



Funding Committee of the City Bridge Foundation Board

Private Agenda
Tuesday, 2 December 2025



**CITY BRIDGE
FOUNDATION**



Date: TUESDAY, 2 DECEMBER 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Nighat Qureishi (Chair)
Deborah Oliver (Deputy Chair)
Deputy Paul Martinelli
Deputy James Thomson CBE
Jannat Hossain
Holly Piper
Cliff Prior
Karin Woodley

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

**Simon Latham
Acting 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 and Strategy

1. APOLOGIES

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

3. MINUTES

To agree the public minutes and non-public summary of the meeting held on 10 September 2025.

For Decision
(Pages 7 - 12)

4. OUTSTANDING ACTIONS*

Report of the Town Clerk.

For Information
(Pages 13 - 14)

5. CHIEF FUNDING DIRECTOR'S UPDATE REPORT

Report of the CBF Chief Funding Director

For Information
(Pages 15 - 22)

Finance

6. BUDGET MONITORING REPORT FOR CBF FUNDING ACTIVITIES: PERIOD ENDED 30 SEPTEMBER 2025

Report of the CBF Finance Director

For Information
(Pages 23 - 28)

Bridging Divides - Funding Applications

7. GRANT FUNDING ACTIVITY

Report of the CBF Chief Funding Director

For Information
(Pages 29 - 48)

8. LOCAL MOTION

Report of the CBF Chief Funding Director

For Information
(Pages 49 - 58)

Other

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

10. 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).

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For Decision

Part 2 - Non-Public Agenda

Governance

11. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 10 September 2025

For Decision
(Pages 59 - 68)

Standing With Londoners- Funding Policy

12. STANDING WITH LONDONERS: UPDATE ON ROLL OUT AND IMPLEMENTATION

Report of the CBF Chief Funding Director

For Decision
(Pages 69 - 78)

13. STRATEGIC TRANSITION AWARD: DISABILITY JUSTICE FUND

Report of the CBF Chief Funding Director

For Decision
(Pages 79 - 88)

14. PRINCIPLES OF FUNDING EMERGENCY IN THE SECTOR

Report of the CBF Chief Funding Director

For Decision
(Pages 89 - 92)

Social Investments

15. SOCIAL INVESTMENT: SALAD MONEY

Report of the CBF Chief Funding Director

For Decision
(Pages 93 - 104)

16. SOCIAL INVESTMENT: RESOLUTION VENTURES FUND

Report of the Chief Funding Director

For Decision
(Pages 105 - 116)

17. SOCIAL INVESTMENT PORTFOLIO REPORT

Report of the CBF Chief Funding Director.

For Information
(Pages 117 - 128)

Bridging Divides - Funding Applications

18. PIPELINE OF STRATEGIC INITIATIVES*

Report of the CBF Chief Funding Director

For Information
(Pages 129 - 138)

Other

19. 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

The Confidential Items 20 - 21 are provided separately in the blue Confidential Agenda pack.

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CITY BRIDGE
FOUNDATION

FUNDING COMMITTEE OF THE CITY BRIDGE FOUNDATION BOARD

Wednesday, 10 September 2025

Minutes of the meeting of the Funding Committee of the City Bridge Foundation Board held at Committee Rooms, West Wing, Guildhall and via Microsoft Teams on Wednesday, 10 September 2025 at 11.00 am

Present

Members:

Deputy Nighat Qureishi (Chair)
Deborah Oliver (Deputy Chair)
Deputy Paul Martinelli
Deputy James Thomson CBE
Jannat Hossain
Holly Piper
Cliff Prior
Karin Woodley

Officers:

Simon Latham	- Acting Managing Director of City Bridge Foundation
Catherine Mahoney	- CBF Communications & Engagement Director
Caroline Reeve	- CBF Head of People
Sacha Rose	- CBF Chief Funding Director
Geraldine Page	- CBF Associate Director of Learning and Operations
Tim Wilson	- CBF Associate Director of Social Investment and Social Enterprise
Matthew Robinson	- Enterprise Support Programme Manager
Abi Sommers	- Programme and Partnerships Lead (Economic Justice)
Nkechi Adeboye	- Social Investment Analyst & Relationship Manager
Anne Pietsch	- Chief Lawyer, Comptroller and City Solicitor's
Rebecca Roberts	- CBF Associate Director Programme and Partnerships
Emma Horrigan	- CBF Data Analyst
Joseph Anstee	- CBF Acting Head of Strategy & Governance
Callum Southern	- CBF Acting Governance Manager

1. APOLOGIES

No apologies were received.

2. **DECLARATIONS OF INTEREST**

Cliff Prior declared his standing interest by virtue of his previous role as Chief Executive Officer at Unlimited and indicated he would recuse himself from any discussion about Unlimited.

Sacha Rose declared her standing interest in Item 16 due to her role as a previous employee of the School of Entrepreneurs and noted her directorship of Collaboration Circle.

3. **MINUTES**

The Chief Funding Director indicated that the line “who were subject to the NRPF policy” was incorrect.

The Committee agreed to the removal of the aforementioned wording.

RESOLVED – 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, that the public minutes and non-public summary of the meeting held on 9 June 2025 be agreed as a correct record, subject to the removal of the aforementioned wording.

4. **OUTSTANDING ACTIONS***

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

RESOLVED – 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) Noted the report.

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

The Committee considered a report which provided an update on key areas of activity. The Chief Funding Director informed the Committee that all *Bridging Divides* applications had now been assessed and there was a handful where a decision was outstanding.

RESOLVED – 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) Noted the report.

6. **BUDGET MONITORING REPORT FOR CBF FUNDING ACTIVITIES: PERIOD ENDED 30 JUNE 2025**

The Committee considered a report which provided a financial update on CBF Funding activities for the period 1 April 2025 to 31 July 2025 and an updated forecast for the financial year ending 31 March 2026.

RESOLVED – 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) Noted the contents of the report.

7. GRANT FUNDING ACTIVITY

The Committee received a report which provided details of funds approved and rejected under delegated authority since the last meeting of the Funding Committee in June through to 18 August 2025, as well as the remaining 2025/26 grants budget, the grants spend to date and for this meeting by London Borough compared with the Multiple Index of Deprivation and any grant variations that had been approved under delegated authority.

The Chief Funding Director noted that, with the implementation of Standing with Londoners, standardised templates aligned to the policy would come to the Committee in future.

The Chair queried as to whether the understanding of heat maps would be adapted. The Chief Funding Director indicated it was important to understand geographical spread, instances of deprivation, and officers were currently working on standardised reporting.

A Member cautioned that IMD deprivation statistics on a borough-wide basis might not outline who recipients of funding were and considered whether it would be useful to see a breakdown at a ward level. Officers recognised the IMD data was out of date and the government was currently adapting its data collection approach. Some analysis on wards rather than Borough had been done and officers offered to share that data, however, as granular data on where beneficiaries were had not been asked for, that was a key bit of data that was missing.

An element of reporting back on grants awarded was suggested by a Member to analyse where funding was being distributed on an annual basis. Officers noted that a portfolio reporting template was being developed for the *Standing with Londoners* programme and would be shared with Members for input and confirmed the possibility of capturing data at a more detailed level would be explored.

RESOLVED - 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) Received the report and noted its contents.

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

There were no questions or any other business.

9. **EXCLUSION OF THE PUBLIC**
RESOLVED – 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).
10. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 9 June 2025 be agreed as a correct record.
11. **FUNDING OPERATIONAL RISK REGISTER**
The Committee considered a report of the CBF Operations Director.
12. **STANDING WITH LONDONERS: ACCESS TO JUSTICE**
The Committee considered a report of the CBF Chief Funding Director.
13. **STRATEGIC TRANSITION AWARDS**
The Committee considered a report of the CBF Chief Funding Director.
14. **STRATEGIC TRANSITION AWARD - RECOMMENDATION FOR FUNDING TO SAMARITANS**
The Committee considered a report of the CBF Chief Funding Director.
15. **STANDING WITH LONDONERS: CATALYSING CHANGE – IMPLEMENTATION PRINCIPLES IN FUNDING ADVOCACY & CAMPAIGNING**
The Committee received a joint report of the CBF Communications & Engagement Director and the CBF Chief Funding Director.
16. **ENTERPRISE SUPPORT PROGRAMME DELIVERED BY SCHOOL FOR SOCIAL ENTREPRENEURS AND PARTNERS**
The Committee considered a report of the CBF Chief Funding Director.
17. **SOCIAL INVESTMENT PORTFOLIO RISK**
The Committee considered a report of the CBF Chief Funding Director.
18. **SOCIAL INVESTMENT PORTFOLIO REPORT**
The Committee considered a report of the CBF Chief Funding Director.
19. **PIPELINE OF STRATEGIC INITIATIVES***
The Committee considered a report of the CBF 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 were no non-public questions or any other non-public business raised whilst the public were excluded.

21. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on 9 June 2025 be agreed as a correct record.

The meeting ended at 1.28 pm

Chair

Contact Officer: Callum Southern
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Funding Committee of the City Bridge Foundation Board – Outstanding Actions, December 2025

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.	10 September 2025	Guidance on the exclusions of the new Funding policy to be reported to December Funding Committee Meeting.	Sacha Rose	2 December 2025	2 December 2025	Funding Guidance has been developed and is available for review within the Chief Funding Directors report. A briefing note on the new policy and it's first program have also been circulated ahead of the committee.	

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 2 December 2025
Subject: Chief Funding Director Update	Public
Report of: Sacha Rose, 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 funding updates about *Access to Justice*, *Communities for Children*, Strategic Transition Awards, the transition portfolio, Propel/Collaboration Circle, Anchor, social investment and social enterprise development. There are EDI updates on racially equitable investment, the racial justice community of practice, and the racial justice audit of grants. The report includes impact and learning updates covering the progress of the service design and end-to-end review, the learning programme for the team and operations.

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) **Note the contents of the report**

Main Report

Funding Updates

1. Access to Justice – The first round of the Access to Justice (ATJ) programme was soft launched on CBF's website in late October, featuring headline information to alert the sector of upcoming funding, followed by formal launch on 10 November, coinciding with the release of the full funding guidelines and criteria. This was followed by a webinar with 300+ attendees, and the offer of pre-application calls throughout November and December.
 - a. Access to Justice webpages are available here:
<https://www.citybridgefoundation.org.uk/funding/access-to-justice>
 - b. A downloadable PDF of the Funding Guidelines including eligibility criteria are available here:
<https://www.citybridgefoundation.org.uk/assets/documents/Funding-guidelines-Access-to-Justice-Round-One.pdf>
2. It is expected that CBF will make 20-25 awards in this initial round, with awards being made in early 26/27. This will also serve as a live test of the charity's new streamlined processes and the implementation of End-to-End review recommendations, laying the groundwork to scale up and accelerate delivery in future rounds.



3. Officers are progressing work on wider *Standing with Londoners* roll out an implementation for 2026/2027, distributing £25m. Following CBF's 'Blueprint for Programme Design', officers will work closely with key stakeholders and partners to refine the focus of CBF's offer under each justice area, ensuring co-design and that equity and impact is prioritised. Further details along with an indicative timeline is provided in Agenda Item 12 – Standing with Londoners: Update on Roll Out and Implementation.
4. Communities for Children – The December 2023 Funding Committee and March 2024 Board approved a £1.09m award over four years to BBC Children in Need to support the London delivery of *Communities for Children* (formerly the Child Poverty Impact Model). Now a £15m+ multi-funder initiative and the first of its kind in the UK, *Communities for Children* tackles child poverty through place-based, systemic change in ten UK locations with each area receiving up to £1.5m over five years via a lead organisation. It builds local partnerships that enable community leaders, voluntary organisations, and young people with lived experience to co-design and deliver practical solutions to the root causes of poverty. The programme aligns strongly with *Standing with Londoners* through its focus on collaboration and systems change. Unlike traditional grant-making, the programme invests in collaboration, innovation, and systems change to break cycles of intergenerational poverty. It also aims to influence local and national policy and amplify community voices.
5. The programme was launched in September 2025 with an introductory blog [here](#). CBF is working to help shape the programme model and the focus areas for London delivery.
6. Impact Economy Business Roundtable at 10 Downing Street – Following the launch of HM Government's 'Office for the Impact Economy' by the Prime Minister on Monday 10 November, the CBF Chief Funding Director was invited to a roundtable on Thursday 20 November to discuss how the Government could partner effectively with impact funders.
7. Strategic Transition Awards – The September 2025 Funding Committee agreed to reserve up to £10m for a programme of Strategic Transition Awards (STAs) supporting the sector for the period between the closure of Bridging Divides and the full opening of Standing with Londoners. The same meeting endorsed the first STA, £1.1m to the Samaritans, to develop its regional approach and partnership working in London. This award was approved by the CBF Board.
8. A further £2m recommendation for work supporting d/Deaf and disabled Londoners is included on the agenda for today's meeting. Officers will bring the remaining STA recommendations to the next meeting of the Funding Committee or (where individual awards are for £500,000 or less) under delegated authority.
9. Transition Portfolio – During August and September, the Funding Team conducted a comprehensive review of all 1,637 active and pending *Bridging Divides* grants recorded in Salesforce, assessing alignment with the *Standing with Londoners* funding policy. The aim was to ensure that grants aligned with the new policy could



be held by the Programme and Partnerships Team for ongoing management, while those less aligned would be overseen by the Transition Team.

10. From this review, 1,062 grants were initially identified as suitable for the Transition Team. Following a detailed assessment of aged grants and a data cleansing exercise, this number has since reduced to 651. Officers anticipate a further reduction to 484 grants by April 2026 as older grants reach their end dates.
11. Updates will be provided for the Committee on the steps being taken to ensure transition portfolio organisations receive high-quality support, and on how we are capturing learning from their work to inform our funding practice.
12. Propel / Collaboration Circle – Final grant agreements between City Bridge Foundation and Collaboration Circle were in place at the end of September 2025. Assessments for the first Cohort of Long-Term Grants took place during the autumn, with the Propel Funding Committee approved grants to 11 organisations to the value of £10.2m (three organisations were unsuccessful). The next Cohort of applications will be received in December with assessments taking place in early 2026.
13. Anchor – In September, one-to-one learning interviews were held with each funded organisation, as well as a dedicated learning session to introduce Cohort Two to the Anchor Programme’s learning themes already explored by Cohort One.
14. In October, an Anchor learning event took place at Camley Street Natural Park. This event brought together the CBF funding team, Anchor funded organisations, systems thinkers and leading trusts and foundations to reflect on the Anchor Programme’s learning journey and explore how long-term, transformative funding can drive systems change. Anchor leads have started a learning group with some funders to continue discussions on key learnings around long-term core funding.
15. Anchor Leads will be working closely with CBF’s Impact and Learning (I&L) team to review Cohort One’s first-year reporting and survey the experience of funded organisations using the bespoke Anchor Impact and Learning forms. These insights will help refine the I&L process before Cohort Two begin reporting on first year activities in early 2026.
16. Social Investment – As of September 2025, CBF has committed approximately £7.07 million, representing 32% of its social investment allocation, with a portion of this capital still subject to legal completion. A further £2.5 million of investment recommendations is included in today’s papers, alongside a pipeline of warm prospects totalling £6-7 million, with recommendations expected in early 2026. These opportunities focus on affordable housing and community-led green infrastructure.
17. Since the last Funding Committee meeting, two investments have been approved under delegated authority and 24 organisations have been considered for social investment, with nine yet to confirm a funding ask. For the remaining fifteen, total requests amount to £14.34 million, averaging £956,000. Pipeline themes include disability inclusion and neurodivergence; specialist housing for disabled, refugee,



and racially minoritised women affected by domestic abuse; activation of “meanwhile” spaces for community use; and employment pathways for young people and refugees.

18. Officers have engaged in a range of sector events to strengthen CBF’s profile, inform pipeline development, and support investment recommendations. This included attending Foundervine pitch events and Accelerator Showcases, which provided insight into the organisation’s support for business owners and informed the associated investment proposal. Officers also attended Resolution Ventures’ WorkerTech portfolio event, engaging with ventures in the fund and gaining insight into the ecosystem convened by the fund manager.
19. CBF officers participated in activities led by ACF’s Social Impact Investors Group (SIIG), including sessions on climate investment, child poverty, and the quarterly Social Investment Showcase. One officer also chaired a peer learning session for foundation representatives exploring deeper engagement with social investment.
20. Engagement on equity and inclusion included attendance at BUD Leaders’ roundtable on equitable funding, an event on the Future of EDI in Social Investment, and Do It Now Now’s networking event for Black-led social enterprises and charities. Officers also attended the Fair4All Finance “Delivering Financial Inclusion Together” conference, which explored strategies to expand access to fair finance.
21. The Social Investment Analyst and Relationship Manager attended the Social Enterprise World Forum in Taipei, participating in a workshop on social investment best practice and hearing from global foundations on trust-based approaches to funding. The Associate Director for Social Investment and Enterprise also attended the opening of West Ham United Foundation’s community venue, a project supported by a £600,000 investment from CBF.
22. Social Enterprise – The £2m pilot programme of enterprise grants and support approved at September’s Board and Funding Committee meetings and being delivered by the School for Social Entrepreneurs, remains open for applications to London VCSEs until mid-December. The 60 recruited groups will receive up to £19k each in start-up and match trading grants, paired with capacity building support to increase their earned income.
23. Locality, a current funder-plus provider for CBF, have been awarded a small development grant to undertake a survey of and conduct interviews and focus groups with CBF-funded organisations, to gauge current levels of earned income among the cohort, and explore opportunities and barriers to developing this further. The results will inform the design of a programme of enterprise development focused exclusively on CBF’s portfolio of over 1,000 grant holders, as a tailored layer of support additional to their grant. CBF will co-produce the programme; prioritising support for the Strategic Transitions sub-cohort will be one of several considerations. A full proposal will be brought to the Funding Committee in 2026.



24. Officers are currently exploring the potential for a programme of enterprise support targeting the Women and Girls and VAWG sector, as part of a Strategic Transitions Award. A further investment in enterprise support which aligns closely with one or more of Standing with Londoners' four justice areas will be recommended to Funding Committee in the second half of 2026.

Equity, Diversity and Inclusion (EDI) Updates

25. Racially Equitable Investment – CBF agreed a £20,000 contribution, as a strategic initiative using remaining funds under Bridging Divides, towards the costs of work done by the Impact Investing Institute on racially equitable investment. The work has national scope and CBF's award is proportionate to the assumed London benefit. Joseph Rowntree Foundation is providing the balance of funds. The work has good alignment with the economic and racial justice visions under *Standing with Londoners*.
26. Racial Justice Community of Practice – This year, CBF joined the *Ten Years' Time* Racial Justice Community of Practice—an initiative bringing together Grant Making Trusts and Foundations across the UK to embed racial equity across investment, grant-making, governance, and operations. In support of this commitment, we have established a cross-organisational Change Team, co-sponsored by Sacha Rose, Chief Funding Director, and Nadia Khalaf, Chief Operating Officer. The team includes representatives from across the CBF staff group and is currently undertaking a series of assessments to inform the development of an accountability framework. This framework will set out key goals and activities to guide our racial equity work over the next three years, which we look forward to sharing more in due course.
27. Racial Justice Audit of Grants – CBF took part in this year's Funders for Race Equality Audit (Audit 5) and will be part of the results that they will soon publish. This will allow us to benchmark ourselves against our funding peers. Internally we are reviewing the data, which has highlighted that ongoing participation in the audit will give us excellent insight into the equity impact of our new funding policy. It has also highlighted several other topic areas for discussions, especially given the focus under Access to Justice on led by and for organisations, which is a key metric in the audit.

Impact & Learning Updates

28. Service Design and End-to-end Review Implementation – The first round of the Access to Justice programme is serving as a live test of new streamlined processes, embedding End-to-End review recommendations. Early feedback from applicants and partners will inform further refinements, with the aim to scale up and accelerate delivery in future rounds.
29. The team are progressing the remaining E2E recommendations, focusing on simplifying application and reporting requirements, and enhancing pre-application support (including pre application calls and the Strengths & Risks tool). Monitoring dashboards are being developed to track applicant experience and internal efficiency.



30. Impact and Learning – Programme teams have adopted justice-area-specific learning questions to guide funding decisions and sector engagement. Annual learning visits and structured conversations are replacing lengthy reports, reducing administrative burden while deepening insight into funded organisations' experiences. A workshop on learning reports and the new impact and learning approach for committee and board members was held on 14 October 2025.
31. The Funding Team continues to develop and apply a theory of change, providing a clear framework for how funding, collaboration, and learning activities are expected to deliver social justice for marginalised Londoners. This approach helps clarify goals, test assumptions, and inform programme design and impact measurement.
32. Learning Programme for the Team – The Funding team continue to participate in structured learning activities, including sessions led by external facilitators to support participatory learning and professional development.
33. The team participated in a BRAP Anti-Racism in Action training day on 17 November 2025, supporting the development of anti-racist principles and practice across the organisation.
34. A learning survey was conducted across the team providing a representative picture of skills, knowledge, and confidence across the team. The results will be used to shape and inform the training programme for 2026, ensuring future learning activities address identified needs and priorities.
35. An Equity Partners session is scheduled for 27 November 2025, dedicated to the development of our Funder Plus programme. The meeting will bring together our key equity-focused staff to discuss programme design, share insights, and plan next steps.
36. Media Coverage – Since the last Funding Committee meeting on 8 September 2025 there have been 115 items of City Bridge Foundation media coverage. The refurbishment of Blackfriars Bridge topped our coverage with 43 mentions, largely across BBC channels but also reaching an international audience.
37. In social investment news, CBF got 23 mentions for our support of West Ham United Foundation's multi-million-pound redevelopment of their community hub the Foundry, which is expected to expand the club's reach to more than 60,000 people a year through 35 programmes, delivering an estimated £75m of social value over the next five years.
38. Our funding of a new GreenSeas Trust recycling bin at Canary Wharf, to tackle plastic pollution, received nine items of coverage and our collaborative partnership with BBC Children in Need, Pears Foundation, The Hunter Foundation and the National Lottery Community Fund on the £15m Communities for Children fund to tackle child poverty received five mentions.



39. Operations – Salesforce remains central to operational delivery, supporting application tracking, coding, and reporting. The Funding Team conducted a comprehensive review of all active and pending Bridging Divides grants recorded in Salesforce, assessing alignment with the Standing with Londoners funding policy.

40. Data accuracy and user training are ongoing priorities to ensure consistent assessment and portfolio management. The CRM retender is scheduled for October 2026, with procurement strategy under review.

Conclusion

41. This report provides a high-level summary of CBF activities since the Funding Committee last met in September 2025. 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

CBF Chief Funding Director

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 02 December 2025
Subject: Budget Monitoring Report for CBF Funding Activities: Period End 30 September 2025	Public
Report of: CBF Finance Director and CBF Chief Funding Director	For Information
Report author: Sufia Begum, Finance Business Partner	

Summary

This report provides a financial update on CBF Funding activities for the period 1 April 2025 to 30 September 2025 and an updated forecast for the financial year ending 31 March 2026.

CBF Funding's approved expenditure budget is £46.7m, comprising of £42.2m allocated to grant commitments, £4.2m to operational costs, and £0.3m to central recharges. The revised grants commitments forecast for the year is £50.1m. Further details are provided at paragraphs 3 to 13 of this report.

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) **Note the contents of the report.**

Main Report

Background

1. In support of the budget monitoring oversight responsibilities of the Funding Committee of the CBF Board, this report presents a financial update on funding activities and the latest financial forecast for the year.
2. CBF holds a grant-making designated fund which represents surplus income set aside for funding grant-making activities. At the beginning of 2025/26, the grant-making designated fund held £69.9m, including £62.1m available to be awarded as grants or for the costs of grant-making, and a £6.8m notional year end accounting adjustment for the net present value of grant liabilities, as required under the SORP, but which is not available for spending. This represents an annual allocation of £17.7m together with funds remaining from prior years' regular allocations, alongside £44.5m remaining from the £200m uplift approved in March 2020. Appendix 1 sets out the grant-making designated fund available for awarding as grants and the cost of grant making (excluding accounting adjustments).

CBF Funding's Actual Spend v Budget

	Year to Date 30 Sep 2025			Annual - 2025/26		
	Actual	Latest Approved Budget	Variance	Forecast Outturn	Latest Approved Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Grant Commitments						
Grants	(15,232)	(17,230)	1,998	(50,082)	(42,200)	(7,882)
Total Grant Commitments	(15,232)	(17,230)	1,998	(50,082)	(42,200)	(7,882)
Operational Costs						
Employees	(1,443)	(1,575)	133	(3,130)	(3,132)	2
Consultants	(150)	(237)	87	(484)	(484)	-
Supplies & Services	(121)	(185)	64	(528)	(529)	1
Total Operational Costs	(1,714)	(1,997)	284	(4,142)	(4,145)	3
Recharges	(177)	(173)	(4)	(177)	(347)	170
Total Expenditure	(17,123)	(19,400)	2,277	(54,401)	(46,692)	(7,708)

- At the end of September 2025, grant commitments were £15.2m against the year-to-date budget of £17.2m. The variance of £2m is due to *Bridging Divides*. A surge of applications was received just before the deadline, and these are still being processed.
- Following reviews, the grant commitments forecast for the year has been revised to £50.1m against a budget of £42.2m, with the increase utilising funds already held within the designated fund. The revised forecast considers the analysis of the first two quarters grant commitments, current assessments in hand, and funding programs planned for the remainder of the year.
- Propel is projected to have £17.6m commitments in 2025/26 with the bulk being the £16.1m grant awarded to Collaboration Circle for aligned grantmaking in quarter three. The remaining spend (only approx. £1.5m) relates to the final grants awarded in the previous aligned grants rounds. New grants under Propel will be administered via Collaboration Circle from 2025/26.
- Final *Bridging Divides* grants are being issued with £13.2m forecast for the year and £11.4m of this already committed as at 30 September 2025.
- Strategic Transition Awards of £10m are forecasted to begin in quarter three of 2025/26.
- Commitments through the Access to Justice grants programme are scheduled to start in 2026/27.



9. The forecast for the remainder of the year also includes a £1m grant conditionally awarded under the Anchor programme (which has otherwise closed) and a potential £2m spend on crisis and emergency projects, which will be rolled forward into the 2026/27 budget should no such need arise during the financial year.
10. Detailed analysis of the grants committed to date can be found within the Grant Funding Activity Report.

Operational Costs

Employee Costs

11. The Funding team restructure is complete. Year to date, we are reporting an underspend of £131k, primarily due to recruitment timing, with two posts remaining vacant since the start of the year. Employee costs have been forecasted to align with budget by year end as new fixed term positions are filled, but a residual underspend may remain.

Consultants Fees and Supplies and Services

12. Consultants' fees and Supplies and Services spend are tracking to budget.

Recharges

13. This heading includes activities undertaken by the City Corporation on behalf of the Funding Team, with costs being recharged for Human Resources, Digital Services, and premises costs. These are now processed on a quarterly basis, rather than solely at year-end and are forecasted to align to budget at year end.

Conclusion

14. Grant funding commitments are expected to increase as the year progresses, with high-value commitments forecast for quarters three and four. CBF has launched its new ten-year funding policy, *Standing with Londoners*. As part of this, new funding programmes will be developed, alongside up to £10m of Strategic Transition Awards projected in the second half of the year. In addition, the majority of Propel funding is being awarded in quarter three.

Appendices

- Appendix 1 – CBF Grants Designated Fund Analysis

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CBF Chief Funding Director

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Appendix 1: CBF Grants Designated Fund Analysis

	CBF Annual Allocation					£200m Uplift					Total				
		Opening Balance	Grants expenditure	Admin expenditure*	Transfer**	Closing Balance	Opening Balance	Grants expenditure	Admin expenditure***	Transfer	Closing Balance	Opening Balance	Grants & admin expenditure	Transfer	Closing Balance
Year		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
2019/20	Actuals	22.40	(30.50)	0.00	27.33	19.23	0.00	0.00	0.00	200.00	200.00	22.40	(30.50)	227.33	219.23
2020/21		19.23	(26.43)	0.00	14.08	6.88	200.00	0.00	0.00	0.00	200.00	219.23	(26.43)	14.08	206.88
2021/22		6.88	(20.93)	0.00	31.33	17.28	200.00	(6.24)	(0.73)	0.00	193.03	206.88	(27.90)	31.33	210.32
2022/23		17.28	(17.28)	0.00	31.00	31.00	193.03	(42.67)	(1.38)	0.00	148.99	210.32	(61.33)	31.00	179.99
2023/24****		31.00	(31.00)	0.00	30.00	30.00	148.99	(52.39)	(1.39)	0.00	95.22	179.99	(84.77)	30.00	125.22
2024/25****	Forecast	30.00	(30.00)	0.00	17.67	17.67	95.22	(48.77)	(1.98)	0.00	44.47	125.22	(80.75)	17.67	62.14
2025/26		17.67	(8.32)	(2.67)	29.01	35.69	44.47	(41.45)	(1.30)	0.00	1.72	62.14	(53.74)	29.01	37.41
2026/27		35.69	(32.73)	(2.66)	29.45	29.75	1.72	(1.00)	(0.72)	0.00	0.00	37.41	(37.11)	29.45	29.75
2027/28		29.75	(26.85)	(3.10)	29.13	28.93	0.00	0.00	0.00	0.00	0.00	29.75	(29.95)	29.13	28.93
2028/29		28.93	(26.25)	(2.78)	29.13	29.03	0.00	0.00	0.00	0.00	0.00	28.93	(29.03)	29.13	29.03
2029/30	Budget	29.03	(26.25)	(2.78)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29.03	(29.03)	0.00	0.00

*Administration expenditure for grant spend from the annual allocation was until 24/25 covered by free reserves. From 25/26 it is proposed that this amount will be included in the annual designated fund allocation, aiming to keep within c10% of the allocation for grant spend (excluding COLC recharges). This figure includes time on managing social investments but will be reviewed in 25/26 to ensure only grant management costs are charged to this fund.

** Annual transfer is assumed at £15m +admin costs for the partial year in 2025/26 and subsequently £26.25 + admin costs for the remainder of the 5 year funding policy.

*** Provision was made for the funding team to be able to apply up to 10% of the £200m uplift (i.e. up to £20m) to cover administration costs of dsitributing surplus grants

**** Figures for 23/24 & 24/25 grant spend from the annual allocation exclude £4.8m (23/24) and £2.9m (24/25) adjustments for NPV of grant liabilities - only includeactual spending

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 2 December 2025
Subject: Grant Funding Activity: Period Ended 10 November 2025	Public
Report of: Sacha Rose, CBF Chief Funding Director	For Information
Report author: Scott Nixon, Charity Operations Lead	

Summary

This report provides details of: funds approved and rejected under delegated authority since the last meeting of the Funding Committee in September through to 10 November 2025; the remaining 2025/26 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.**

Main Report

Budget and Applications Update

1. There have been 144 grants awarded from the main grants programmes to date in 2025/26 (since 1 April 2025) with the net grant spend £36.1m. This leaves the remaining budget for grant spend for 2025/26 at £7.1m, although the forecast spend for the remainder of the year is higher than this due to some expenditure originally forecast in 2024/25 having been moved into 2025/26, notwithstanding that some of the planned Standing with Londoners spend is also now expected to commence in 2026/27 rather than 2025/26.
2. Final awards have now been made under Bridging Divides main programmes. In 2025/26, approximately £15.8m will have been committed in relation to applications received before the programmes under this policy were closed.
3. In addition to the grants listed below, 1 application was withdrawn since the last meeting to 10 November 2025.
4. 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 rejections approved in line with the current delegated authority procedure are provided within **Appendix 3**.



Grant Variations

5. Variations to the grants outlined have been agreed by the Acting 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 4**.

Funds approved under Delegated Authority

6. The details provided at **Appendix 5** advise the Funding Committee of funds approved under delegated authority and urgency procedures from 18 August 2025 to 10 November 2025.

Conclusion

7. This report provides details of grant funding activity since the last meeting of the Funding Committee in September 2025.

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 approved under Delegated Authority
- Appendix 4: Grant Variations
- Appendix 5: Funds Approved under Delegated Authority or Urgency Requests

Scott Nixon

Charity Operations Lead

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Appendix 1: Budget for Designated Grant-making and Restricted Funds to date (25/26 financial year)

Grant making Designated Fund	
<i>Date of this report: 10/11/25</i>	
	£'000
2025/26 Funds summary	
Funds balance at 1 April 2025 per draft accounts	59,463
<i>Already earmarked for projects</i>	(1,049)
Funds available for grantmaking at 1/4/25	58,414
Grants awarded 2025/26	
<i>Grants reported to and awarded at June & Sept Committees</i>	14,393
<i>Delegated authority grants awarded since September Committee</i>	21,689
<i>Uplifts and conditional grants recognised</i>	113
TOTAL AWARDED TO DATE OF REPORT	36,194
Number of grants awarded	144
Write backs, variations & revocations financial YTD	(80)
Number of grants revoked, varied or written back	9
Other costs incl. staff costs associated with £200m uplift*	70
Conditional grants	0
TOTAL SPENT/ALLOCATED TO DATE	36,184
Subtotal: available at the date of this report	22,230
Total grants recommended for approval	(2,000)
Remaining funds available	20,230
2025/26 budget summary	
Approved Grants Budget 2025/26	42,200
Add uplift non-grant budget 2025/26	1,100
Budget for 2025/26	43,300
<i>Grants awarded to date of this report net of revocations</i>	(36,115)
<i>Other costs and allocations</i>	(70)
Budget available to Committee at report date	7,116
<p><i>*Note: from 25/26 all costs of grant making are being charged to the designated fund, not just uplift costs; however this report only covers the grant spend</i></p>	

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

- a) Postcode plot of all Organisations funded under Bridging Divides
- b) London-only detail of all Organisations funded under Bridging Divides
- c) Heat map of total spend under Bridging Divides (rounded to nearest £100k) and percentage of wards in this borough in the top 10% of deprived wards nationally
- d) Heat map of total spend under Bridging Divides (rounded to nearest £100k) and Index of Multiple Deprivation average rank of borough
- e) Heat map of total spend under Bridging Divides (rounded to nearest £100k) and London's Civic Strength Index 2025 Personal Wellbeing Index
- f) Heat map of total awards under Bridging Divides and London's Civic Strength Index 2025 count of number of charities per borough
- g) Heat map of total spend under Bridging Divides (rounded to nearest £100k) and London's Civic Strength Index 2025 Income Inequality Index
- h) Heat map of total spend under Bridging Divides (rounded to nearest £100k) and London's Civic Strength Index 2025 Gentrification Index

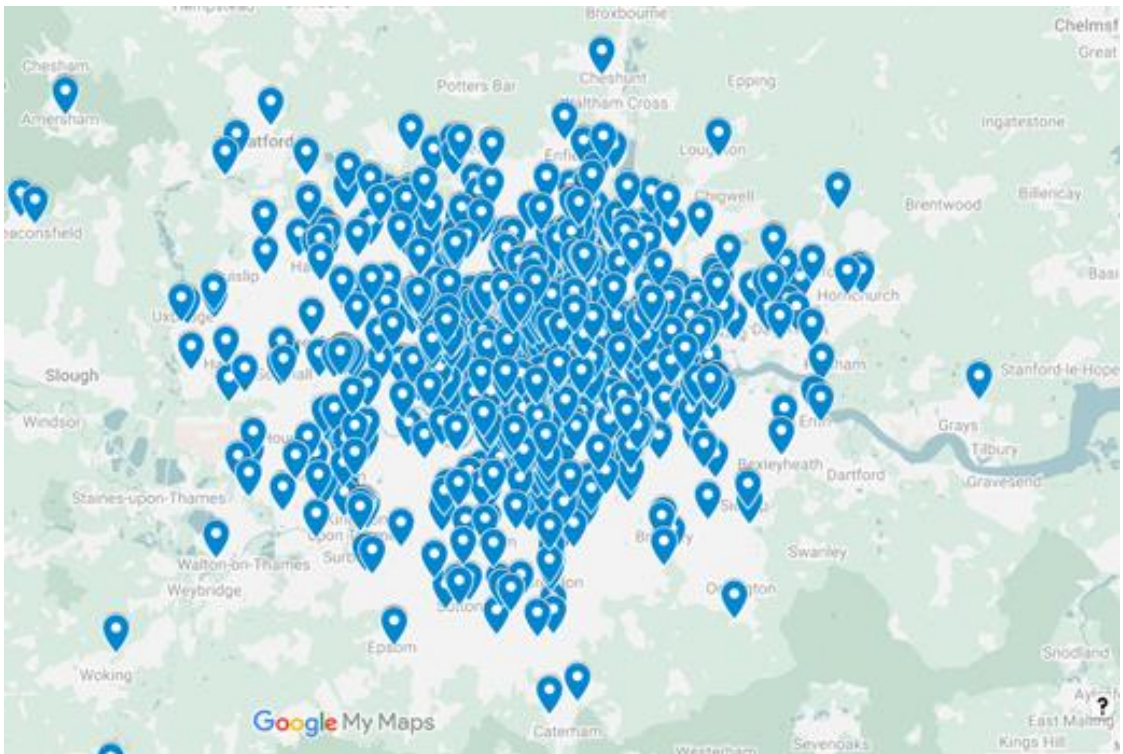
Committee asked for greater detail on the location of funding and a more contextual understanding of the funds disbursed under Bridging Divides. What follows relates entirely to the total spend during the funding programme.

Note that CBF 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.

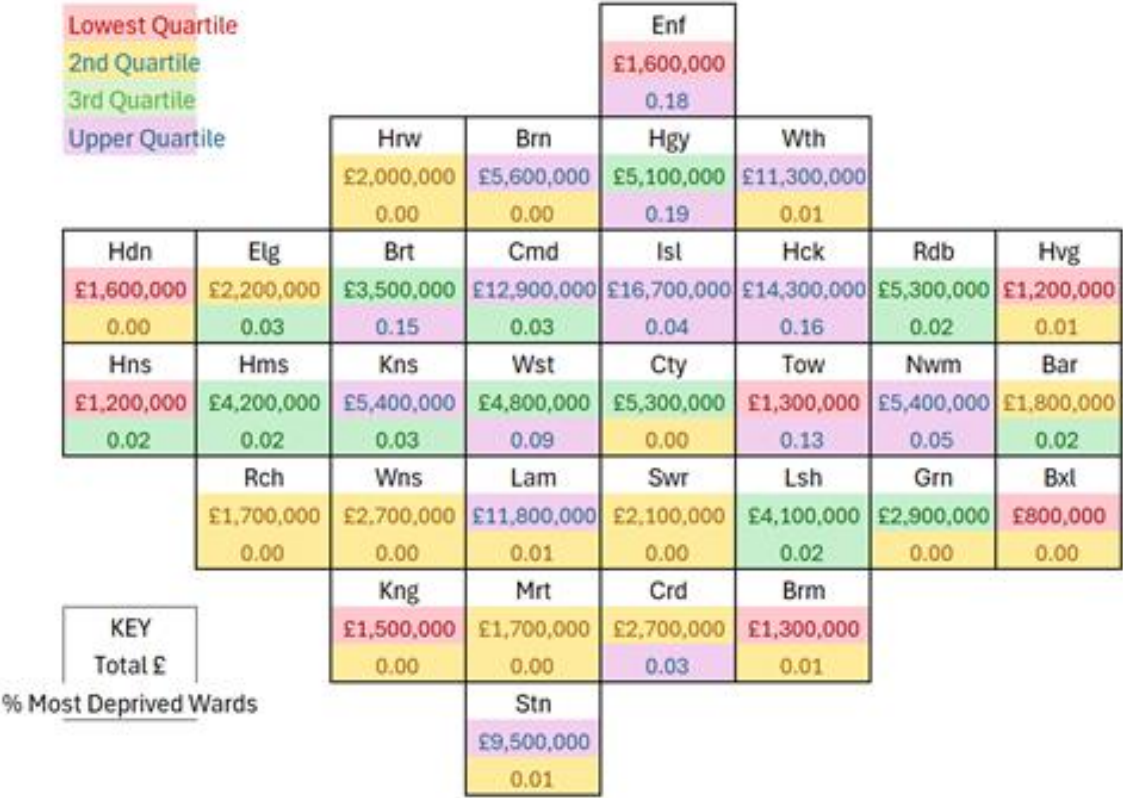
- a) Postcode of all funded organisations – High level view. NB all funded organisations including those that are outside London have to confirm that their work is for the benefit of London only. [View the interactive map here.](#)



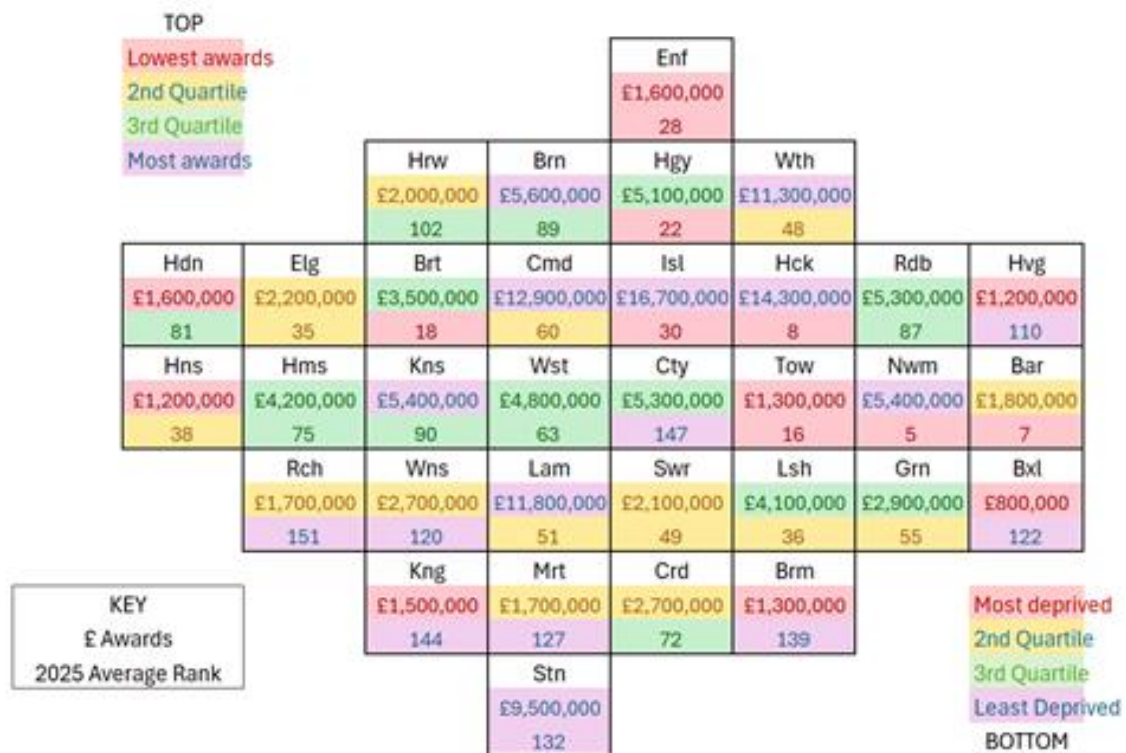
b) Postcode of all funded organisations – London view.



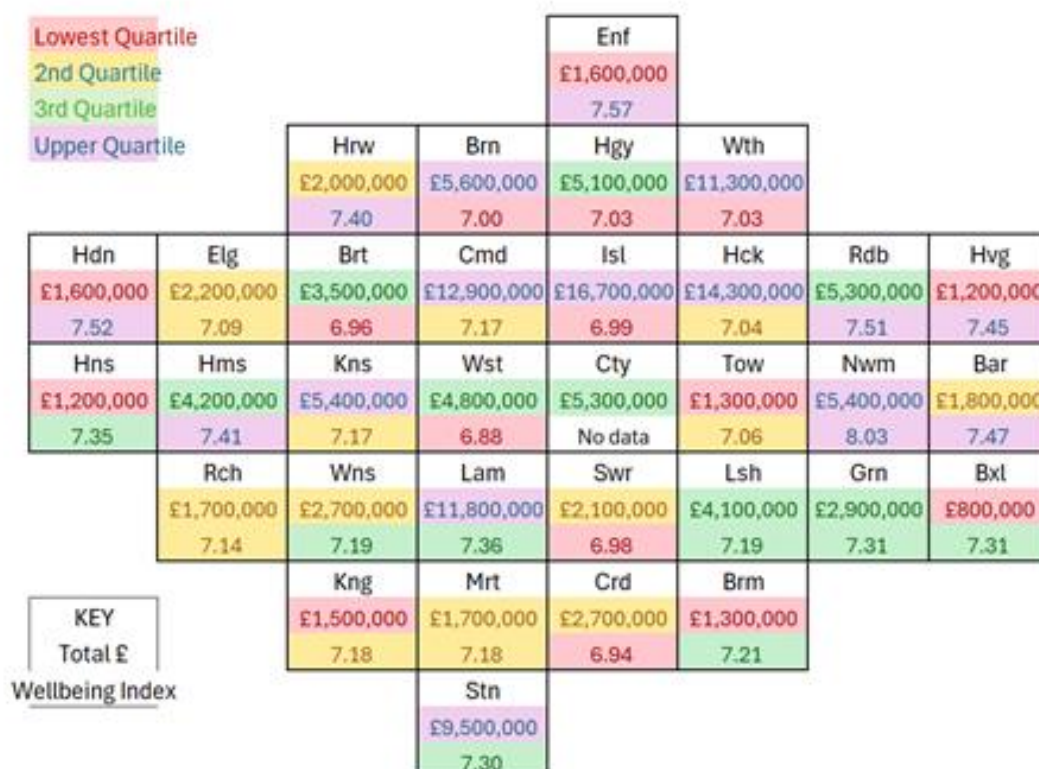
c) Heat map of total awarded per borough (rounded to nearest £100k) and IMD 2025^[1] percentage of wards in this borough that are in the top 10% most deprived nationally



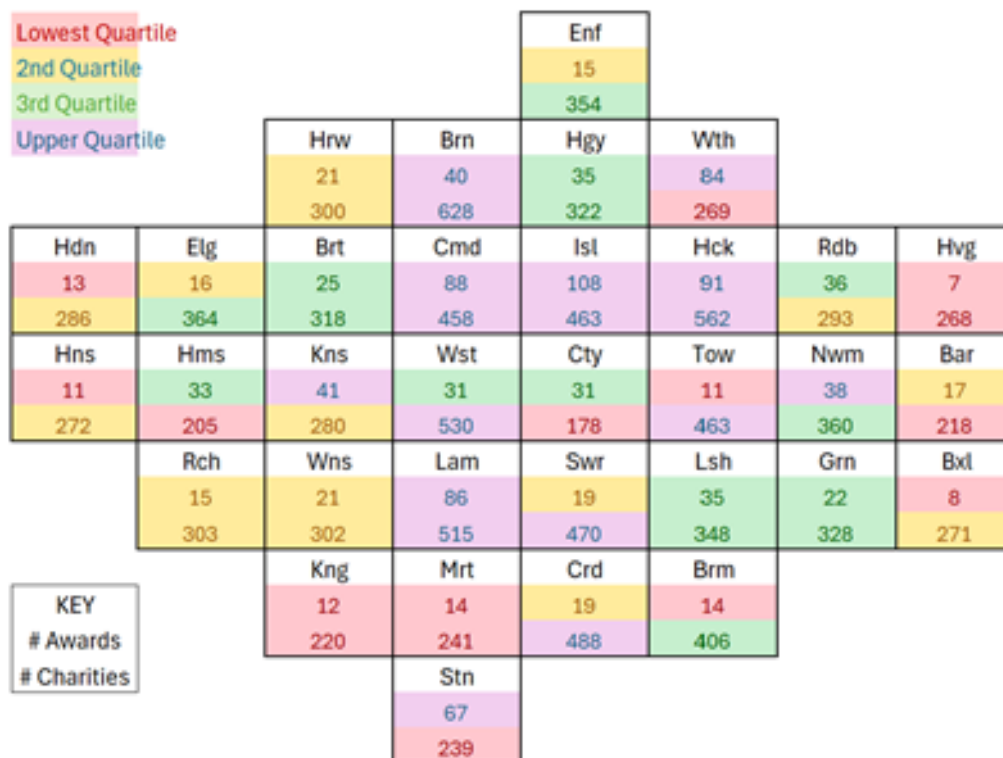
- d) Heat map of total awarded per borough (rounded to nearest £100k) and IMD 2025 average rank of borough



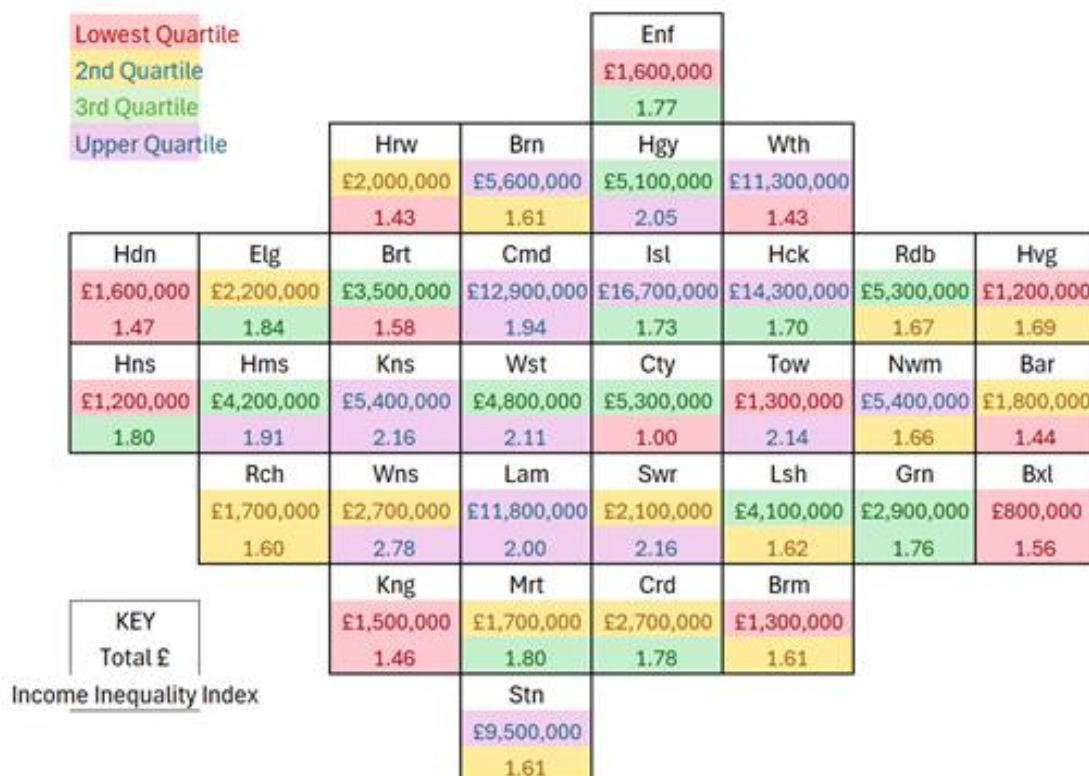
- e) Heat map of total awarded per borough (rounded to nearest £100k) and London's Civic Strength Index 2025^[2] Personal Wellbeing Index



- f) Heat map of number of awards per borough and London's Civic Strength Index 2025 count of number of charities per borough



- g) Heat map of total awarded per borough (rounded to nearest £100k) and London's Civic Strength Index 2025 Income Inequality Index (higher numbers equal greater inequality in incomes)



Appendix 3: Grant Rejections Approved under Delegated Authority

Funding Request	Applying Organisation	Decision Date	Requested Amount	Declination Notes	Funding Request Owner
24092	Trees for Cities	22/10/2025	£225,000.00	The May 2025 funding panel declined the application due to the high funding level requested and concerns about prioritisation. Panel members noted the organisation's extensive grant history and agreed the proposal did not represent a strong enough case in the current funding context.	Hannan Ali
26199	Locality	12/09/2025	£141,000.00	The application recommended to be declined by the May 2025 funding panel. While the proposal was well-constructed, the panel felt the need for the work was not clearly evidenced, and the application did not present a strong enough case for support in the context of current funding pressures.	Ben Banks

TOTAL	£366,000.00
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Appendix 4: Grant Variations

Applying Organisation	Funding Request Owner	Variation Type	Variation Amount	Variation Funding Committee Summary
Katherine Low Settlement	Lydia Parr	Revocation	-£1,000.00	After all works are completed a balance of £1,000 remains therefore requesting a revocation of £1,000.
Katherine Low Settlement	Lydia Parr	Uplift	£1,000.00	Due to errors on City Bridge's part, payments were not updated in our records and £1,000 revoked in error. This £1,000 uplift reflects the total cost of work completed so the organisation is not out of pocket.
St Augustine's, Colindale	Lydia Parr	Revocation	-£200.00	After all work was completed, a balance of £200 remained on the grant which has been revoked.
The Leaside Trust	Matthew Robinson	Revocation	-£3,398.00	Due to cost savings during project delivery, the balance of this award has been revoked.
The Cranfield Trust	Geraldine Page	Uplift	£10,000.00	Following a review with the organisation of delivery costs, this uplift will enable Cranfield Trust to complete its funder plus support including specialist Grassroots Suicide Prevention training for Suicide prevention programme funded organisations.
Osmani Trust	Lorna Chung	Revocation	-£180.00	This grant was awarded in 2022 and following receipt of invoices there was a £180 balance which can be revoked.

	£
TOTAL	6,222.00

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Appendix 5: Funds Approved under Delegated Authority or Urgency Requests

Funding Request ID	Applying Organisation	Assessment Approved	Grant Description	Awarded Amount	Funding Request Owner
26505	Action Breaks Silence	20/08/2025	£157,200 recommended over 3 years (£56,400, £53,000, £47,800) towards salaries of two part-time Youth Expert Lead Trainers and delivery costs of VAWG programme co-led by young people, including costs of training course digitisation and contribution to core.	£157,200.00	Sharon Stephen
27253	Action for Race Equality	21/08/2025	£100,000 over six months to extend Action for Race Equality's Routes2Success programme, delivering tailored mentoring and youth-led action for Black, Asian and ethnic minority young people in London, with a contribution to staffing (including Programme Lead, Mentors, and Youth Engagement Coordinator), training, supervision, and core delivery costs.	£100,000.00	Marek Habrda
26353	Active Successful Engagement (ASÉ) CIC	28/07/2025	£264,751 over 5 years (£52,708; £50,729; £52,294; £53,756; £55,264) towards the i-MATTER: Voices of Strength Programme, covering 2x 0.2FTE facilitators and other running costs.	£264,751.00	Chloe Lloyd

Funding Request ID	Applying Organisation	Assessment Approved	Grant Description	Awarded Amount	Funding Request Owner
26611	African Women's Care	10/07/2025	£198,220 over four years (£47,600, £48,880, £50,192, £51,548) towards the salary of 1.0 FTE Specialist Mental Health Advocate, workshops, training, administration and a contribution towards core costs to enable provision of culturally sensitive mental health advocacy and oversee voluntary mental health support for African women survivors of domestic abuse.	£198,220.00	Sharon Stephen
25525	Alford House	11/09/2025	£149,936 over 12 months to contribute to capital works to enhance accessibility and the environmental sustainability of Alford House's facilities	£149,936.00	Sharon Stephen
26663	Centre for Justice Innovation	11/08/2025	£120,000 over four years (£30,000 x4) to contribute to the running of the charity's Community Advice, a service available to court users attending Highbury Corner Magistrates' Court, covering a portion of staff (circa 0.3 FTE of the Community Advice Manager and Community Advice Coordinator roles) and associated delivery costs.	£120,000.00	Stella Brown
26572	Claudia Jones Organisation	28/07/2025	£298,900 over 5 years (£50,515; £59,470; £61,140; £62,955; £64,820) towards Claudia Jones Organisation's VAWG Service, covering contributions to two Service Manager posts.	£298,900.00	Anneka Singh

Funding Request ID	Applying Organisation	Assessment Approved	Grant Description	Awarded Amount	Funding Request Owner
26186	Deafblind UK	11/08/2025	£124,392 over two years (£63,969 and £60,423) towards Deafblind UK's 'Getting on, not Getting By' initiative which will provide skills and knowledge to deafblind Londoners to enable them to be better equipped to transition into volunteering, training or employment.	£124,392.00	Matthew Robinson
26324	Disability Advice Service Lambeth	18/08/2025	£276,961 over five years (£53,363, £53,159, £55,249, £56,593, £58,597) to cover the staff costs of a full-time welfare benefits caseworker to meet the need from Disabled people in Lambeth to maximise their income.	£276,961.00	Stella Brown
24274	Freightliners Farm Limited	23/09/2025	£281,080 over five years (£53,100; £54,700; £56,340; £57,750; £59,190) towards the Farm Manager salary (1FTE) and other associated costs.	£281,080.00	Lorna Chung
26047	Hillingdon Foodbank	11/08/2025	£131,189 over 3 years (£42,563, £43,718, £44,908) for the salary of the project co-ordinator, and contribution towards overheads, running and volunteer costs to deliver the work of the foodbank.	£131,189.00	James Walters
27389	Impact Investing Institute	06/10/2025	£20,000 recommended for the Institute's programme championing investment for racial justice outcomes.	£20,000.00	Tim Wilson
25785	InterAct Stroke Support	28/07/2025	£112,330 over three years (£37,444; £37,443; £37,443) towards InterAct Stroke Support's work with stroke survivors in London.	£112,330.00	Lorna Chung

Funding Request ID	Applying Organisation	Assessment Approved	Grant Description	Awarded Amount	Funding Request Owner
26524	Joint Council for the Welfare of Immigrants (JCWI)	10/07/2025	£206,144 over four years, (£50,016, £51,016, £52,036, £53,076) for a contribution towards 0.3 FTE salaries from the Legal, Advocacy and Communications teams; direct costs including training, advocacy and campaigning actions and events; project costs including IT and systems; and operational overheads, to provide legal advice and holistic support to people in London most marginalised by the immigration system and turn knowledge of the issues they face into powerful campaigns.	£206,144.00	Stella Brown
26025	Justice and Care	11/08/2025	£112,000 over two years (£56,000 x2) to contribute to the costs of a Women and Girls Victim Navigator role (1FTE), associated training and delivery expenditure, and a portion of overheads.	£112,000.00	James Walters
24802	KCAH	28/07/2025	£171,278 over four years (£40,941; £42,168; £43,433; £44,736) towards the salary and management costs of a specialist housing adviser post.	£171,278.00	Stella Brown
27401	Locality	13/10/2025	£14,000 as a development grant to Locality to understand how best to deliver a programme of enterprise support to CBF's funded organisations and for Locality to put forward a proposal for this.	£14,000.00	Gerard Darby

Funding Request ID	Applying Organisation	Assessment Approved	Grant Description	Awarded Amount	Funding Request Owner
25914	Money A+E UK Community Interest Company	08/09/2025	£230,000 over 12 months towards the third year of the Grow Your Own Advice programme, supporting 30 trainees from 12 VCSE organisations with accredited training, placement support, and part-time paid roles (1 day/week) for five newly qualified advisers, contributing to a more equitable and sustainable advice workforce in London.	£230,000.00	Akoja Akuany
26880	Place At My Table	29/07/2025	£169,100 over two years (£84,500, £84,600) for a Propel Expand grant to strengthen and expand the Where Rivers Meet Network (WRMN) among small local grassroots Global majority-led organisations in Sutton to initiate community campaigns, actively participate in local governance, transform power structures and challenge systemic racial inequities.	£169,100.00	Akoja Akuany
26194	Plumstead Community Law Centre	28/07/2025	£268,000 over four years (£67,000 x4) for a Senior Immigration Solicitor to provide free legal advice services in Greenwich, alongside the provision of awareness raising for Greenwich's wider community and voluntary sector.	£268,000.00	Stella Brown
27142	Rights of Women	28/07/2025	£248,940 over five years (£46,890; £48,295; £49,745; £51,235; £52,775) towards Rights of Women's work to increase access to justice for women in		Anneka Singh

Funding Request ID	Applying Organisation	Assessment Approved	Grant Description	Awarded Amount	Funding Request Owner
			London. Funding covers contributions to Senior Legal Officer (0.6 FTE), Director (0.1 FTE), Core Team Support (0.1 FTE) and 10% associated organisational overheads.		
25868	Surplus To Supper CIO	29/07/2025	£3,200 (8 days) to provide an eco audit.	£3,200.00	David Wildish-Bovington
26439	Synergy Theatre Project	30/05/2025	£110,230 over five years (£25,000; £25,000; £20,076; £20,077; £20,077) towards core costs including contributions towards salaries, admin and overheads.	£110,230.00	Lorna Chung
26479	Together Arts Productions CIC	06/06/2025	Funding is recommended for £60,000 over 3 years (£20,000, £20,000, £20,000) towards the salary of the 'Participation Producer' (0.6 FTE) overseeing the work and participation of both the 'Sing for Freedom Choir' and 'Mixed Up Chorus' at Together Arts Productions CIC. Funding of this role will support community cohesion, increase confidence, and reduce loneliness and isolation in particular for refugees and asylum seekers within Islington and the surrounding London boroughs.	£60,000.00	Akoja Akuany
25115	User Voice	28/07/2025	£297,500 (£104,500; £97,500; £95,500) towards the User Voice Hub enabling people leaving prison and serving community sentences to be supported and to volunteer in the community is recommended.	£297,500.00	James Walters

Funding Request ID	Applying Organisation	Assessment Approved	Grant Description	Awarded Amount	Funding Request Owner
24149	Voyage	10/09/2025	£281,749 over three years (£88,500; £93,810; £99,439) towards the appointment of a Head of Programmes to coordinate key activities alongside materials and resources to facilitate the launch, iterative improvement and scaling of the HyPE program.	£281,749.00	Lily Davies
26229	West London Equality Centre	11/08/2025	£461,900 over five years (£88,200; £90,200; £92,300; £94,500; £96,700) towards a Head of Hate Crime role (1 FTE), events, volunteer expenses, monitoring & evaluation and other project costs, plus support costs, to deliver a Hate Crime project across outer West London.	£461,900.00	Stella Brown
26237	Young Ladies Club	20/08/2025	£116,000 over 3 years (£40,000, £38,000, £38,000) towards the recruitment, salary and oncosts of a full-time Domestic Abuse Officer, associated delivery costs and contribution to overheads.	£116,000.00	Sharon Stephen
27332	Collaboration Circle	01/07/2025	To grant the remaining allocated Propel funds, which has been confirmed as the balance of the original £30 million earmarked for the Propel project, - to Collaboration Circle	£16,160,015.00	Rebecca Roberts
TOTAL				£20,614,326.00	

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Committee: Funding Committee of the City Bridge Foundation Board	Date: 2 December 2025
Subject: LocalMotion Update	Public
Report of: Sacha Rose, CBF Chief Funding Director	For Information
Report authors: Clara Espinosa, Programme and Partnerships Lead (Climate Justice)	

Summary

This report informs the Funding Committee of the progress to date of LocalMotion in the 2024-2031 phase of delivery. LocalMotion 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.

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 (charity reg. no. 1035628) and solely in the charity's best interests:

- i) **Note the content of this report.**

Main Report

Overview

1. LocalMotion is the collective endeavour of five leading UK foundations – City Bridge Foundation (CBF), Esmée Fairbairn Foundation, Lankelly Chase Foundation, Lloyds Bank Foundation of England and Wales, and Paul Hamlyn Foundation. It was inspired by a shared desire to support communities facing complex, deep-rooted social, environmental and economic challenges in towns and cities across the UK by exploring place-based change and ceding power to communities. The scale of this challenge is such that no one funder can make as broad and deep an impact independently. Additionally, each of the funders brings unique strengths beyond financial support, allowing for a “total assets” approach otherwise not possible.
2. The goal was to shift power, resources, and decision-making closer to local people. To work alongside six local places (Enfield, Lincoln, Oldham, Carmarthen, Torbay and Middlesbrough) to reimagine how communities, systems and funders could work together more equitably, more effectively, and more inclusively for everyone in a local authority area.
3. LocalMotion's goal is to reimagine how communities, systems and funders can work together - more equitably, more effectively, and more inclusively - for everyone. The work is built on the following four key principles:



- a. **Relationship building** – trust, care, and co-creation come first.
 - b. **Resource shifting** – communities and their stewards decide how funding is used through, and for, cross sector collaboration.
 - c. **Power sharing** – putting decision-making in community hands, fairly and inclusively and sharing two-way accountability with funders for delivery.
 - d. **Collective learning** – reflecting, adapting, and sharing what we learn.
4. In December 2023 and February 2024, the CBF Funding Committee and CBF Board awarded £5,000,000 towards the delivery of LocalMotion over seven years, 2024-2031, as a grant to Esmée Fairbairn Foundation. The CBF allocation is being utilised in Enfield (plus core support costs), ensuring London benefit.

Relationship Building

5. In 2024, LocalMotion entered its delivery phase after one year of relationship building and two years of establishing local cross-sector community networks, co-creating places local plans and funder decision making processes. The past two years have shown that deeper collaboration between funders and places can contribute to more lasting change in places, supporting the theory of change for this work. The most recent timeline can be found in Appendix 1.
6. Community research and reporting have been growing in strength - particularly in Enfield, Lincoln and Oldham. In tandem with Oldham Positive Action Network (OPAN) increasingly acting as local consultants on policy issues, Oldham has been building connections across local community research initiatives to share learning, expertise and opportunities. Lincoln's network of community researchers has strong ties into the community and act as a barometer of community views on local issues and LocalMotion work, with a new community newspaper emerging to keep a wider network of people connected to LocalMotion work. Enfield Dispatches¹ showcases LocalMotion people and initiatives to the local community - including generating a social investment proposal to expand their community reach. LocalMotion Enfield has recently launched a series of podcasts exploring themes of mental health, hidden disabilities and the experience of young black men growing up in Enfield.² More than simply evaluation, these approaches offer immediate feedback loops into the work.

Resources shifting

7. LocalMotion highlights the impact of government policy on the ground through local communities in a much more immediate way. It acts as a bridge between national policy and lived experience, showing how decisions made at a central level translate into real-world consequences for people and places. LocalMotion places are laying the wiring for more inter-connected systems of communities and institutions that can act collaboratively to create change. For example, LocalMotion Enfield launched its Enfield LX project which is a platform

¹ <https://localmotion.org.uk/stories/localmotion-enfield-focus-on-young-people-and-homelessness/>

² <https://www.buzzsprout.com/2254176/episodes/18096011>



that harnesses the voice of people with lived experience of mental health issues to respond to and drive systems change in mental health provision within Enfield. Members raise issues about service provision to influence local authority strategies and statutory services; this is a clear example of translating national and local policy into community-driven change. Additionally, as LocalMotion Enfield has grown in the breadth and depth of its reach, the London Borough of Enfield has become more willing to engage on policy issues such as care leavers experiences, housing and homelessness

8. A range of local youth led partnerships have arisen from Enfield's Community Hubs - *This is Us, Use Your Voice, Speak Up, Unmuted Youth Ambassadors, and Authentic by Heart* - partnering with schools, arts and youth organisations and the public sector around: critical thinking, debate, creative expression of their views on social issues including their experience of the care system and the local authority as a 'corporate parent', mutual support, decision making in schools and creating inclusive, safe spaces for LGBTQIA+ young people. This work has seen Enfield to leverage in £500,000 Arts Council funding for youth-based collaboration in Enfield in what has been traditionally considered an "arts desert" in London's arts and cultural scene.
9. LocalMotion acknowledges that if the answers were easy or obvious this work would not be needed. In exploring anti-racist practice with places LocalMotion strove to create a safe space for people to explore what it means to be anti-racist in today's world. The reflective practice and trauma informed approach to exploring racism and anti-racist practice through the themes of Power, Accountability, Connection and Trust opened up a range of Equity focused actions in LocalMotion's work. For example, Enfield is supporting a collaboration of 40 men around Black Men's mental health, a key issue in the borough where men struggle to access services due to stigma, cultural barriers, and systemic discrimination. The collaboration aims to shift conditions that hold inequality in place, rather than "fix" individuals. This is a peer-led model that focuses on building safe and inclusive spaces for dialogue and to co-produce solutions.

Power sharing

10. Reflecting LocalMotions's belief that everyone has a voice and a right to shape their future, the inclusion, and reach of experts by experience across the LocalMotion network continues to expand. Their confidence has grown around stewarding resources and actioning new ways of working. For example; Carmarthen's Citizen's Assembly includes the voices of immigrants, disabled people and people from global majority backgrounds. Enfield has an emerging disability network which is plugging a strategic gap in disability representation in the area. Lincoln and Oldham have an active network of experts by experience around poverty focusing on the issues that matter to them.
11. A key strength of LocalMotion has been funders' willingness for the work to be led by communities' priorities. This has allowed the work to transcend individual funder niches, holding instead the shared charitable purpose of tackling the root causes of social, environmental and economic injustices and drawing on funder



networks to support local place priorities. An example of collaboration is the relationship built between CBF and Enfield Climate Action Forum (EnCAF) which is part of LocalMotion Enfield's local coordination group.

12. Care experienced young people have been leading strategic engagement with the council in Enfield around their experiences and will shortly be meeting the Children's Minister Josh McAllister, who has promised reform on foster care, to share their experiences (via a meeting brokered by Lloyds Bank Foundation). This example has enabled people in local places to leverage funders' experience and networks.

Collective Learning

13. LocalMotion has invested in a learning infrastructure that supports people's capability to run impactful change processes. Three key elements of this approach are: Recognising that learning does not happen on a set schedule. LocalMotion collaboratively commissioned and co-designed a learning framework and toolkit to capture learning in real time. Another element is supporting each place's goal to create a network of local systems leaders, LocalMotion has supplemented its Learning Academy with a prototype Deep in Place and Practice (DiPP) offer. This supports each place's aspiration to grow leaders who not only create change but also grow new leaders through their work. Finally learning is happening locally, in place, through visits that immerse all of us in local activity.
14. There have been a series of local listening events which have included partnering with local activists, grass roots groups and other organisations such as EnfCaf (Enfield Climate Action Forum), Climate Hope in Lincoln, Imagine This (42 young people focused organisations) in Torbay and Oldham Positive Action Network. As well as creating new collaborations including Enfield's Professional Partnership Network of 50 young people focussed organisations who are doing deeper systems learning together. These collaborations reflect a real shift from organisations competing for resources in the traditional funding system to collaborating around solutions.
15. Homelessness is a particular focus in Enfield and Oldham, LocalMotion's two most ethnically diverse communities. For Oldham this includes welcoming sanctuary (asylum) seekers as well as tackling rough sleeping through looking at bringing empty homes back into use. For Enfield, the initial focus is on access to private rented housing as a way of tackling homelessness. For both Oldham and Enfield, plus Torbay, community led housing is being explored as a possible longer-term solution to their local housing crises. Through this work LocalMotion has witnessed council officers move from scepticism to a keenness to engage and support the development of this work.

What is CBF learning from LocalMotion?

16. **Empowering local voices:** LocalMotion creates equitable opportunities for community participation, ensuring voices from underrepresented groups are



heard. Initiatives like *Unmuted Mental Health Ambassadors* highlights its commitment to EDI and tackling local inequalities, aligning with CBF's Standing with Londoners strategy.

17. **Collaborative approach:** The partnership models a new style of collaboration between funders, communities, and organisations, moving away from traditional power dynamics. This shared accountability for systemic change reflects CBF's goal of transforming charitable giving into a more inclusive practice centred on being relational.
18. **Investing in people:** LocalMotion prioritises leadership development and cross-sector learning beyond project timelines. By creating space for reflection, it builds space for systemic change to happen. This learning has fed into CBF initiatives like the Anchor Programme and Propel.

Resourcing for 2026-2031

19. Grant agreements were signed with local places in June 2025, with the first of three tranches of grant payments made in 2024. Esmee Fairbairn Foundation operates as LocalMotion's National Fiscal Host. LocalMotion's Local Fiscal Hosts (who are responsible for ensuring local spend supports LocalMotion's charitable purpose) are:

- Carmarthen – [People Speak Up](#)
- Enfield – [Enfield LocalMotion CIO \(incorporated in March 2025\)](#)
- Lincoln – [Lincolnshire Community Foundation](#)
- Middlesbrough – [Middlesbrough Voluntary Development Agency](#)
- Oldham – [Action Together](#)
- Torbay – [Torbay Communities](#)

20. LocalMotion Enfield aimed to invest in growing good ideas through co-creation and learning, informed by seminars on systemic approaches and breaking traditional cycles. Initially, its fiscal host focused on time-limited grant programmes, which the group felt did not challenge dominant practices or reach marginalised communities. In response, LocalMotion Enfield prioritised giving communities, alongside charities and local authorities, space to explore and test ideas. As confidence grew, it recognised that their fiscal host could not support systemic change and decided to establish themselves as an independent local fiscal host. This decision also addressed practical frustrations, such as LocalMotion resources being counted as part of the host's own funds, limiting its ability to raise money for its work. Despite these challenges, the group maintains a positive relationship with the previous host, sharing a commitment to community development.

21. The financial year 2024-2025 saw national spend of £237,587 and local spend from June 2024-June 2025 of £1,633,746 across the six places. Places are experimenting with interest accrued on their grant payments including potential micro-financing of community projects. The next tranche of local grant



payments will be in 2020/21. National resources anticipate national resourcing to transition from resourcing staff to resourcing a shared secretariat in summer 2021.

Conclusion

22. LocalMotion demonstrates that meaningful systems change is possible when power and resources are shifted closer to communities. Over the past two years, the initiative has moved beyond planning into active delivery, embedding learning frameworks, co-designing projects, and fostering governance models that prioritise collective accountability. By embracing iterative, place-led strategies and valuing lived experience, LocalMotion has begun to dismantle traditional power dynamics and create spaces where communities lead the way.
23. As LocalMotion enters the next phase, the challenge and opportunity lie in deepening collaboration and ensuring that learning informs both local practice and funders' internal strategies. CBF must continue to act as a convenor, embed LocalMotion learnings into its own strategy and amplify stories from places like Enfield to inspire broader change.

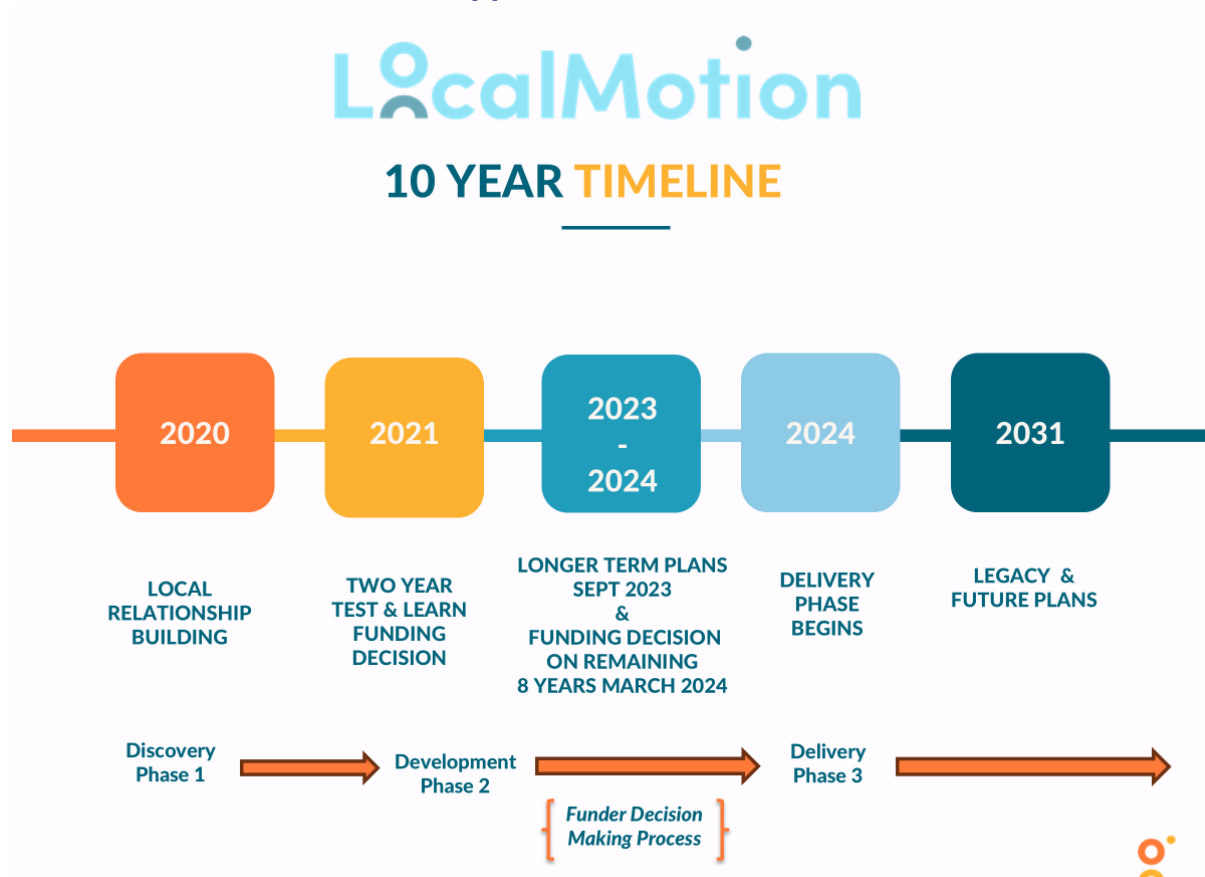
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Appendix 1 - Timeline



Appendix 2 - Local Priorities

Place	Local Vision	Local priorities	Work Streams
Torbay "We have what we need if we share what we have."	A connected Torbay	Strengthening families Food inequality (and circular economy)	<ul style="list-style-type: none"> Strengthening families Food inequality and circular economy Peoples Parkfield community Asset
Oldham "I feel at home here, welcomed here, I am Oldham"	Embracing a buzzing Oldham and making a real difference, by connecting people and opportunities for lifelong change.	Tackling the root causes of poverty Creating a local economy that works for all Strengthen community pride and belonging	<ul style="list-style-type: none"> Lived Experience Advisers Housing (Rough sleeping support & Sanctuary Seeker Support) Truth of the Youth Employment Pathways Community Reporting and Research



Lincoln “I am being listened to. I have a voice.”	Connecting people to inspire a flourishing future	Tackling Poverty Young People Climate Hope ‘Pro-inclusion’ city for everyone	<ul style="list-style-type: none"> • Community-led prosperity (poverty to prosperity) • Community-led aspiration (celebrating culture and creativity) • Community-led sustainability (climate and social justice) • Community-led amplification (Raising Young Voices) • Community-led impact and evaluation (including community reporting)
Middlesbrough “I see opportunities to do things differently, together”	A thriving, growing and resourceful Middlesbrough	EDI Tackling poverty	<ul style="list-style-type: none"> • Rebalancing power and tackling poverty and wellbeing through an equality, diversity, and inclusion lens • A local economy that creates local wealth • Golden thread of innovation, fairness, and vibrancy
Enfield “Nothing that is for us happens without us.”	Working together to make Enfield a place where no-one is left behind or unheard	Listening to the voice of community Empowering Young People Social Isolation and Mental Health Tackling poverty	<ul style="list-style-type: none"> • Community listening and Reporting • Empowering young people: This is us, Speak Up, Use you voice, Authentic by heart • Co-creating collaboration • Lived experience work on mental health and disability • Housing and Homelessness



Carmarthen/ Caerfyrddin “I feel connected and able to shape how things are done.”	Happiest and most prosperous town in Wales	Culture, climate, community, diversity and creativity	<ul style="list-style-type: none">• Set up Local Citizens Assembly• A new community hub has been established• New coordination group members have been recruited
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Appendix 3 - The LocalMotion Learning Framework

This toolkit is rooted in the belief that learning drives change – not just for individuals but across whole systems. It draws on two core ideas:

Learning happens through doing: Grounded in real activity, learning is most powerful when it emerges from shared experiences, reflection and iteration. This is the basis for embodied learning, which starts from what’s actually happening on the ground.

Learning happens through relationships: Change is co-created through interaction, not just through individuals acting alone. This is based on the concept of symmathesy (see Section 2.3 for further details), which highlights:

- Mutual learning – all parts of a system influence and learn from each other.
- Relational – it’s about the interactions, not just the parts.
- Context and history matter – each interaction is shaped by the environment, dynamics, and lived experience.
- Change is constant – living systems are always adapting.
- Emergence – we must pay attention to what is subtle, unexpected or unfolding through relationships.

These principles are embedded in the toolkit’s learning activities and support LocalMotion’s belief that connections create change, and deeper relationships lead to deeper change.

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