listed below, 32 applications were withdrawn since the last meeting to 23 May 2024.
3. A full summary of grants committed and funds available for future commitments can be seen in **Appendix 1**. Heat maps of spending are shown in **Appendix 2**.

Grant Rejections

4. A list of all grants recommended for rejection is provided at **Appendix 3**.
5. A list of all rejections approved in line with the current delegated authority procedure are provided within **Appendix 4**.

Grant Variations

6. Variations to the grants outlined have been agreed by the Managing Director of CBF, the Chief Funding Director or a Funding Director, in line with the delegated



procedure for the amendment of grants. Details of all variations are provided at **Appendix 5**.

Funds approved under Delegated Authority

7. The details provided at **Appendix 6 (a to d)** advise the Funding Committee of funds approved under delegated authority and urgency procedures from March 2024 to 23 May 2024.

Conclusion

8. This report provides details of grant funding activity since the last meeting of the Funding Committee in March 2024.

Appendices:

- Appendix 1: Budget and Applications Update
- Appendix 2: Heat Maps of Index of Multiple Deprivation, Bridging Divides spend to date and this meeting's grants
- Appendix 3: Grant Rejections over 500k
- Appendix 4: Grant Rejections approved under Delegated Authority
- Appendix 5: Grant Variations
- Appendix 6 (a to d): Funds Approved under Delegated Authority or Urgency Requests

Scott Nixon

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Appendix 1: Budget for Designated Grant-making and Restricted Funds to date (24/25 financial year)

Funds balance at 1 April 2024 per draft accounts	122,117	0	122,117
<i>Already earmarked for projects</i>		0	0
Funds available for grantmaking at 1/4/24	122,117	0	122,117
Grants awarded 2024/25			
<i>Delegated authority grants financial YTD</i>	(9,610)	0	(9,610)
<i>Grants to be approved at June Cttee YTD and awarded in 24/25</i>	(750)	0	(750)
TOTAL AWARDED TO DATE OF REPORT	(10,360)	0	(10,360)
Number of grants awarded	76	0	76
Write backs, variations & revocations financial YTD	(53)	0	(53)
Number of grants revoked, varied or written back	9	0	9
Other costs incl. staff costs associated with £200m uplift	(24)	0	(24)
Conditional grants		0	0
Stepping Stones loan awarded under Bridging Divides		0	0
TOTAL SPENT/ALLOCATED TO DATE	(10,437)	0	(10,437)
Subtotal: available at the date of this report	111,680	0	111,680
Remaining funds available	111,680	0	111,680
2024/25 budget summary			
Approved Grants Budget 2024/25	88,010	0	88,010
Add non-grant spend budget 2024/25	1,100	0	1,100
Budget for 2024/25	89,110	0	89,110
<i>Grants awarded to date of this report net of revocations</i>	(10,307)	0	(10,307)
<i>Other costs and allocations</i>	(24)	0	(24)
Budget available to Committee at report date	78,779	0	78,779



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

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

Index Multiple Deprivation (Average borough score)

				Enf			
				59			
		Hrw	Brn	Hgy	Wth		
		199	184	37	45		
Hdn	Elg	Brt	Cmd	Isl	Hck	Rdb	Hvg
151	88	49	132	28	7	160	179
Hns	Hms	Kns	Wst	Cty	Tow	Nwm	Bar
95	96	122	134	208	27	12	5
	Rch	Wns	Lam	Swr	Lsh	Grn	Bxl
	297	173	42	43	35	60	190
		Kng	Mrt	Crd	Brm		
		270	214	102	230		
			Stn				
			227				

Most Deprived
2nd Quartile
3rd Quartile
Least Deprived



Main grants (upper, and per thousand population, lower) from start of Bridging Divides (September 2018) to Committee date (excluding LCRF) – rounded to nearest £100K:

Lowest Quartile				Enf			
2nd Quartile				£3,000,000			
3rd Quartile				£25,000			
Upper Quartile							
		Hrw	Brn	Hgy	Wth		
		£4,000,000	£9,000,000	£7,300,000	£4,800,000		
		£44,000	£60,000	£69,000	£47,000		
Hdn	Elg	Brt	Cmd	Isl	Hck	Rdb	Hvg
£3,700,000	£4,000,000	£5,000,000	£26,200,000	£37,000,000	£26,100,000	£2,900,000	£1,800,000
£33,000	£30,000	£42,000	£283,000	£383,000	£246,000	£28,000	£18,000
Hns	Hms	Kns	Wst	Cty	Tow	Nwm	Bar
£2,600,000	£8,600,000	£11,900,000	£20,200,000	£26,900,000	£22,100,000	£9,000,000	£3,300,000
£26,000	£105,000	£179,000	£213,000	£5,466,000	£183,000	£78,000	£45,000
	Rch	Wns	Lam	Swr	Lsh	Grn	Bxl
	£4,900,000	£7,500,000	£24,000,000	£21,100,000	£6,900,000	£5,300,000	£2,100,000
	£60,000	£55,000	£178,000	£162,000	£56,000	£47,000	£22,000
	Kng	Mrt	Crd	Brm			
	£3,100,000	£4,200,000	£4,000,000	£2,800,000			
	£48,000	£52,000	£26,000	£20,000			
		Stn					
		£3,000,000					
		£36,000					

KEY
Total £
Per 1000



Main Grants (upper, and per thousand population, lower) for this Committee – rounded to nearest £100K:

				Enf			
				£0			
				£0			
		Hrw	Brn	Hgy	Wth		
		£200,000	£900,000	£400,000	£0		
		£3,000	£6,000	£4,000	£0		
Hdn	Elg	Brt	Cmd	Isl	Hck	Rdb	Hvg
£0	£300,000	£300,000	£2,100,000	£1,700,000	£1,300,000	£100,000	£500,000
£0	£2,000	£3,000	£23,000	£18,000	£12,000	£1,000	£5,000
Hns	Hms	Kns	Wst	Cty	Tow	Nwm	Bar
£200,000	£500,000	£700,000	£1,200,000	£1,500,000	£1,000,000	£0	£200,000
£2,000	£6,000	£11,000	£12,000	£313,000	£9,000	£0	£2,000
	Rch	Wns	Lam	Swr	Lsh	Grn	Bxl
	£900,000	£400,000	£600,000	£1,400,000	£300,000	£400,000	£0
	£11,000	£3,000	£4,000	£11,000	£2,000	£4,000	£0
		Kng	Mrt	Crd	Brm		
		£100,000	£200,000	£300,000	£100,000		
		£1,000	£2,000	£2,000	£1,000		
			Stn				
			£0				
			£0				

KEY
Total £
Per 1000



Appendix 3: Grants Recommended for Rejection Over £500k

Funding Request	Applying Organisation	Project Title	Declination Reason	Requested Amount (£)	Funding Manager
21504	London Community Foundation	To increase our capacity to strengthen the grassroots sector in London through greater capacity building, funding, and awareness.	Does not sufficiently address Foundation's priorities and outcomes	1,070,000	Geraldine Page
22474	National Day Nurseries Association	Improving the health and wellbeing of children under 5 and their families, in partnership with childcare settings and parents in deprived communities across Greater London.	Does not sufficiently address Foundation's priorities and outcomes	831,551	Geraldine Page
22634	Highgate Newtown Community Partners	To create 'Your Neighbourhood Holiday Club' - a supported holiday club for older people across London to combat loneliness, help people travel and improve lives.	Does not sufficiently address Foundation's priorities and outcomes	504,500	Geraldine Page
23027	NAPA (National Activity providers Association)	Funding request: Granting NAPA membership to every London care home for older people, promoting engagement, wellbeing, and a sense of community through enriching activities.	Ineligible costs	913,500	Geraldine Page
TOTAL				3,319,551	



Appendix 4: Grant Rejections Approved under Delegated Authority

Funding Request	Applying Organisation	Decision Date	Requested Amount (£)	Declination Notes
20131	Jubba Youth Community Association	14/03/2024	113,075	Based on information submitted, reassurance has not been provided that the organisation's financial governance is sufficiently robust.
21118	Alpha Care Specialists	04/03/2024	93,907	After careful consideration and detailed discussions with the applicant, it has been determined that the proposed therapeutic service by Alpha Care is not a strong fit for funding due to discrepancies in meeting CBF expectations regarding therapist documentation and risk of harm policy. Additionally, the organisation needs to regain AQS certification.
21261	British Library	04/03/2024	30,000	The British Library will be hosting an exhibition and complementary community co-creation project on the history and ongoing influence of Black British Music. Although the project sounds very interesting, it is not a fit under voice and leadership and does not fit within CBF criteria.
21306	Harlesden Neighbourhood Forum	19/10/2023	69,000	Although Neighbourhood planning gives communities direct power to develop a shared vision for their neighbourhood and shape the development and growth of their local area Harlesden Neighbourhood Forum is not a second-tier infrastructure organisation as we define them. the proposal also includes costs outside the scope of our funding.
21307	MusicOnWheels CIC	31/10/2023	13,010	The applicant has failed due diligence checks. and does not meet CBF eligibility criteria. The CIC only has 1 Director listed on Companies House.
21431	KHADYS DREAM CIC	06/09/2023	9,000	The applicant is a new organisation, incorporated in April 2023. There are no accounts on Companies House yet, and only one Director, it is ineligible for CBF funding.
21435	NLP Sports CIC	06/09/2023	24,690	The application does not meet criteria of CYP strand. The organisation has had negative free reserves for the last 3 years.



Funding Request	Applying Organisation	Decision Date	Requested Amount (£)	Declination Notes
21462	Proudtobeme	11/10/2023	46,131	The applicant is ineligible as they are a private limited company not falling under charitable, CIO, or CIC classification. Additionally, they have submitted two applications simultaneously, lack organisational accreditation, and their proposal does not align with the CYP funding strand.
21496	Age UK	28/03/2024	300,000	This is not recommended for funding as the submitted application does not demonstrate sufficient London restricted benefit.
21520	Mindheart Creative Therapies C.I.C.	29/02/2024	51,218	The proposed application and activities do not sufficiently address the priorities under CBF's Mental Health funding strand.
21623	Somali Senior Citizens Club	06/03/2024	77,624	The funding application is not recommended due to insufficient justification for the wide range of proposed activities, lack of clarity on user involvement and feasibility, as well as inadequate information on recruitment, need, and outcomes.
21688	Small Steps SFP	06/03/2024	95,345	The application proposes to deliver activities which are not a strong fit with the criteria of the Deaf and Disabled People funding strand.
21715	London Cycling Campaign	11/04/2024	172,277	The application is not sufficiently aligned with the Making London a greener city for all funding priority. Aim appears primarily around increased diversity amongst cyclists, rather than carbon emissions and air quality.
21720	Ambitious Academy Social Enterprise CIC	11/05/2024	39,000	The application is not targeted enough towards eligible beneficiaries for CBF's Children and Young People's Funding Strand. The organisation also only has two directors and has negative reserves in the latest set of accounts.
21723	Exposure Organisation Limited	28/03/2024	65,100	The funding application is not recommended for funding. The proposed workshops are led by communications specialists rather than accredited and qualified mental health practitioners, as required by your Mental Health Services funding criteria.



Funding Request	Applying Organisation	Decision Date	Requested Amount (£)	Declination Notes
21758	Kensington and Chelsea Social Council	28/03/2024	321,223	Based on the information provided by the applicant they have not demonstrated that the organisation can sufficiently address priorities for the infrastructure funding: capacity building and representation strand.
21782	Only Connect UK	12/05/2024	250,000	The application did not fully meet the CBF criteria for the Criminal Justice strand and there is a concern about the large level of other unsecured funding needed for the activity.
21786	UK Therapies For All CIC	14/03/2024	20,000	The organisation is ineligible as it is under a year old with no accounts and only has two directors.
21805	Waterloo Uncovered	28/03/2024	332,000	The organisation and activity do not meet the criteria for Infrastructure funding: capacity building and representation strand and the work of the organisation is not a good fit with any of CBF's other current funding priorities.
21811	Assemble Studio CIC	14/03/2024	150,000	The application proposes to deliver activities which are not a strong fit with the criteria of the CYP funding strand as it is for general play and not targeted to your CYP priority areas. Additionally, the amount applied for is for more than 50% of the organisations turnover, and a full breakdown of funding required has not been provided.
21826	Friends of the horn foundation CIC	13/03/2024	123,206	The proposed application and activities do not fit under City Bridge Foundation's Mental Health funding strand and does not sufficiently address other priorities.
21871	Friends of University College London Hospitals - Reg no 266669	17/04/2024	5,000	The funding application from Friends of University College London Hospitals is not recommended for several reasons. While the organisation aims to fund additional amenities for patients and staff, it primarily functions as a grant-making entity rather than a direct service provider. Moreover, the proposed project, which seeks £5,000 for purchasing chairs for a recently restored chapel, does not align well with any CBF funding criteria. Additionally, the organisation lacks a safeguarding policy



Funding Request	Applying Organisation	Decision Date	Requested Amount (£)	Declination Notes
				and does not have paid staff, raising questions about its capacity to deliver services directly.
21923	Green Schools Project CIC	30/10/2023	99,463	The Application is ineligible as it is for carrying out work in schools.
21991	CareAlgo CIC	02/11/2023	100,000	Being a Community Interest Company (CIC) limited by shares, the organisation does not meet the eligibility criteria for your funding. Additionally, they do not work directly with older people but support organisations that do.
22049	Aishah Help	05/03/2024	290,500	The organisation does not demonstrate a track record for delivering this highly sensitive work with vulnerable women experiencing violence. There are also elements of the project that are ineligible such as grants to individuals.
22184	Foundation for Renewal and Fora	15/03/2024	100,000	Application requested amount exceeds their annual turnover and as such, does not meet funding criteria.
22244	Grace Organisation	24/03/2024	150,000	The funding application is ineligible as it is requesting funding for three minibuses, a type of expenditure we do not fund.
22270	AL-ABRAR FOUNDATION	13/02/2024	105,000	The application lacks strong justification for the proposed activities. Specifically, there is insufficient detail on recruitment and partnership working, and the project costs breakdown shows a high proportion of volunteer payments.
22271	17billion charitable trust	02/11/2023	9,336	The application does not align with priorities of your small grants programme. The funding requested is to pay volunteers to carry out street surveys in relation to population growth and aim of reducing it.
22346	The National Archives Trust	18/03/2024	80,871	The application is ineligible as it is for carrying out work in schools.
22446	Head Held High	12/03/2024	50,000	The organisation is ineligible as a private company limited by guarantee.
22448	London Senior Social	24/03/2024	157,040	The organisation was previously advised to withdraw as they are a charitable company with income over £5k but have not



Funding Request	Applying Organisation	Decision Date	Requested Amount (£)	Declination Notes
				registered with Charity Commission. They have reapplied but are still not registered with CC.
22472	W4 Youth	24/03/2024	150,000	The application is ineligible as the grant would make up more than 50% of organisation's turnover.
22545	Northumbria University	24/03/2024	250,000	This organisation is ineligible as an educational institution and the application does not fit CBF criteria, it is requesting funding to give income to 15 individuals to put them through a University course.
22552	William Davis's Educational Foundation	14/03/2024	30,934	The application is from an educational charity for work for a biodiversity gardening project at Holy Trinity Primary School and as such, does not meet your eligibility criteria.
22601	Dementia Prevention UK	21/03/2024	87,000	The proposed project does not look to be specifically working with refugee, migrant, or asylum seeker groups and so it not sufficiently targeted to meet this strand, or any of the other funding strands in the Small Grants programme.
22632	The Good Gym	24/03/2024	164,175	The application proposes to deliver practical task support and befriending for older people. Activities do not meet the 'Support and Services for Older People' strand as they do not encourage reduced isolation through participation in activities.
22645	The Disability Union	12/05/2024	58,778	The application proposes remote delivery of advice services to disabled people living in London but there is insufficient track record to demonstrate that the nature of the work will add substantially to what is already available in London.
22898	Rackets Cubed	29/02/2024	90,000	This application does not fit CBF's current priorities under the 'support for children and young people' funding strand as it does not focus on any of the priority areas.
22903	Highlights	12/05/2024	105,800	The organisation has requested funds towards the activities of a weekly youth club for young people from the Jewish Orthodox community. However, the work does not align with any of the



Funding Request	Applying Organisation	Decision Date	Requested Amount (£)	Declination Notes
				Foundation's priorities under the Children and Young People strand.
23033	Equil C.I.C.	05/04/2024	5,000	The organisation is ineligible as it has only submitted one set of dormant accounts to Companies House showing an income of zero and it only has two directors.
23101	Barnet Amateur Boxing Club	20/05/2024	70,000	The organisation does not meet CBF eligibility criteria, having recently been established, the charity does not hold annual financial accounts yet.
23133	Rehabit	12/05/2024	47,500	The organisation proposes to pilot a therapeutic day-care programme for people who have drug and alcohol dependencies. There is insufficient detail in the application to suggest the organisation has the skills, track record, financial resources or infrastructure.
23137	Caramel Rock	12/05/2024	90,000	The organisation is deemed high risk due to ongoing deficits and loan repayment liabilities. The application could also be stronger in terms of addressing specific needs of the young disadvantaged girls it is targeting.
23143	TKO BARKING AMATEUR BOXING CLUB CIC	04/03/2024	25,000	Based on the financial information provided by the applicant, your officer has not been assured that the organisation's management of its finances is sufficiently robust. Accounts for 2022 show negative current assets and reserves.
23169	The Village London CIC	30/04/2024	18,960	The application requests funding for a one-off festival event which is ineligible for CBF funding.
23207	The Beam Foundation	14/03/2024	225,000	The funding requested is for individuals which is ineligible.
23208	Stage 81 CIC	12/05/2024	77,000	The applicant's turnover is not sufficient to justify an application of this scale. Whilst the activities would benefit individuals, alignment to CBF's wider Voice and Leadership objectives is not strong.
23217	Happy Nursery Days	30/04/2024	35	The funding application from Happy Nursery Days is ineligible due to several reasons. While they applied under the "Support



Funding Request	Applying Organisation	Decision Date	Requested Amount (£)	Declination Notes
				for children and young people" strand, their request to update their garden does not align with our priority focus.
23219	Sona Tech C.I.C.	12/05/2024	126,000	The organisation is CIC limited by shares and is therefore ineligible for funding.
23335	The Smile of the Child	11/04/2024	130,000	The organisation is ineligible as it is based in Greece and is not registered in the UK.
23500	Employment Resource Centre	30/04/2024	15,000	The application falls outside the scope of the older people's strand and is not recommended for funding.
23717	O Mi Learning Community Interest Community	01/05/2024	9,845	The application is not suitable for your Children and Young People funding strand and the educational programme delivered in schools does not meet the eligibility criteria.
Total			5,319,043	



Appendix 5: Grant Variations

1. Coram Fields and Harmsworth Memorial Playground

On 21/03/19 a grant of £3,600 was awarded to Coram's Field & Harmsworth Memorial Playground for an eco audit (9 days). The audit and follow up has taken place with a balance of £800 remaining.

Recommendation

The remaining £800 out of the grant of £3,600 to Coram's Field & Harmsworth Memorial Playground be revoked.

2. The Cares Family

On 15/10/2020 a grant of £45,000 was awarded to The Cares Family over 5 years towards the salary of a Programme Coordinator to deliver the Love Your Neighbour service to older people in Islington and Camden. The Cares Family is no longer able to continue the project due to the organisation closing, therefore the remaining grant amount of £12,000 will be revoked.

Recommendation

The remaining £12,000 out of the grant of £45,000 to The Cares Family be revoked.

3. South London Cares

On 15/10/2020 a grant of £90,000 was awarded to South London Cares over 5 years towards the salary costs of the Programme Coordinator for South London Cares and contribution to Social Club activity costs to deliver the Love Your Neighbour, Social Clubs, Winter Wellbeing and Outreach services in Southwark and Lambeth. South London Cares is no longer able to continue the project due to the organisation closing, therefore the remaining grant amount of £22,000 will be revoked.

Recommendation

The remaining £22,000 out of the grant of £90,000 to South London Cares be revoked.

4. The Attlee Centre

On 26/05/23 a grant of £4,000 was awarded to The Attlee Centre for an eco audit (10 days). The organisation had a change in circumstances and no longer wishes to proceed with the audit.

Recommendation

The entirety of the grant of £4,000 to The Attlee Centre be revoked.



On 27/09/2018 a grant of £4,000 was awarded to Rich Mix for an eco audit (10 days). The audit and follow up visit has taken place with a balance of £400 remaining.

Recommendation

The remaining £400 out of the grant of £4,000 to Rich Mix be revoked.

6. Hackney CVS

On 30/06/2022 a grant of £2,400 was awarded to Hackney CVS for an eco audit (6 days). The auditor accidentally omitted 0.5 days work for the Environmental awareness presentation. As such an increase of £200 is requested to account for the discrepancy.

Recommendation

An additional £200 is awarded to make the total grant to Hackney CVS £2,600 (6.5 days)



Appendix 6a: Funds Approved under Delegated Authority or under Urgency (awarded 2023/24)

Funding Request	Applying Organisation	Assessment Approved Date	Grant Description	Awarded Amount (£)	Funding Manager
22119	Alford House	04/03/2024	£2,600 (6.5 days) to provide an eco audit.	2,600	Lydia Parr
23324	All Saints Church, Highams Park	25/03/2024	£2,200 (5.5 days) to provide an eco audit.	2,200	Lydia Parr
21951	Autograph ABP	15/02/2024	£4,000 (10 days) to provide an eco audit.	4,000	Lydia Parr
20117	British Red Cross Society	22/02/2024	£192,500 over three years (£55,000; £65,100; £72,400) towards the Anti-Trafficking Casework Officer (London) salary (1FTE) and associated programme costs.	192,500	Lorna Chung
20116	British Somali Community	28/03/2024	£261,669 over five years (£48,314, £50,246, £52,254, £54,342, £56,513) to strengthen and extend project and activity support to refugees, asylum seekers and vulnerable migrants, most of whom will be Somali women, to improve skills and confidence to engage with the wider community and public services.	261,669	Lily Brandhorst
21266	BritSom	12/02/2024	£220,200 over five years (£41,900, £42,600, £43,900, £45,200, £46,600) for the full time salary of a case worker and associated costs of the advice and advocacy service.	220,200	Stella Brown
22392	Carers Trust	05/02/2024	£441,000 over five years (£87,560; £88,000; £89,700; £91,960; £83,780 etc) for the London Network Capacity Building Project Manager (f/t) and associated project running costs and management costs.	441,000	Lorna Chung



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22284	Chiswick House and Gardens Trust	04/03/2024	£2,600 (6.5 days) to provide an eco audit.	2,600	Lydia Parr
20579	Community Activities Project Ealing - CAPE	05/03/2024	£170,500 over 5 years (£32,000, £33,500, £34,200, £35,000, £35,800) towards the costs of supporting five additional psychotherapists.	170,500	Kate Halahan
21823	Connaught Opera	05/03/2024	£9,750 for 15 concerts in care homes, day centres and heritage sites for older people across London.	9,750	Lily Brandhorst
21230	Copleston Centre	15/02/2024	£4,400 to provide an eco audit.	4,400	Lydia Parr
20580	CRIPtic Arts	05/03/2024	A grant of £132,500 over two years (£64,700, £67,800) towards the Connect through Creativity project.	132,500	Kate Halahan
22642	Dallaglio RugbyWorks	25/03/2024	£74,723 towards the expansion of the RugbyWorks Girls programme targeted at disadvantaged and vulnerable girls; year 1: £23,937; year 2: £24,895; and, year 3: £25,891.	74,723	Kate Halahan
23330	Detention Action		£300,000 over five years (£57,648, £58,800, £59,976, £61,176, £62,400) to maintain the provision of practical and emotional support to people held under immigration powers in Heathrow's two Immigration Removal Centres, and prisons in the greater London area.	300,000	Clare Payne
23348	Development Through Challenge	26/03/2024	£3600 (9 days) to conduct an eco audit.	3,600	Lydia Parr
21213	Directory of Social Change	12/01/2024	£306,000 (£102,000 x 3) towards delivering a programme of events, courses, and digital resources for groups that are least able to access or afford support to build a stronger, more resilient London voluntary sector.	306,000	Hannan Ali

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22612	Disability Challengers	06/03/2024	£54,519 over three years (£16,471 £18,118, £19,930) towards the salaries of five playworkers.	54,519	Lorna Chung
21241	East European Resource Centre	22/02/2024	£282,180 over five years (£53,150, £54,745, £56,385, £58,080, £59,820) for 1.0 FTE Advice Programme Manager salary and contributions towards rent, utilities, IT licenses, office expenses, telephony and oncosts, to enable Eastern European migrants to receive outreach, advice and casework in the areas of housing, finances, health and social care.	282,180	Anneka Singh
23269	Face Front Inclusive Theatre Ltd	04/03/2024	£2,400 (6 days) to provide an eco audit.	2,400	Lydia Parr
21360	Farsophone Association in Britain	01/02/2024	£177,700 over 5 years (£35,540, £35,540, £35,540, £35,540, and £35,540) towards Administration costs with on costs and running costs.	177,700	Lara Rufus-Fayemi
21036	Find Your Voice CIC	15/02/2024	Funding £98,734 over three years (£39,436; £32,205; and £27,093) towards Find Your Voice's programme in Harrow to support disabled and learning disabled adults through music and wellbeing activities, and to facilitate their engagement in the local community.	98,734	Gerard Darby
22250	Finsbury and Clerkenwell Volunteers	26/03/2024	£55,255 over five years (£10,00; £10,500; £11,025; £11,575; £12,155) towards a part time Volunteer Services Co-ordinator and project costs to deliver and develop a range of services to prevent isolation amongst older people in south Islington.	55,255	Kate Halahan
22168	Focus on Labour Exploitation	15/02/2024	£77,000 over two years (£37,825, £39,175) continuation funding for 0.8 FTE Networks and Training Officer, outreach events, equipment and	77,000	Caspar Cech-Lucas



			overheads to improve the sector's capacity to identify and support people experiencing labour exploitation.		
21989	Friends of Ruskin Park	15/02/2024	£81,600 over five years (£13,500; £15,900; £16,600; £17,400; £18,200) towards Friends of Ruskin Park's greening and growing activity costs.	81,600	Lorna Chung
22056	Garden Museum	22/02/2024	£2,600 (6.5 days) to provide an eco audit.	2,600	Lydia Parr
22566	Global Generation	26/03/2024	£136,300 over three further and final years (£44,100; £45,420; £46,780) towards Growing Together, covering a 3 days/week Garden Manager, 2 days/week Community and Education Manager and related organisational overheads.	136,300	Anneka Singh
21436	Go Dharmic Welfare UK	22/02/2024	£366,520 over five years (£66,330; £69,650; £73,130; £76,785; £80,625) to contribute to the Operations Manager and Director salaries and the associated project costs of developing and the delivering the Feed Everyone food project in London.	366,520	Lydia Parr
22978	Greener and Cleaner	27/03/2024	£94,660 over 18 months (£69,993; £24,667) towards a thriving Climate Hub in Bromley to enable the transition to a more financially sustainable model by 2026 and to increase targeting of marginalised groups	94,660	Sandra Jones
22643	Hampton & Hampton Hill Voluntary Care	20/03/2024	£84,000 over 5 years (£15,300; £16,000; £16,800; £17,500; £18,400) towards. Providing inclusive, accessible, and welcoming services to support independence and tackle isolation in older people in the Hampton and Hampton Hill community.	84,000	Caspar Cech-Lucas
21899	Harrow Foodbank	13/03/2024	£46,500 over two years (£22,500; £24,000) towards the salary and on-costs of the Project Manager.	46,500	Lily Brandhorst



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21615	Havering Mind	27/03/2024	£374,000 over five years (70,000; 73,000; 75,000; 77,000; 79,000) for the salary and on-costs, reflective practice hours and professional development of a full-time Trauma Counsellor, in addition to a contribution to overhead costs.	374,000	Matthew Robinson
21031	Headway East London	13/03/2024	£188,500 over three years (£57,800; £66,400; £64,300) towards associated project costs to support Headway East London's public engagement programme, including a contribution towards the Public Engagement and Communications staff team.	188,500	Clara Espinosa
23107	Headway East London	14/03/2024	£393,000 over two further years (£189,000; £204,000) towards the continuation of a research project exploring the gaps in mental health provision for survivors of brain injury, and related policy work and professional training to create system-level change.	393,000	Nat Jordan
21475	Hear Us	15/02/2024	£146,110 (£71,600; £74,510) over two further and final years towards the salary cost of the WRAP Manager (17hpw) and WRAP Senior Advisor (17hpw) and associated running costs to deliver the Welfare Rights Advice Project.	146,110	Kate Halahan
22470	Her Centre Ltd	27/03/2024	£325,950 over 5 years (£61,390; £63,240; £65,130; £67,090; £69,100) for a full time specialist IDSPA, trauma-informed sessional counselling costs for 25 women annually and related project overheads.	325,950	Anneka Singh
21988	Hestia Housing and Support	22/02/2024	£191,440 over three years (£63,340; £62,765; £65,335) to contribute to the role of the Volunteer Coordinator for Project Cornerstone, a programme focused on building strong economic foundations	191,440	Lydia Parr



			for women and children fleeing to domestic abuse refuges in London.		
22330	HMDT Music		£185,810 over 5 years (£35,000; £36,050; £37,130; £38,240; £39,390) towards Music Treehouse.	185,810	Anneka Singh
23268	Home Start Camden & Islington	20/03/2024	£3,600 (9 days) to provide an eco audit.	3,600	Lydia Parr
21231	Home-Start Wandsworth Ltd	15/02/2024	£261,300 over five years (£48,500; £50,900; £52,900; £54,000; £55,000) towards a Senior Coordinator, a contribution to the Director's role as well as project costs.	261,300	Clara Espinosa
22211	Hoxton Trust	04/03/2024	£75,000 over two further and final years (£37,000; £38,000) towards the salaries and on-costs of a part-time legal advice worker and part-time Executive Director, and a contribution to overheads.	75,000	Matthew Robinson
22376	Intoart	04/03/2024	£114,750 over two further and final years (£55,750, £59,000) towards a 0.2 FTE Public Programme Director and a 0.4 FTE Programme Manager, as well as associated project and management costs.	114,750	Abi Sommers
21237	Isleworth Explorers Club	14/03/2024	£76,850 over three years (£27,550; £26,100; £23,200) towards the Inclusion Project Coordinator salary.	76,850	Lorna Chung
22420	Jazanne Arts CIC	13/03/2024	£40,000 over two further and final years (£20,000; £20,000) towards the costs of delivering a programme of professional and participatory theatre with older people.	40,000	Lorna Chung
22411	Kids Can Achieve	13/03/2024	£2,600 (6.5 days) to provide an eco audit.	2,600	Lydia Parr



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20319	Kisharon Langdon	27/03/2024	£155,550 over four years (£40,214 in year one, £37,988 in year two, £36,714 in year three and £40,634 in year four) towards salary and running costs, supporting the development of Child Hill Library as a community resource with increased volunteer and work opportunities for people with learning disabilities.	155,550	Sandra Jones
21691	LawWorks	05/03/2024	£299,700 over five years (£53,900; £56,400; £63,100; £61,700; £64,600) to continue, expand, and improve the aspects of the Not-for-Profits Programme that benefit Londoners.	299,700	Caspar Cech-Lucas
20536	Learn English Together in Merton	31/01/2024	£137,800 over two years (£67,840, £69,960) for 0.3 FTE Curriculum & Quality Manager, variable costs between 0.2 and 0.4 FTE towards the Director and the Administrator posts across the two years, sessional Teachers and sessional Creche Workers, room hire.	137,800	Khadra Aden
22231	Link Age Southwark	05/03/2024	£247,653 over five years (£44,630; £46,816; £49,317; £52,032 & £54,858) for salary cost of a full time Dementia Services Coordinator post, along with associated project costs including overheads.	247,653	Lara Rufus-Fayemi
23774	Locality	20/03/2024	£80,000 for the Connect element of the Bridge Programme to fund providers and support the delivery of the next phase of the programme alongside a review of work delivered to-date.	80,000	James Lee
22188	Local Village Network		£259,983 over five years (£48,000, £49,920, £51,917, £53,993, £56,153) to enable girls and young women who are at risk of exploitation, failing school and being left behind to take part in the 'Amplify Her' programme, which specifically addresses the need.	259,983	Clare Payne

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21806	MammaKind	15/02/2024	£35,000 (£21,000, £14,000) core funding to strengthen support to families with young children who are experiencing poverty in South-East London.	35,000	Caspar Cech-Lucas
19785	Mildmay Community Partnership	05/02/2024	£137,217 over five years (£25,717, £27,018, £27,581, £28,156 £28,745) towards the salary of the Food Co-Op Administrator.	137,217	Khadra Aden
21767	Minds United Football Club CIC	26/03/2024	£99,500 over 3 years (£30,850; £33,100; £35,550) towards sessional disability project co-ordinator, disability coaches, disability support worker, pitch hire, equipment and running costs.	99,500	Sandra Jones
20587	National Society for the Prevention of Cruelty to Children	09/02/2024	Funding of £190,275 over 3 years (£63,425, £63,425, £63,425) is recommended towards the cost of delivering NSPCC's Domestic Abuse Recovery Together (DART) programme in London to support mothers and children aged seven to fourteen who have experienced domestic abuse.	190,275	Khadra Aden
22646	Neighbourhood Church Beckenham	04/03/2024	£2,600 (6.5 days) to provide an eco audit.	2,600	Lydia Parr
21271	Our Second Home	11/03/2024	£73,425 over 2 years (£36,000, £37,425) towards the salary of the London Community Co-ordinator & for delivery of creative & leadership programmes for young refugees, and associated project costs.	73,425	Stella Brown
23080	PEER	12/03/2024	£2,200 (5.5 days) to provide an eco audit.	2,200	Lydia Parr
21893	Possible (referred to 10/6 Committee)	22/03/2024	£496,515 over three years (£170,853; £153,473; £172,189) to contribute to the Get Shady Project Manager salary and the associated street tree project costs.	496,515	Lydia Parr



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21841	Reach Volunteering	21/03/2024	£201,600 over two years (£95,200; £106,400) towards Reach Volunteering's London programme.	201,600	Lorna Chung
21309	Redthread	05/02/2024	£250,000 over five years (£45,900; £47,990; £50,180; £52,010; £53,920) for the salary of the Young Women's Worker (1FTE) based in St. George's Hospital and associated costs.	250,000	Lorna Chung
22463	SafeLives		£357,365 over three years (£116,130; £121,755; £119,480) to improve the domestic abuse support and protection available to migrant women across London's healthcare settings.	357,365	Lydia Parr
20571	Small Green Shoots	21/08/2023	£89,510 over two years (£47,710; £41,800) to develop and amplify youth voice and leadership on the challenges that limit young people's opportunities and careers in the creative industries. Funding of £47,710 in year 1 and £41,800 in year 2.	89,510	Anneka Singh
21402	South East London Arts Network	27/03/2024	£91,266 over 2 years (£44,520 year 1, £46,746 year 2) towards salary costs of two part-time facilitators and associated management costs to deliver an arts programme with training and support for those with severe and enduring mental health needs.	91,266	Sandra Jones
22412	Spark Inside	15/02/2024	£200,000 over five years (£50,000, £45,000, £40,000, £35,000, £30,000) towards staff salaries and core running costs of the charity.	200,000	Anneka Singh
22095	S Pinter Youth Project	05/03/2024	£77,400 over 2 years (£38,700; £38,700) towards three holiday play schemes for girls aged 5-16 living in Hackney and Haringey.	77,400	Lorna Chung
22556	St Johns Community	05/03/2024	£60,000 (£20,000 x 3) over three years to continue to provide regular exercise classes, free digital	60,000	Hannan Ali



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	Development Project		literacy support, and cost of living advice to senior citizens in South London.		
21206	St Joseph's Hospice Hackney	22/02/2024	£157,550 over three years (Yr1: £49,160, Y2: £51,074 and Yr3: £57,316) towards the Welfare Benefit Service Lead's salary, plus project costs and overheads.	157,550	Lara Rufus-Fayemi
21352	St Mary's Secret Garden	31/01/2024	£135,750 over five years (£25,250, £26,250, £26,500, £28,000, £29,750) towards a 0.5 FTE Community Gardener, as well as associated project and management costs.	135,750	Abi Sommers
21133	St Mary Magdalen with St Olave, St John & St Luke Bermondsey	15/02/2024	£4,000 (10 days) to provide an eco audit.	4,000	Lydia Parr
21069	Strength & Stem	01/02/2024	£103,000 over 3 years (Yr1 £33,850, Yr2 £34,575 and Yr3 £34,575 as a contribution towards staff costs with on costs and project costs including the Programme Director, Programme Coordinator and Progress Facilitator posts.	103,000	Lara Rufus-Fayemi
20407	Sycamore Trust U.K.	31/01/2024	£182,000 over three years (55,000; 62,000; 65,000) towards the staffing, activity and materials, publicity, and external evaluation costs of Sycamore Trust's lifeskills programme targeted at secondary school-aged autistic young people, in addition to a contribution to overhead costs.	182,000	Matthew Robinson
20608	Tailored Futures CIC	05/03/2024	£98,843 over 3 years (£31,377; £32,934; £34,532) towards the development of their Approved Premises in-reach programme to enable ex-offender gain employment. (Coordinator £26,057; £26,578; £27,109 1 FTE)	98,843	Lorna Chung



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21290	The Cardinal Hume Centre	09/02/2024	£398,500 (£75,000, £77,000, £79,500, £82,000, £85,000) towards improving long-term socio-economic outcomes for vulnerable migrant families with children and young people in crisis through free legal advice and representation to OISC Level 3.	398,500	Hannan Ali
23775	The Cranfield Trust	21/03/2024	£50,000 for the Connect element of the Bridge Programme to fund providers and support the delivery of the next phase of the programme alongside a review of work delivered to-date.	50,000	James Lee
21587	The Feathers Association	27/03/2024	£60,237 over 4 years (£20,303; £16,995; £12,575; £10,364) towards sessional youth workers, workshop costs, equipment costs and kits	60,237	Sandra Jones
21137	The Howard League for Penal Reform		£420,000 over four years (£105,000 x 4) towards improving justice and outcomes for Londoners engaged in and leaving the criminal justice system	420,000	Caspar Cech-Lucas
19825	The London Irish Centre	12/02/2024	£249,700 over five years (£44,400, £47,000, £49,800, £52,700 and £55,800) towards the costs of the newly formed support project sitting within the Information and Advice Service.	249,700	Khadra Aden
22464	The Media Trust (referred to 10/6 Committee)	21/03/2024	£282,675 over two years (£139,553; £143,122) for the Media Trust to work with a cohort of 10 City Bridge Trust grantees per year for on the "Telling Your Stories" project.	282,675	Lydia Parr
21537	The PCC of the Ecclesiastical Parish of St John the Evangelist East Dulwich	22/03/2024	A capital award of £47,147 in the financial year 2024/25 towards the funding of access improvements of the Goose Green Community Centre adjoining St Johns the Evangelist Church in East Dulwich. Conditional award to be made subject to the securing of match funding.	47,147	Anneka Singh



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20605	The Peoples Christian Fellowship	11/03/2024	£287,113 over five years (£61,973, £53,387, £54,780, £58,747, £58,226) to expand and add structure to existing food poverty activities for disadvantaged and vulnerable people in Haringey and surrounding boroughs.	287,113	Sandra Jones
22191	The Separated Child Foundation	06/03/2024	£25,000 over five years (£5,000 x 5) towards the costs of Club Class helping unaccompanied refugee children integrate by building knowledge, networks and life skills.	25,000	Kate Halahan
21518	The Social Change Nest CIC	11/03/2024	£416,500 over four years (£136,000, £113,500, £103,500, £63,500) towards recruiting and developing a Community Development Officer to enable SCN to expand its existing services and support, and develop new products and resources for early-stage civil society groups across London.	416,500	Hannan Ali
20148	Tikva	31/01/2024	141,418.00 over five years (£28,424, £28,297, £28,226, £28,212, £28,259) as a contribution to the salary and running costs of an activities programme for adult Charedi men with moderate to severe disabilities.	141,418	Lydia Parr
21393	Youth Action Alliance	22/03/2024	£326,000 over five years (61,505; 62,740; 64,630; 67,225; 69,900) towards the salaries of a Girls Project Lead worker (14.4 hpw), Travellers Project Lead (14.4hpw), Girls Support Worker (7.2 hpw) and associated project costs.	326,000	Stella Brown
Total	84			12,997,112	

Appendix 6b: Funds Approved under Delegated Authority or under Urgency (awarded 2024/25)

Funding Request	Applying Organisation	Assessment Approved Date	Grant Description	Awarded Amount (£)	Funding Manager
22311	Adult Training Network (ATN)	11/04/2024	Project funding to deliver holistic education and employability support to isolated adult refugees and asylum seekers to enable them to reach their full potential.	126,099	Stella Brown
21838	BeIEve UK	15/05/2024	£274,975 over five years (£46,528, £49,404, £54,933, £60,622, £63,488) to sustain and expand the Lead Her Ship programme, which delivers workshops to secondary school aged girls to increase their confidence, self-esteem, motivation to learn and career aspirations.	274,975	Clare Payne
19514	Bethnal Green Nature Reserve Trust (BGNRT)	11/05/2024	£100,000 over two years (£50,000; £50,000) to research and develop a community focused and accredited Urban Ecology course.	100,000	Lily Brandhorst
22431	Bipolar UK	11/04/2024	£246,846 over three years (£80,305, £80,740, £85,800) for 0.6 FTE Senior Peer Support Officer salary, 0.1FTE Peer Support Manager salary, 0.3 FTE Deputy CEO salary, set up and running of an Advisory group, delivery of the 'Could it be Bipolar?' campaign.	246,846	Sandra Jones
22158	Bonny Downs Community Association (BDCA)	11/05/2024	£2,400 (6 days) to provide a Refresher Eco Audit.	2,400	Lydia Parr
21284	CARIS Camden	07/05/2024	£83,600 over 5 years (£19,200; £19,200; £19,200; £15,500; £10,500) to provide structured support to children under 5 living in hostel accommodation for positive impact on children's developmental outcomes.	83,600	Stella Brown



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21216	Centre for Human Development	30/04/2024	£102,500 over three years (£32,700; £34,100; £35,700) over three years towards a contribution to the Director's salary, a part-time Project Co-Ordinator (10hrs p/w), tutor fees and related project costs.	102,500	Clara Espinosa
21743	Citizens Advice Brent	18/04/2024	£250,020 over five years (£45,000; £47,500; £50,000; £52,520; £55,000) for a full time Adviser and on-costs.	250,020	Anneka Singh
21533	Citizens Advice Richmond	11/04/2024	£267,480 over five years (£47,660; £51,777; £53,745; £56,170; £58,128) for the salary of a full time Manage Your Money Adviser and on costs.	267,480	Stella Brown
22140	Claremont Project (Islington)	11/04/2024	£212,000 over five years (£49,000; £46,500; £41,500; £39,500; and £35,500) towards Claremont's Project's services to isolated older people in Islington and neighbouring boroughs.	212,000	Gerard Darby
22427	Clean Break Theatre Company Ltd	17/04/2024	£4,850 for an access audit of Clean Break's building and to provide a design appraisal and accessibility training.	4,850	Annabel Bennett
19955	Dadihiye Somali Development Organisation	23/04/2024	£75,000 over 2 years (£36,700; £38,300) towards the costs of a FTE advice support worker and associated running costs.	75,000	Sandra Jones
21824	Edible Landscapes London	30/04/2024	£45,000 over three further and final years (£15,000 x 3) to fund 1.5 days p/w for the Project Co-ordinator.	45,000	Stella Brown
21176	Embrace Child Victims of Crime	11/05/2024	£200,910 over five years (£37,840; £38,970; £40,140; £41,380; £42,580) towards the costs of delivering emotional support, talking therapies and counselling to young victims of crime in London, parental support sessions to their families, and six referrer awareness sessions per year, with a contribution to clinical supervision costs and overheads.	200,910	Lily Brandhorst



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22657	Environmental Vision	11/05/2024	£234,845 over five years (£42,500, £44,625, £46,860, £49,200, £51,660) to fund 0.5 FTE Programme Coordinator, 0.15 FTE Regional Manager, Project Costs, Cross-school events and overheads in order to deliver in-school Essential Skills training to girls from economically disadvantaged backgrounds across London, in order to improve social mobility.	234,845	Kate Halahan
23832	Esmée Fairbairn Foundation	18/04/2024	£10,000 over 1 year towards commissioning research into the equitability of UK funding, using data collected through the DEI Data Standard. Co-funded with Esmee Fairbairn Foundation, Paul Hamlyn Foundation and Henry Smith Charity.	10,000	Lily Davies
22137	Evergreen Play Association	11/05/2024	£205,048 over five years (£38,930; £39,955; £40,987; £42,048; £43,128) (Inclusion playleader .6FTE and term time support .4FTE) towards the costs of the EPA's Inclusion Project for disabled children and young people.	205,058	Khadra Aden
23615	Facework Group Social Enterprise CIC	30/04/2024	£84,400 over three years (£3,400, £39,600, £41,400) to maintain and expand delivery of weekly employability training and tailored advice to refugees from Ukraine and Afghanistan.	84,400	Anneka Singh
22957	Family Volunteering Club	08/05/2024	£53,600 over five years (£9,700; £10,200; £10,700; £11,200; £11,800) towards delivering child-friendly volunteering sessions for children ages 0 - 9 working with a range of environmental / greening charities in Lambeth and Southwark.	53,600	Caspar Cech-Lucas
23427	George Green's Almshouses	17/04/2024	£2,400 (6 days) to provide an eco audit.	2,400	Lydia Parr
21183	Glyndon Community Group	18/04/2024	£48,900 over three years (£17,600, £15,300, and £16,000) towards the costs of chair-based exercise classes followed by lunch and social sessions.	48,900	Anneka Singh



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21970	Groundswell Arts	29/04/2024	£99,580 over two years (£49,790, £49,790) to cover the costs of running the creative wellbeing sessions, including session practitioners' and a production engineer's fees, a portion of the Artistic Directors' salaries, and a contribution to overheads.	99,580	Lily Davies
22104	HIAS+JCORE	20/05/2024	£93,000 over 2 years (£45,500; £47,500) towards salaries, hardship fund, safeguarding and training costs relating to the JUMP programme.	93,000	Lou Errington
22543	Ignite Youth	01/05/2024	£95,220 over three years (£29,300; £31,960; £33,960) towards The Rose Project, an after-school youth service and youth-led research for at-risk young women and girls aged 11-25 in Greenhill, Harrow.	95,220	Chloe Lloyd
22257	Illuminated Arts CIC	08/05/2024	£19,400 over two years (£9,700; £9,700) towards a programme of pocket making workshops with older people and those with dementia, and associated costs.	19,400	Lorna Chung
20581	Imix	11/05/2024	Funding is recommended for £225,100 over three and a half years (£40,000, £66,700, £70,200, £48,200) to support IMIX's storytellers work in London, supporting positive and responsible media narratives around the experiences of refugees and asylum seekers.	225,100	Maria Hughes
22221	Immediate Theatre	12/04/2024	£4,332 recommended for an accessibility audit and half day's training. Costing for training is part of a quote for a whole day including non-eligible fire marshal training.	4,332	Sandra Jones
22950	Irish Cultural Centre Hammersmith	17/04/2024	£4,000 (10 days) to provide an eco audit.	4,000	Lydia Parr

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21119	Islington Refugee and Migrant Forum (IRMF)	19/04/2024	£72,890 over three years (£24,300; £24,290 and £24,300) towards a programme of capacity building to small refugee and migrant-led groups in Islington.	72,890	Gerard Darby
21551	James' Place Charity	29/04/2024	£379,908 over five years (£69,570, £72,583, £75,901, £79,191, £82,663) to contribute to the salary of a new professional therapist for the London centre, direct office costs and management supervision and training, towards male suicide prevention intervention.	379,908	Cecile HyafilGuillerme
22396	Just Kidding	18/04/2024	£100,000 over five years (£20,000 x 5) to enhance and expand the Social Station service - a service for children with complex communication needs, autism, and social anxiety to help develop skills in a culturally supportive framework within the Jewish community.	100,000	Hannan Ali
23173	Kiln Theatre	12/04/2024	£2,400 (6 days) to provide an eco audit.	2,400	Lydia Parr
22236	Kingston Charitable Foundation	15/05/2024	£52,519 over one year (£52,519) towards the CEO's salary (0.6FTE), and other core organisational costs.	52,519	Lily Davies
22937	Kundakala C.I.C	25/04/2024	£49,900 over three years (£16,288; £16,586; £17,026) to contribute to the Make and Mend programme and associated costs.	49,900	Lydia Parr
20577	Law Centres Federation	29/04/2024	£472,600 over 5 years (£117,700; £137,400; £112,800; £50,000; £54,700) towards 0.4FTE Digital Lead, 0.5 FTE Data Lead and associated project costs.	472,600	Sandra Jones
21901	Limehouse Project Ltd	30/04/2024	£110,700 for a further and final two years (£54,900; £55,800) towards the costs of a FTE Universal Credit Support Worker and associated running costs	110,700	Sandra Jones

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22341	Little Angel Theatre	18/04/2024	£1,100 for access audits of Little Angel Theatre's two buildings, Little Angel Theatre and Little Angel Studios.	1,100	Anneka Singh
23195	Living Well International CIC	30/04/2024	£249,300 over three years (£79,080, £83,035 £87,185) for 0.3 FTE Service Manager salary, 200 Clinical Assessments (0.15 FTE), 600 Therapy hours and 12 Group sessions (0.55 FTE), with supervision, training management, recruitment, publicity and materials.	249,300	Clara Espinosa
21184	London Ambulance Charity	12/04/2024	£2,800 (7 days) to conduct an eco audit.	2,800	Lydia Parr
23806	London Funders	18/04/2024	£10,000 over one year (£10,000) towards the costs associated with CBF's participation in the Shared Due Diligence Pilot.	10,000	Caspar Cech-Lucas
23257	Luminary Limited	13/05/2024	£236,750 over four years (£55,750, £58,000, £60,250, £62,750) towards Luminary's employability support programme, as well as associated management costs.	236,750	Abi Sommers
22295	Maiden Lane Community Centre	29/04/2024	£317,500 over five years (£54,400; £62,900; £64,800; £66,700; £68,700) towards the salary of a part-time Project Manager and Senior Youth Worker (21hpw) and a Senior Youth Worker (14hpw) and other associated costs to deliver the Girls GLOW programme.	317,500	Kate Halahan
20562	Methodist Homes	26/04/2024	£170,000 over five years (£50,000, £45,000, £35,000, £25,000, £15,000) to contribute to the costs of a Gardening Services Manager and a Community Coordinator role to deliver a programme of Green Care at The Wilderness in Croydon.	170,000	Lily Davies
21044	Nafsiyat	11/04/2024	£283,247 over five years (£44,904, £56,716, £58,588, £60,521, £62,518) towards staffing,	283,247	Lily Davies



			delivery and overheads costs to provide psychosocial groups for marginalised and racialised North London communities, offering accessible and inclusive mental health services.		
21395	National Park City Foundation	11/04/2024	£264,395 over 4 years (Yr 1 £54,571, Yr2 £65,864, Yr 3 £70,192 and Yr 4 £73,768) towards the salary of a part-time Ranger Programme Manager and a part time Coordinator and associated costs; with a small contribution towards project costs in year 1.	264,395	Lara Rufus-Fayemi
22658	Nature Vibezzz	16/04/2024	£38,000 over two years (18,500; 19,500) towards the costs of delivering Forest School and nature conservation activities in London, including staff costs and related project costs.	38,000	Matthew Robinson
23147	Oasis Children's Venture	16/04/2024	£2,400(6 days) for an eco audit.	2,400	Lydia Parr
21903	Parent Club	25/04/2024	£127,805 over five years (year 1: £24,893, year 2: £24,980, year 3: £25,478, year 4: £25,986, year 5: £26,468) to support vulnerable families living in temporary accommodation in Hackney through a range of activities centred on a new Kitchen Club venue.	127,805	Lorna Chung
23495	Parish Church of St Matthew's	07/05/2024	£2,600 (6.5days) for an eco audit.	2,600	Lydia Parr
22251	Park Lane Stables RDA	20/05/2024	£87,802 over three years (£27,852.00, £29,244.00, £30,706) to cover the cost of the Assistant Yard Manager role at Park Lane Stable Riding for the Disabled Association (RDA) centre, which provides a wide programme of activities, including assisted riding.	87,802	Cecile HyafilGuillerme
21355	Pleasance Theatre Trust Ltd	11/05/2024	£149,600 over 12 months to contribute to capital works to enhance the environmental sustainability of Pleasance Theatre.	149,600	Lydia Parr

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21366	Power The Fight	15/05/2024	£303,407 over 5 years (£50,500; £55,650; £61,305; £65,596; £70,356) towards the salaries of the Clinical Lead (5 hpw), Senior Clinical Psychologist (5 hpw), Trainee Counselling Psychologist (5 hpw), Senior Practitioner (10 hpw), Youth Practitioner (10 hpw)	303,407	Stella Brown
22350	Protein Dance Limited	30/04/2024	£22,000 over six months towards the costs of taster workshops, a dance theatre residency and final performance and celebration event for refugees and asylum seekers.	22,000	Lily Davies
21160	Real DPO Ltd	30/04/2024	£185,478 over two years (£90,745, £94,733) towards a project co-ordinator, volunteer and access costs, project costs and associated overheads.	185,478	Lily Davies
22594	Redbridge Rainbow Community	13/05/2024	£66,520 over five years (£12,654; £12,584; £13,090; £13,750; £14,442) towards staff salaries and other core costs.	66,520	Lily Brandhorst
21580	Royal National Institute of Blind People	23/04/2024	£222,287 over five years (£40,229; £42,240; £44,352; £46,569; £48,897) towards the costs of casework provided by RNIB Sight Loss Advisors to blind and partially sighted people across London	222,287	Anneka Singh
22156	Ruils	30/04/2024	£111,800 over two further and final years (£55,200; £56,600) towards the salary of a part-time Transition Worker (28hpw), staff costs for management and administration and other associated costs to continue deliver Bright Futures in Richmond.	111,800	Kate Halahan
22891	Stanley Arts	17/04/2024	£5,200 (13 days) to provide an eco audit.	5,200	Lydia Parr
21632	St Augustine's Community Care Trust	23/04/2024	£210,653 (£43,745, £43,783, £43,429, £40,402, £39,294) for a Care and Support Manager and the associated project costs to continue supporting isolated dementia sufferers and their carers and extend reach to more marginalised older people.	210,652	Lydia Parr



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21783	Step Out Mentoring	08/05/2024	£61,898 over 3 years (Yr1 £19,635, Yr2 £20,616 and Yr3 £21,647) towards the salary of a Young Women and Girls Lead Worker, pro rata'd at 3 days a week.	61,898	Lara Rufus-Fayemi
21439	Step Up Hub	11/05/2024	£96,000 over three years (£32,000, £32,000, £32,000) towards a full-time advice worker.	96,000	Lara Rufus-Fayemi
21814	St Mungo Community Housing Association	11/04/2024	£370,000 over five years (£66,000 £70,000, £74,000, £78,000, £82,000) to provide access to expert, tailored immigration advice and support for migrants experiencing homelessness in London, as a path to ending their homelessness for good.	370,000	Hannan Ali
22426	Strength & Learning Through Horses	11/04/2024	£246,970 over three years (£79,900, £82,300, £84,770) for 0.4 FTE Lead Clinical Psychologist salary, 0.4FTE Clinical Psychologist salary, Supervision, Reflective practice, Rent, Equine Therapy-related costs and oncosts, for 450 young Londoners in crisis and unable to access talking therapies.	246,970	Sandra Jones
22240	Talitha Arts	18/04/2024	£77,000 over five years (£14,000; £14,700; £15,400; £16,100, £16,800) towards therapeutic arts courses for 92+ dementia patients, additional monthly sessions with participants, and community engagement activities.	77,000	Caspar Cech-Lucas
23380	The AHOY Centre	17/04/2024	£4,000 (10 days) to provide an eco audit.	4,000	Lydia Parr
22387	The Association of Visitors to Immigration Detainees	11/04/2024	£224,800 over five years (£40,318; £42,445; £44,862; £47,355; £49,820) for the salaries and on-costs of Network Development Officer (1.25days/pw), Member Development Coordinator (1day/pw), Co-director (1day/pw week) and associated costs to increase the ad	224,800	Stella Brown

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22491	The Garden Classroom	12/04/2024	£2,600 (6.5 days) to provide an eco audit.	2,600	Lydia Parr
21716	The Guild of Psychotherapists	30/04/2024	£332,000 over five years (£63,000; £67,000; £67,000; £67,500; £67,500) towards the low-fee clinic, which provides two years of once-weekly psychotherapy to low-income people in Southwark, Lambeth, and Lewisham.	332,000	Hannan Ali
21498	The Integrate Agency CIC	12/04/2024	£89,000 over two years (44,000; 45,000) for a full-time Community Fundraising Manager to deliver the #GrantPro programme of fundraising skills development, for individuals representing Lambeth charities and social enterprises.	89,000	Matthew Robinson
21142	The London Youth Games Foundation	18/04/2024	£100,000 over two years (£50,000, £50,000) towards scaling and delivering LYG33, the youth engagement programme designed by young people.	100,000	Hannan Ali
22942	The Parish of the Ascension, Lavender Hill	20/05/2024	£900 for an access audit of The Parish of the Ascension, Lavender Hill	900	Clara Espinosa
22438	The Purple Elephant Project	30/04/2024	£96,000 over three years (£32,000; £32,000 and £32,000) towards the salary of the chief executive to enable the Purple Elephant Project to expand its services to more children.	96,000	Gerard Darby
22593	The Raze Collective	30/04/2024	£43,000 over three years (£13,000; £14,300; £15,700) towards the Young Producers Club, a professional development programme for LGBTQ+ 18–25-year-olds.	43,000	Lorna Chung
20617	The Violence Intervention Project	19/04/2024	£175,000 over five years (£45,000; £40,000; £35,000; £30,000; £25,000) contributing core costs towards a Full Time (FT) Head of Therapeutic Operations, FT Funding & Operations Manager, FT CEO, and Part Time Business Manager, as well as general core costs.	175,000	Anneka Singh

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22662	Unseen (UK)	11/05/2024	£207,806 over three years (£66,360, £69,678 £71,768) to fund a proportion of multiple staff salaries (including Head of Helpline, Quality & Development Manager and Helpline Advisers - 1.0 FTE in total), office costs, interpretation and oncosts associated with supporting London-based potential victims of trafficking, through the Modern Slavery & Exploitation Helpline.	207,806	Anneka Singh
Total	76			9,610,049	

Appendix 6c: Funds Above £500,000 Approved at Funding Committee (awarded 2023/24)

Funding Request	Applying Organisation	Assessment Approved Date	Grant Description	Awarded Amount (£)	Funding Manager
23727	Esmée Fairbairn Foundation	12/02/2024	£5,000,000 towards the delivery of Local Motion over 7 years, 2024 – 2031, as a grant to Esmee Fairbairn Foundation. A place-led funding collaboration, working to tackle the causes of deep-rooted structural injustices facing people in towns and cities across the UK by exploring place-based change and ceding power to communities.	5,000,000	Samantha Grimmett-Batt
21165	XLP	04/03/2024	£614,500 over five years (£112,100, £117,400, £123,000, £128,300, £133,700) towards keeping young people in schools and out of criminal gangs through a Community Bus Project, Mentoring for Girls, Sports Team, and Arts Project.	614,500	Hannan Ali
22278	BBC Children in Need	04/03/2024	£1,090,000 over 4 years, for use toward onward grantmaking in the BBC Children in Need Child Poverty Impact model for work benefiting Londoners. The recommended sum includes £90,000 earmarked for administration cost over the same period.	1,090,000	Lara Rufus-Fayemi



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23042	The Prince's Trust	04/03/2024	Final £1m from the £10m Strategic Initiative previously approved to assist Young People from the most disadvantaged backgrounds and impact some of the most socially deprived areas of London.	1,000,000	Hannan Ali
Total	4			7,704,500	

Appendix 6d: Funds Above £500,000 to be Approved at Funding Committee (2024/25)

Funding Request	Applying Organisation	Assessment Approved Date	Grant Description	Awarded Amount (£)	Funding Manager
23445	London Youth	07/05/2024	£750k over three years (3 x £250k) to London Youth to support and strengthen London's grassroots youth organisations.	750,000	Caspar Cech-Lucas
Total	1			750,000	



Committee: Funding Committee of the City Bridge Foundation Board	Date: 10 June 2024
Subject: The Bridge Programme - Evaluation and Next Steps	Public
Report of: CBF Chief Funding Director	For Information
Report Author: James Lee, Bridge Programme and Total Assets Lead	

Summary

This report outlines the progress of the third phase of the Bridge Programme, through which a range of non-financial support is offered to funded organisations, under City Bridge Foundation (CBF), key learnings to date, the future direction of the programme and the most recent evaluation report.

Recommendation

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

- i) Note the update on the third phase of the Bridge Programme.
- ii) Note the Interim Review Report of the Bridge Programme – Review & Reset; and
- iii) Note the proposals set out in paragraphs 25 and 26 for further improvements to be made to the Bridge Programme.

Main Report

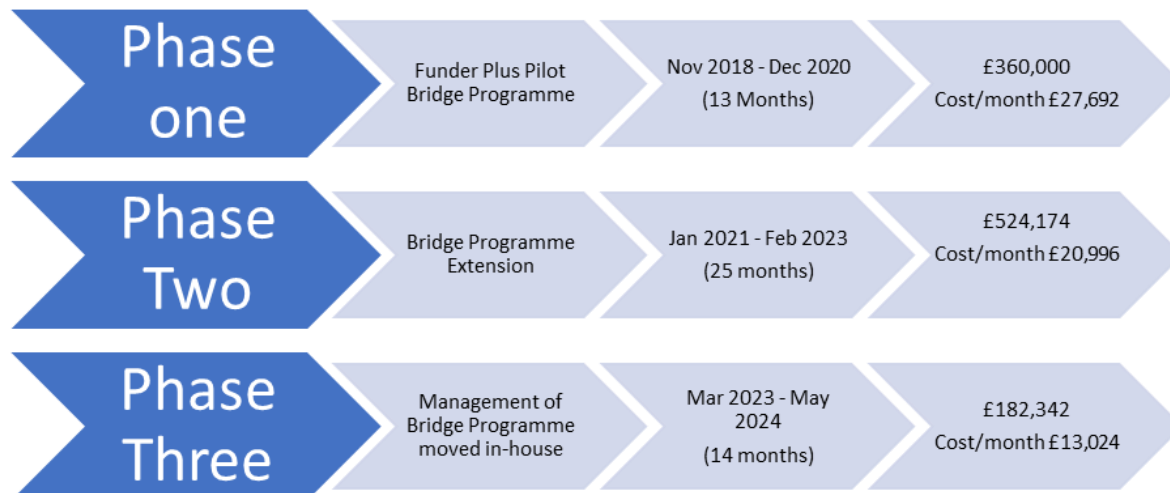
Bridge Programme Background

1. In September & November 2018, the CBF Committee agreed proposals to pilot a new Funder Plus offer, now referred to as the “Bridge Programme”. Through the Funder Plus offer, CBF has supported organisations with their development, provided access to learning and training opportunities, provided Access and Eco audits and utilised the charity’s convening power and networks. The model that was approved comprised a contract of £60,000 to Rocket Science, appointed as Learning Partner and Manager of the programme. Grants of £150,000 each were awarded to Locality and the Cranfield Trust to provide a diagnostics service and then to connect CBF grantees to appropriate providers of support services or to facilitate peer support/networking opportunities amongst grantees. Total initial costs were £360,000.
2. Around 30 of the Foundation’s funded organisations took part in the pilot which finished at the end of December 2020. The onset of Covid-19 in March 2020 caused a significant hiatus in the programme and affected the capacity of organisations to



engage. Despite Covid-19 disruptions, there was significant evidence to extend the pilot phase, contributing to Bridging Divides and supporting recovery for London’s civil society.

3. The evaluation of this first period¹ showed how those engaged on the programme received a high impact service. The report also recommended several enhancements to improve Programme Governance, Programme Delivery and Communications in particular.
4. In January 2021, the CBF Committee agreed to contribute £360,000 to extend the pilot of the Bridge Programme for a further two years. This included an additional grant of £150,000 to each of Locality and Cranfield Trust to continue to run the ‘Triage and Connect’ service; attend programme ‘test and learn’ meetings as well as learning events with funded organisations; and to hold a grants ‘pot’ that enable CBF grantees to purchase the support they need. The remaining £60,000 was used to procure Rocket Science as Learning Partner and Manager for the programme.



Current Position

5. Having received excellent guidance and support from Rocket Science throughout the first two phases of the Bridge Programme, the CBF Funding Committee agreed, in September 2022, that the management of the Bridge Programme should be taken in-house with effect from March 2023 and led by the Bridge Programme and Total Assets Lead, recruited at the end of October 2022, to better integrate and embed this work, as part of CBF’s core offer to funded organisations.
6. Since March 2023, considerable work has taken place internally and with Locality and the Cranfield Trust to build upon the good foundations of the Bridge Programme and enhance the support CBF can offer to funded organisations. CBF’s more active management of the Bridge Programme, has presented an opportunity to better

¹ Background Paper - Report to the City Bridge Trust Committee, entitled ‘The Bridge Programme Funder Plus Offer, dated 28 January 2021.



integrate and align the Bridge Programme with CBF's current strategic funding, future funding direction and emerging findings of the end-to-end review.

7. Alongside this internal work, CBF has found value in exchanging ideas with other funders and has spoken with colleagues at Lloyd's Bank Foundation, Paul Hamlyn and Esmee Fairbairn to ensure that the Bridge Programme is helpful, accessible and aware of other provision available to the sector.
8. This has led to an expansion of the broader funder plus offer around the Bridge Programme reflecting insights garnered through the Programme. The new initiative of 'Spotlight Talks' which are being delivered in partnership with the Impact and Learning Team are one example of this. They provide a platform for funded organisations to share their knowledge and expertise with other funded organisations. The first 'Spotlight Talk' was a success, attracting 55 attendees – more information can be found here: <https://www.citybridgefoundation.org.uk/news-and-blog/spotlight-talks-international-womens-day>.
9. Following recent papers to this Committee regarding strategic work on trans inclusion, mental health and suicide prevention, the Bridge Programme is now exploring and utilising how the learning from these initiatives can enhance its offer. This additional support might come in the form of one-to-many sessions to better equip organisations to combat online hate crime, suicide prevention training to bring an awareness of risk factors into their work.
10. In the last 15 months the programme has seen significant improvement in the uptake of support, thanks to efforts to better communicate this offer internally to funding managers (who account for nearly half of all referrals) and to promote this offer externally with the support of the comms teams. A recent survey of all CBF funded organisations shows that only 6.5% of respondents were not aware of the Bridge Programme, which speaks positively to the programme's general visibility.
11. CBF is now in a position to further iterate the offer of non-financial support available through the Bridge Programme. In line with the recommendations of the End to End Review, we are considering whether the Bridge Programme could be introduced at an earlier stage in an applicant's journey with CBF (See Recommendations 1 and 6 of the End-to-End Review Paper).
12. For the financial year 2023-2024, the Bridge Programme supported 47 of 50 applicants, representing 5.5% of CBF's active grants portfolio. As of May 2024, CBF has received 211 applications for support through the Bridge Programme and has delivered or is in the process of delivering support to 138 organisations. In addition to the one-to-one support available through the Bridge Programme, it has also delivered 28 one-to-many learning opportunities, attracting 297 attendees.



Year	2021-2022	2022-2023	2023-2024
Applications received	41	18	50
Applications supported	30	17	47
Applications not supported	11	1	3

Average provider costs for support on the most popular topics were:

Top 5	% of activity	Average cost
Strategic/business planning	22%	£3,010
Fundraising	18%	£1,892
Governance	12%	£2,563
Impact	11%	£3,686
Marketing/Comms	9%	£2,860

NB costs include VAT where applied but do not include Connector or other programme costs

Learning from the Bridge Programme

Management of the Programme

13. Prior to bringing the management of the Bridge Programme within CBF, colleagues at Rocket Science provided valuable reporting with suggestions for improvement. These included a clearer role for CBF in the management structure, a unified approach to data collection, and an expansion of available services.
14. We have addressed these needs during this third phase by appointing a dedicated internal programme lead, using a single data management source across the programme and expanding the offer based on feedback from our funded organisations.
15. A key principle of the programme at its inception was to ensure that the offer of capacity-building support was seen as independent from the offer of funding. “Clear blue water” between the Foundation and funded organisations was maintained by outsourcing the diagnostic elements of the programme.
16. Feedback from participants (**see Appendix 1**) in the Bridge Programme has indicated that the ‘clear blue water’ principle is not considered a high priority for those engaging in the programme. Through further discussions with funded organisations, the delivery partners and funding managers it is understood that this separation is not the best approach any longer, especially if CBF becomes more relational in its approach with funded organisations and actively learns from their involvement with the Foundation. To test this we adopted an ‘opt in’ approach to sharing information with CBF as recommended in a previous paper to this committee and have found that this has been taken up by every applicant to the Bridge Programme without exception.



Provider Pool

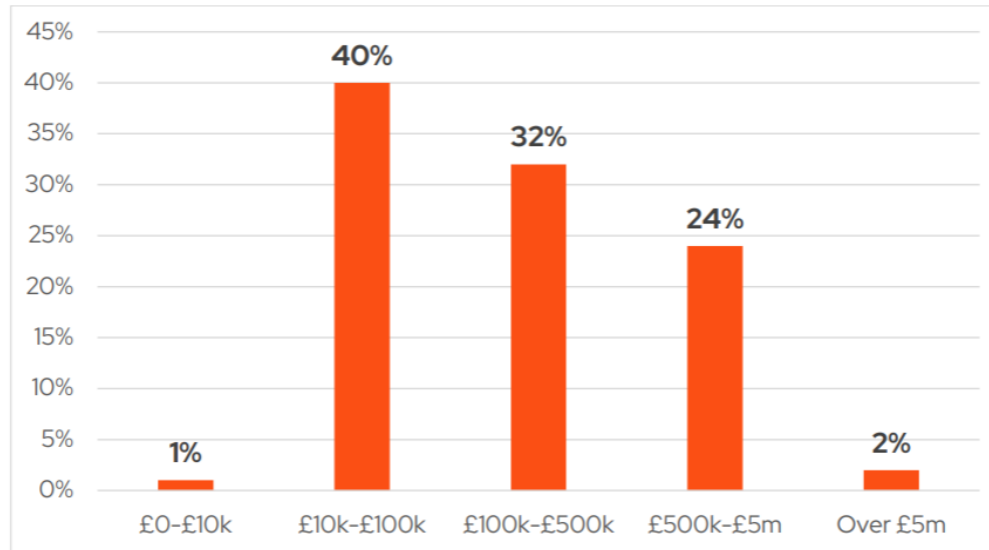
17. The pool of external organisations providing specialised support around different focus areas to Bridge Programme participants (frequently referred to as our 'Provider pool') was reviewed upon the recommendation from the pilot phase. A further eight Providers were added to the list of available resources. Digital support, guidance on diversity, equity and inclusion and legal support were all identified as areas which needed greater focus and remained a priority in filling during the second phase.
18. During the third phase, we have attempted to address the identified gaps by adding providers of legal support and digital expertise but recognise that there is still more work to be done to diversify the pool of services being provided through Bridge, both in terms of the support provided and the types of organisations providing support.
19. As we move to diversify the range of providers being used by the Bridge Programme, this also represents an opportunity to ensure CBF's funder plus offer reaches and is relevant to the broad range of CBF's work, particularly around social investment. Ongoing discussions with CBF's Funding Director and Social Investment Fund Manager and Social Investment Analyst and Relationship Manager are taking place to identify what is required for this evolving area of CBF's work.
20. To encourage more funded organisations to access the Bridge Programme, CBF must utilise a more diverse and representative range of service providers. This includes more civil society organisations, user-led organisations and B Corps (a business certified by B Lab to meet high standards of social and environmental performance, accountability, and transparency, balancing profit with purpose). Officers intend to prioritise this work in the next phase. A full list of all current providers and the frequency with which they are used can be found **at Appendix 2**.

Organisation Demographics

21. The Bridge Programme has reached a variety of voluntary and community sector organisations, many of which are smaller organisations within the CBF portfolio. A significant number of organisations supported were small organisations, with 73% of organisations supported having an annual income of less than £500k.



The largest percentage of those supported were small organisations, with income between £10,000 a year and £100,000 a year. 73% of those supported had income under £0.5m.



22. Almost all organisations (97%) were 20 years old or under. Approximately two fifths (39%) had been operating for 8-10 years. This presents a stark contrast to the findings during the pilot phase of the programme where approximately 60% of organisations had been in operation for over 20 years.

Impact

23. A survey we conducted in April/May of this year with all of our Funded organisations provides the following insights about the Programme:

- 76% of respondents agreed the programme easily provided the support they needed.
- 71% felt the programme supported their mission.
- 68.4% reported increased confidence in their roles.
- 65.7% reported increased confidence in leadership.

24. 60.5% felt the programme improved their service offerings. This shows that the apparent strengths of the programme's actual support process lie in its ease of access and relevance to organisations needs, as well as its leadership training, team and organisational management, and service delivery support offerings. It is noteworthy that, for all statements, negative responses do not exceed 13% (those who 'somewhat disagree' or 'strongly disagree'). We will learn from this feedback to continue improving the programme but overall this speaks to the good standard that the Bridge Programme already fulfils. Areas needing improvement include accessing support, resolving property issues, strengthening financial management, and monitoring social and environmental impacts. An interim report providing more detail on the learning from the Bridge Programme to date can be viewed **at Appendix 1**.



Proposals

25. Following points 14 and 15 regarding the principle of 'clear blue water' and considering the findings of the End-to-End Review, particularly recommendation 10 of that review: 'To connect Funding Managers more closely to the Bridge Programme', we propose exploring further integration of some aspects of the Bridge Programme into the core work of the funding team. Officers seek this committee's endorsement to explore this approach and return with detailed proposals on resourcing and capacity implications. At that stage, we will also generate proposals in alignment with the emerging findings of the Future Funding Direction around our broader funder plus and total assets offer beyond the Bridge Programme, building on the learning we have amassed over the last 18 months in this area.
26. It is also recommended that there is a comprehensive review of the current provider pool and a stated aim of moving towards using more civil society organisations and user-led organisations in line with our values around procurement. We know that the current provider pool is heavily weighted towards independent consultants and lacks representation from user-led organisations. Officers propose a target of having at least 50% of our expenditure on Bridge providers going to charitable and/or user-led organisations.

Conclusion

27. The Bridge Programme is a service that is clearly valued by the organisations that access it. Since its inception, CBF has continued to iterate the programme and our funder plus offer will continue to evolve in alignment with our future funding direction. The End-to-End Review (E2ER) contains many recommendations which could help to deliver a better standard of support through the Bridge Programme. The idea of having a closer relationship between Funding Managers and the Bridge Programme (E2ER Recommendation 10) and the possibility of introducing the Bridge Programme at an earlier stage in an applicant's journey with CBF (E2ER Recommendations 1 and 6) all merit exploration and speak to the Bridge Programme's position as a valued element of the relationships that CBF holds.

Background Papers

- Report to the City Bridge Trust Committee, entitled 'The Bridge Programme Funder Plus Offer, dated 28 January 2021.

Appendices

- Appendix 1 – Bridge Programme Review Interim Findings
- Appendix 2 – Bridge Programme Providers and their usage

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Bridge Programme Review & Reset

Stage 1 Report Summary of Findings

22/05/2024

Cranfield Trust & Locality

Summary Report of Findings

1. Context and Objective of the 'Review & Reset'
2. Communications
3. Supported Organisations
4. Support Provided
5. External Comparison
6. Engagement and Progress with Bridge Programme
7. Support Providers
8. Different Models of 'Funder Plus' Programmes
9. Findings from the Bridge Programme Survey
 - a. Who participated?
 - b. Concerning Programme Visibility and Communications
 - c. Concerning Organisational Capacity to Participate
 - d. Concerning Impact of Support on Organisations
 - e. Concerning Connectors and Providers
10. Recap of Recommendations

Context and Objective

- Locality and Cranfield Trust are carrying out a **review of City Bridge Foundation's Bridge Programme of 'Funder Plus' support** for grantee organisations. Launched in 2017, the Bridge Programme offers grantees support across a range of management and technical topics.
- The report covers work from **Phases 1 and 2 of the review**, as follows:
 - Data on grantee organisations which have accessed support to date
 - Types of support delivered, progress in providing support and barriers to take up
 - Provider organisations
 - Review of learning reports from the Programme
 - Different models of funder plus support
 - Preliminary findings from a survey that was sent to City Bridge Foundation grantees
- This presentation provides a summary of key findings from the review and recommendations on what City Bridge Foundation can consider to enhance the Bridge Programme, as well as opportunities for further exploration and research for the next stage of the review

Supported Organisations

- Since the programme started, 211 contacts from 207 organisations have been made to explore the possibility of support. **138 organisations have received or are receiving individual support.**
- **The number of organisations contacting the Programme has been low**, in comparison to the overall number of CBF grantees in the Programme period.
- **Stronger communications activity** thanks to the support of the CBF communications **team is raising awareness of the Programme**, which is already having an impact in terms of demand:
 - 109 organisations had been supported to end January 2024, a further 29 have come forward since then. → **A significant jump from approximately 22 organisations a year to 29 organisations within a single quarter.**
- **Who's been participating in the Bridge Programme?**
 - 63% of Bridge Programme participants are medium and small size organisations (turnover of £500K or less) → only 2% are micro-entities (turnover of £10K or less)
 - Support has been concentrated in 10 boroughs: Lambeth, Southwark, Brent, Camden, Croydon, Hackney, Lewisham, Newham, Tower Hamlets, Waltham Forest and Wandsworth. → **7 of these are Inner London Boroughs**
 - Organisations are very diverse in their missions and focus areas. 17 sectors have been identified with organisations working in 'Health and Well-being' being the largest (13%)

Support Provided

- Support provided has covered a wide range of topics. The flexibility of the Programme and the wide-ranging capabilities of the Providers mean that we have been able to respond to a varied range of requests. Most/least popular topics were:
- **Top 5 Support Topics**
 - Strategic/business planning 25%
 - Fundraising 19%
 - Governance 10%
 - Impact 10%
 - Marketing/Comms 5%
- **Bottom 5 Support Topics**
 - Finance/Financial management 4%
 - Mentoring 4%
 - IT 4%
 - EDI 1%
 - Merger support 1%
- Strategic and business planning is a widely held need in voluntary organisations, and there is a good range of options for organisations to obtain this support, from both pro bono/volunteering organisations and from paid consultants.
- The cost structure of the Bridge Programme, including working through commercially paid Providers, may not be the most cost-effective option for providing this type of frequently accessed support.

Support Provided

- Other topics which may **be able to be accessed on a pro bono/lower cost basis** are impact measurement, finance/financial management, merger support, communications and marketing and governance support.
- **Fundraising is a difficult skill set to access at low cost**, there are few options for charities in need of fundraising expertise, so provision through the Bridge Programme is particularly valuable. **Support around equity, diversity and inclusion is also difficult to access free of charge**, although other funders have had offers of support in this area.
- **The Bridge Programme could be one of a smaller number of options for charities to access these vital and valuable areas of support without cost.**
- **Average Provider Costs for Top 5 Support Topics**
 - Strategic/business planning: £3,225
 - Fundraising: £2,295
 - Governance: £3,988
 - Impact: £3,357
 - Marketing/Comms: £2,848

Opportunity to promote support on hard to access topics and perhaps integrate aspects of them into more popular offerings

Communications

- **Programme Communications:**
 - The Programme relies on CBF's communications functions to promote its offer of support to grantees.
 - Regarding how organisations contacting the programme found out about it:
 - 46% found out through direct recommendation **from Grants Manager/CBF contact**
 - 21% found out through the **website**
 - 13% through the **newsletter**
 - 6% through **CBF events**
 - Grants Manager recommendations are not in line with the initial aims of the Programme, which included distancing support activities from grant relationships, but as the Programme has developed, this 'clear blue water' approach has been relaxed.

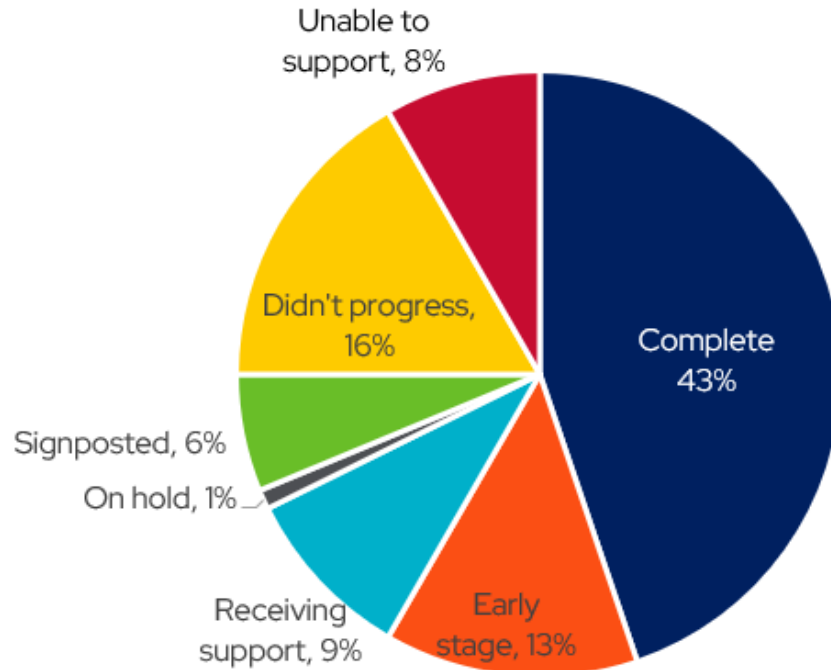
Engagement and Progress with Bridge Programme

- **Regarding engagement:**
 - Of the 211 enquiries made by organisations to participate in the Bridge Programme, **16% didn't progress their enquiry through to full conversations with the Connectors.** This group simply became unresponsive following their initial enquiry, despite repeated attempts to follow up by the Connectors.
 - **2% cited lack of capacity as the reason for not taking up support.** Lack of capacity is an important issue, as organisations may have critical concerns or issues to address, but feel unable to address them.
 - At an early stage of the Programme, **offering 'backfill' funding was considered,** to support some additional capacity for grantees, **but this has not been implemented.**
 - **6% of organisations contacting the Programme were signposted to other help,** outside the Bridge Programme. These were largely grantees of the LCRF programme, which were not eligible for full support, but which could attend the webinars and events delivered through the Bridge Programme.

Opportunity to explore 'light-touch' support offerings for organisations to compensate for potential lack of capacity among grantees.

Engagement and Progress with Bridge Programme

- **Regarding Progress of Support:**
 - Of the 138 organisations which have actively engaged with support:
 - 43% (59 organisations) have completed support activities
 - 9% were under way with support activities at end April 2024
 - 13% were just starting on the process of accessing support – reflecting the number of organisations (29) which have come forward to the Programme in the last three months.



Support Providers

- **Some Providers have been more active** in the programme than others, although overall, **the list has been well used.**
- 15 Providers have delivered one support activity only. While the range of Providers has covered the needs of grantees well, **it would be worth reviewing the Provider pool to explore whether additional areas of expertise are needed**, and to agree the best approach to recruiting, managing and engaging Providers.
- While a substantial number of charities have been engaged as Providers, **the largest volumes of activity overall have been delivered through independent consultants and commercial consultancy firms.**

There is a need to develop mechanisms to enable us to receive feedback on providers and reassess the provider pool to make sure all areas are covered sustainably and with consistent approaches to support. There is also an opportunity to engage with other charities and VCSE agents to have them act as support providers to their peers, and to explore the role of the connector organisations in providing some support.

Different Models of 'Funder Plus' Programmes

- Nine different programme structures have been identified from Cranfield Trust's and Locality's experience and through research. The different structures are:
 1. 'Connector' Programme (Bridge Programme's current model)
 2. Grants Manager Programme
 3. Collaborative Pro Bono Programme
 4. Single Provider Open Programme
 5. Single Provider Structured Programme
 6. Informal Referral to Funded Provider
 7. Independent identification of Support
 8. Start Up Support
 9. Specialist focus
- The different models need discussion: It is difficult to rate them in terms of overall 'success' as each funder is likely to have a slightly different approach and ambition for their programme, and a different scale of activity. Details and research of each model have been incorporated in the Appendices of the full report.

Findings from the Bridge Programme Survey

- **Who Participated in the Survey?**

- To more accurately assess the Bridge Programme's effectiveness and accessibility, a survey was developed and sent out to past and present City Bridge Foundation grantees.
 - **In total 78 organisations participated in the survey:** 63 completed the survey (80.7%) and 28 partially completed it (19.3%).
 - **Registered charities composed the overwhelming majority** of the survey's respondents (67.9%)
 - Regarding their size: **60.2% of respondents had a turnover of £500K or less**, only 1 respondent (representing 1.2%) had between £0-£10K → **consistent with research of supported organisations. Some participants have commented on their belief that start-ups inclusivity within the Bridge Programme is an issue**
 - The top 3 themes through which participants received funding were: Children and Young People, 13 orgs; London Community Response Fund, 11 orgs ; Migrants, Refugees and people seeking asylum, 8 orgs → **Receivers of LCRF funding were not considered eligible for full support.**

Findings from the Bridge Programme Survey

- **Who Participated in the Survey?**

- To more accurately assess the Bridge Programme's effectiveness and accessibility, a survey was developed and sent out to past and present City Bridge Foundation grantees.
 - **60% of the organisations who responded to the survey were either led by specific communities of identity or provided support to specific groups.** The majority focused on Older People and/or Children and Young People (20 orgs.), disabled people (16 orgs.), and communities experiencing racial inequality (12 orgs). Only one organisations focused on LGBTQ+ community members, and 5 worked with faith communities. → **there is an opportunity to contact these often-excluded groups for more detailed feedback**
 - **18 of the surveyed organisations worked 'London-wide'**
 - **Inner London is strongly represented among the respondents, with 9 of the 12 inner boroughs within the top 50% areas of work.** → **consistent with earlier research on supported organisations and there is definitely an opportunity to enhance engagement with VCSE agents focusing on Outer London boroughs**

Findings from the Bridge Programme Survey

- **Concerning Programme Visibility and Communications**
 - **Only 6.5% of respondents (5 respondents) were not aware that non-financial support was available to them through the Bridge Programme**, which positively speaks to the programme's general visibility to grantees .
 - Of the 71 respondents who were aware, however, **28 did not take up support through the programme (39.4%)**.
 - **8 of the 28 did not have the staff/resources to engage with the programme (25%)**
- **Opportunity:**
 - While grantees are aware of the programme and its general aim to provide non-financial support, there is room for improvement in how the Programme is communicated. **Clarity on eligibility, kinds of support and the programme's process need to be communicated more clearly.**
 - **These enhancements could also come hand in hand with other recommendations in the report regarding comms:** firstly, promoting skills development in critical areas (financial management, EDI, merger support) and, secondly, promoting opportunities to receive support in areas which are usually expensive to access (fundraising, EDI)

Findings from the Bridge Programme Survey

- **Concerning Organisational Capacity to Participate**
 - 7 of the 28 who did not take up support said it was due to **lack of staff/resources to engage with the programme (25%)**
 - 3 did not have **the time to engage (10.7%)**
 - 2 also stated it had to do with **internal capacity issues (7.1%)**
 - **This reveals that 42.8% were unable to take advantage of the Bridge Programme due to internal capacity issues (lack of time, staff and/or resources).**
- **Opportunity:**
 - Similarly to earlier research, internal capacity concerns were found to be **a key barrier to organisations' engagement with the programme.**
 - Findings from the survey give additional weight to the recommendation that some **short input/light touch support may be needed** to provide immediate help with grantees' problems, rather than in depth and time-consuming consultancy being the main offer.
 - CBF are open to the Connectors using their own services within the Programme (as Providers) and **this could apply to substantial support and to new 'light touch' support offers**

Findings from the Bridge Programme Survey

- **Concerning Organisational Capacity to Participate**
 - When asked about what would make them more likely to participate in the Bridge Programme, respondents provided a variety of answers, but 2 trends were identified:
 - Some respondents (8 of them) stated that **additional support to compensate for the lack of time and internal capacity to participate** would enable them to participate, **one respondent also suggested that an ‘attendance fee’** would be advantageous (to be paid to prospective organisations as incentive to join). Another proposed childcare to allow working parents to join.
→ **measures to enhance ‘substantial support offerings’?**
 - 2 of the respondents wanted a clearer understanding of what support is available to them through the programme. → **additional research for enhancement of comms**
 - One respondent specified that they thought the programme was not inclusive of start-ups, which could also speak to the low participation of micro-organisations in the survey → **consistent with earlier research, micro-organisations rarely participate in Bridge Programme though they could be found to be most in need of substantial support. Can ‘light touch’ strategies and perhaps compensatory mechanisms help increase their engagement?**

Findings from the Bridge Programme Survey

- **Concerning Impact of Support on Organisations**
 - **43 of our respondents participated in the Bridge Programme's support offerings (56.5%).** 38 of them provided feedback on their experience through the programme.
 - **Top 5 strengths of the programme** (percentage represent those who either somewhat agree or strongly agree with the statements below):
 - Easily providing grantees with the support they need (76%);
 - Supporting organisations to be better able to work toward their mission (71%);
 - Raising the confidence of organisation members/teams in their own roles (68.4%);
 - Raising the confidence of organisation members in their leadership (65.7%);
 - Improving organisations' offers to their beneficiaries (60.5%)
 - This shows that the apparent strengths of the programme's actual support process lie in its **ease of access and relevance to organisations' needs**, as well as its **leadership training, team and organisational management, and service delivery** support offerings.
 - This is consistent as well with the general trend within the program: **support in governance, strategic/business planning, and marketing/comms are the most provided**

Findings from the Bridge Programme Survey

- **Concerning Impact of Support on Organisations**

- It is noteworthy that, for all statements, negative responses do not exceed 13% (those who 'somewhat disagree' or 'strongly disagree'). **This speaks to the good standard that the Bridge Programme already fulfils.** That said, there is always room for improvement:
 - Potential lack of consistency with support provided on the same themes: the programme was surprisingly weakest with 'Finding it easy to access the support they needed' (13%) and 'Resolving issues to do with property through the support' (13.1%). This shows that some of the programme's best strengths are also simultaneously weaknesses, which could hint of a lack of consistency in the programme.
 - The programme is seen to be weakest for the following support types: impact monitoring and evaluations, financial management, and premises/property support. → **the programme has provided a lot of support with premises/property and with impact and evaluations, but perhaps there's room to enhance them. Financial management is has had low take up – and it's something that charities need but they don't always know they need, so there is an opportunity to promote this more strongly.**

Findings from the Bridge Programme Survey

- **Concerning Impact of Support on Organisations**
 - Regarding their ability to retain what they learnt:
 - 52.6% of surveyed programme participants were able to.
 - 31.5% were only partially able to do so.
 - 15.7% were not able to.
 - Many respondents believed that, due to time pressure, **they were not able to fully incorporate the findings and lessons from the support they received.** Some of the respondents also expressed **difficulties coming from their own resource limitations.**
- **Opportunity**
 - Providing **follow-up support** for Bridge Programme participants to help tackle ‘new issues’ identified through initial support process and to support with retention of learnings
 - **More strongly promote support topics that are important but typically not requested, and to incorporate aspects of these ‘neglected’ topics in more commonly wanted support** (for example: tackling financial management in business planning support)
 - **Evaluation of each support activity** provided to ensure that organisations are able to implement advice

Findings from the Bridge Programme Survey

- **Concerning Impact of Support on Organisations**
 - When asked about what they would change about the Bridge Programme, suggestions were diverse. Below are the respondents' most recurring suggestions:
 - A key issue for many was the slowness of the referral process and the long time that communications/responses can take. **They propose that a streamline referral process and a quicker response rate would enhance the programme. → Need to explore connector and provider capacity to investigate response rates, also review the systems used for charities to submit requests, and programme information management**
 - Many believed there was little opportunity for exchange and feedback after the programme. Additional work with consultants/providers to apply and/or monitor proposed changes from the support would be very helpful, and an opportunity to return for additional support or feedback would also be appreciated. **→ Feedback could be integrated in follow-up support**
 - 2 believed that the programme should be longer **→ Unclear about how specifically, but integrating follow-up support and feedback would address this issue**

Findings from the Bridge Programme Survey

- **Concerning Connectors and Providers**
 - Of the 37 surveyed grantees who did participate in the Bridge Programme, 24 of them took up the offer of 1-2-1 consultancy support.
 - Cranfield was the connector for 13 of them, Locality for 6. Four of the respondents could not remember or did not know who their connector was.
 - 14 different support providers were identified through the survey, which shows that surveyed respondents received support through a very diverse range of providers.
- **Experiences with connectors were very positive:**
 - 69.5% of respondents strongly agreed that they met with the connector happened in good time, 8.6% somewhat agreed.
 - As for the connector's ability to understand their issues: 56.5% strongly agreed and 17.3% somewhat agreed with the statement.

Findings from the Bridge Programme Survey

- **Concerning Connectors and Providers**

- **Concerning support providers**, the majority of respondents also had positive experiences. Providers' weakest points were associated with the following statements:
 - My organisation achieved the outcomes we needed from the support: 43.4% strongly agreed and 13% somewhat agreed
 - My organisation was stronger for having worked with this support provider: 39.1% strongly agreed and 17.3% somewhat agreed.
 - I felt like I had enough time with my support provider: 43.4% strongly agreed and 17.3% somewhat agreed
- **There is therefore an opportunity to consider the following recommendations:**
 - Developing its post-completion process to get feedback from providers and grantees.
 - Providers could also be given guidance: making advice clearly actionable and practical for the organisations, taking their size into account.
 - Providers should receive feedback on their approach so they can reflect and improve
 - Follow-up support opportunities will also enable grantees to benefit from a longer and more holistic support process

Recap of Recommendations and Opportunities

- **Communications:**
 1. Improve how the Programme is communicated. Clarity on eligibility, kinds of support and the programme's process need to be communicated more clearly.
 2. Promote skills development in critical areas (financial management, EDI, merger support).
 3. Promote opportunities to receive support in areas which are usually expensive to access (fundraising, EDI).
- **Support Provision:**
 1. Explore light-touch support packages that can be more widely and easily accessed by grantees to overcome lack of capacity to engage with more structured support.
 2. Explore other methods to compensate for lack of capacity.
 3. Develop robust feedback loops that would enable connectors, providers and the Bridge Programme team to improve and grow. Could also be used as evidence base for guidance.
 4. Explore follow-up support offerings, especially for organisations that have identified new challenges as a result of original support
 5. Incorporate elements of 'less requested' support types into 'more popular' offerings

Recap of Recommendations and Opportunities

- **Provider Pool:**
 1. Investigate potential to engage more VCSE sector providers in the programme
 2. Reassess provider pool to make sure all support areas are covered sustainably (for example: only having one provider for premises support could create delay in some grantees receiving support if multiple organisations are interested)
 3. Consider connectors' capability as providers
- **Additional Research Opportunities for the Review:**
 1. Contact grantees for more detailed feedback on their experience of the process: if there were delays, when did they happen? Why did so many believe communications was slow and inconsistent?
 2. Contact grantees of specific types or size to see if they had a unique perspective on the programme: for example, faith organisations and LGBT+ led organisations, which seem to be quite a minority amongst grantees
 3. Explore ways to improve engagement of organisations located in outer London boroughs
 4. Explore ways to improve engagement of micro-organisations and start-ups

Thank You!

Full reports are available on desk research and on the survey findings. They will also be integrated as a combined report for the final stage of the Review & Reset.

Please note that survey findings rely on data collected by April 30th, 2024. Survey was left open until May 13th, 2024 and has now been closed. Final findings from the survey will be incorporated in the next stage but we expect that trends identified here will largely be reaffirmed.

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Appendix 2 - Bridge Programme Providers and their usage

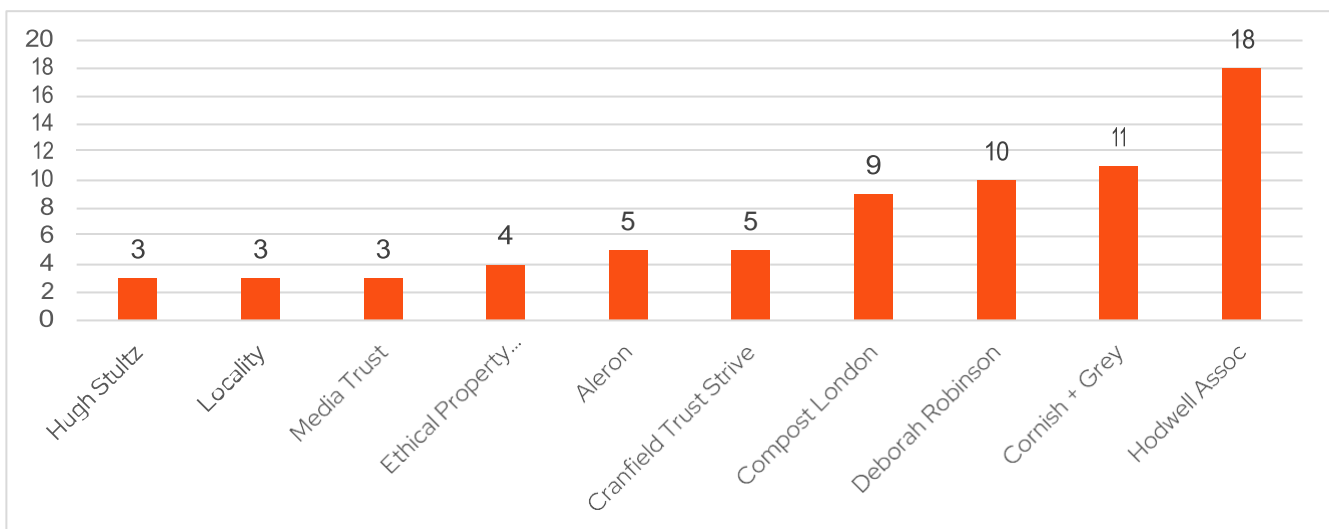
The opportunity to become a support Provider was advertised by CBF and a mix of paid consultants and voluntary sector organisations responded. These were screened by CBF, Rocket Science, Cranfield Trust and Locality to ensure that there was a suitable skill mix to cover anticipated requests for support.

In considering each request for support, the Connectors decided which Provider would be best suited to working with the grantee, this was agreed in discussion with the grantee. A full list of Providers is at the end of this document.

Some Providers have been more active in the programme than others, although overall, the list has been well used (see Appendix for Providers actively involved in the Programme). Of the Programme's top activity areas:

- **10** different Providers have delivered support in strategic/business planning.
- **5** Providers have supported fundraising projects
- **7** Providers have carried out governance support projects
- **4** different Providers have delivered impact support

The graph shows most active Providers across all topics (by number of support activities delivered):



15 Providers have delivered one support activity only. While the range of Providers has covered the needs of grantees well, it would be worth reviewing the Provider pool to explore whether additional areas of expertise are needed, and to agree the best approach to recruiting, managing and engaging Providers. Active Providers cover a range of different types of organisation/individuals:

- 11 are registered charities
- 7 are companies
- 6 are independent consultants
- 3 are CICs

While a substantial number of charities have been engaged as Providers, the largest volumes of activity overall have been delivered through independent consultants and commercial consultancy firms. There is an opportunity for the Bridge Programme to have a wider impact by increasing engagement with Providers which are voluntary organisations, to ensure that funds are being reinvested directly in the sector.

LIST OF APPROVED PROVIDERS

Bold text shows providers which have been actively involved in the Programme.

Ade Sawyerr	Independent Consultant
Aleron	Management Consultancy
Anti-Tribalism Movement	Registered charity
Beth Crackles/Cracking Charity Support	Independent Consultant
Black Fundraisers UK	Charity – part of Institute of Fundraising
CAN Invest	Registered charity
Compost London CIC	CIC
Cornish and Grey	Consultancy
Cranfield Trust	Registered charity/volunteering organisation
Deborah Robinson	Independent Consultant
Ethical Property Foundation	Registered charity
Getting on Board	Registered charity
Hodwell Associates	Management Consultancy
Hugh Stultz	Independent Consultant
Julia Slay Consulting	Independent Consultant
LEAP Fundraising	Fundraising Consultancy
Lev Pedro & Associates	
Lightful	Digital Consultancy Company
Lin G Consulting	Independent Consultant
Locality	Registered charity
Media Trust	Registered charity/volunteering organisation
NCVO	Registered charity
No Stone Unturned	Fundraising Consultancy
NPC	Registered charity
Pastel Digital	Digital Company
Reach Volunteering	Registered charity/volunteering organisation
Revolving Doors Agency	Registered charity
Sarah Goddard (Fundraiser Sarah)	Independent Consultant
Shared Assets Ltd	CIC
Sporting Assets	Management Consultancy
The Foundation for Social Improvement	Registered charity – now closed
The Social Investment Consultancy	Consultancy company
The Ubele Initiative	CIC
Tulba Consulting Limited	Management Consultancy
Vicky Ling	Independent Consultant
Voluntary Action Lewisham (Metro)	Registered charity

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