

Committee: City Bridge Trust (CBT)	26th March 2020
Subject: Progress Report	Public
Report of: Chief Grants Officer and Director of CBT (CGO)	For Information

Summary

This is a regular report by the CGO. You are asked within this report to note updates on the following:

- a) COVID 19
- b) CBT Committee Dinner
- c) Funds usually awarded under delegated authority
- d) Community Infrastructure Levy
- e) CBT & supporting work tackling violence
- f) Cornerstone Fund
- g) Draft proposal for committee reflections approach

Recommendation

Members are asked to:

- a) Note the report.

Main Report

COVID – 19

1. CBT are working closely with London Funders and its membership to consider the impact of COVID-19 in relation to London's community and voluntary sector.
2. London Funders has issued a statement which CBT have signed up to: this pledges support and flexibility with all grantees in these exceptional times. So far, 60 funders have also signed up <https://londonfunders.org.uk/about/covid-19>.
3. London Plus (the umbrella charity across Londons' voluntary sector infrastructure) is surveying voluntary organisations across London about actual/anticipate Covid-19 impacts on the sector and its clients/beneficiaries: results should be available early next week. London Funders and London Plus are working closely together to co-ordinate over the crisis. A further link has helpfully been made through the philanthropy strategy to the City Network

Group through its weekly bulletin (a group of around 150 City-based corporates).

4. CBT, alongside London Funders, recognise that civil society in London may experience financial hardship or other consequences as a result of the outbreak for a variety of reasons (and which the results of the London Plus survey will help to inform). To this end, CBT is working with London Funders and other Funders to create a pooled fund to support London's community & voluntary sector through this time – the detail of the focus and prioritisation is still being worked through but a request under urgency to allocate a substantial contribution from CBT is being considered.
5. CBT is following the Public Health England and Corporate guidance and in line with this has reviewed its business continuity plan: CBT is confident that should staff be required to work from home, core business could be sustained.

CBT Committee Dinner

6. The CBT Committee dinner took place on Thursday 5th March. I would like to extend my personal thanks to all Members that attended and for engaging with the invited grantees and other partner organisations.
7. The £25 million uplift to the Bridging Divides grants budget was announced at the dinner. This will enable at least £25M to be distributed each year for the remaining duration of the strategy.

Funds usually awarded under delegated authority

8. Your papers today (at Item 7c) include a cohort of grant recommendations which are for requests of between £50,000 - £100,000 and which would usually be approved under delegated authority. However, given the proximity to the financial year end, these have been presented for consideration today so that your decisions on all these requests can be made at the same time. This will allow us to draw a clear line on the total sum awarded this financial year.
9. It is also worth reminding Members that the thresholds for determining the levels of delegated authority which can be used are on the sum requested and not the sum recommended.

Community Infrastructure Levy

10. The City of London Central Grants Unit (CGU) is co-located with the CBT team in order to facilitate consistency of approach and harmonise service standards across grant-making activities by the City Corporation (in its various capacities, including as trustee of a number of charities which form part of the Central Grant Programme). In May 2019 the Policy and Resources Committee approved that the Management of the City Community Infrastructure Levy (CIL) Neighbourhood Fund process should be managed by the CGU to ensure it is aligned with the City's existing grant allocation process.

11. The CGU has prepared the back-office functions for the CIL Neighbourhood Fund and recruited a CIL Neighbourhood Fund Programme Manager who started in post at the beginning of March. It is proposed that the CIL Neighbourhood Fund will launch on 1 April 2020 with applications accepted on a rolling basis. Information sessions will be scheduled for all members once the programme has launched.

CBT & supporting work tackling violence

12. Your guest speaker at the pre-Committee lunch in January was Lib Peck, Director of the Violence Reduction Unit (VRU). The VRU was established by the Mayor of London in early 2019 (with initial funding of £6.8m) to implement the public health approach to talking youth violence following the success of that model in Glasgow. (There are a number of VRU's operating around the country.) As such, the VRU brings together specialists from health, police, local government, probation and community organisations to tackle violent crime and its causes. The goals of the Violence Reduction Unit are to:
- a) Stabilise and reduce violence across London
 - b) Find the major causes of violence and co-ordinate action across London to tackle them at scale, delivering a long-term reduction in crime and associated harms
 - c) Involve communities in the work of the VRU and build their capacity to deliver the best long-term solutions to reduce violence.
13. Prior to the VRU becoming operational the Mayor also created the Young Londoners Fund (YLF) – a £45m funding pot to help children and young people to fulfil their potential, particularly those at risk of getting caught up in crime. It is supporting over 200 projects providing a range of sporting, education, cultural and other activities.
14. The Trust's principal support to these initiatives has been both in cash and in kind. Regarding the latter several of your officers assisted the GLA with assessing applications to the YLF during two open rounds. Your Funding Director, Ciaran Rafferty, also sat on the panels at City Hall which made the final recommendations for funding. Ciaran also represents the Trust at meetings organised by the VRU where many of the key third sector partners are present to provide updates on their work.
15. In terms of financial support you will recall that you agreed, ratified by Court, a sum of £1M to provide a package of "wrap around" support to organisations funded by the YLF. This has included funding for the creation of local networks across London and for a variety of training programmes for organisations and their staff. Elsewhere in your papers today is a monitoring report on the GLA's network support programme to which you are contributing. There is also a report – provided by the GLA and in Non Public – of the first year of the Young Londoners Fund programme in its totality.
16. In February the Mayor announced further financial investment of £55.5m across the various agencies to supplement their work in the following ways:

- a) £25m of new money to build on the Young Londoners Fund – providing new funding for projects and programmes that provide positive opportunities for disadvantaged young people and help steer them away from crime
 - b) A big increase in funding for the VRU initiatives, with new moves including peer-mentoring programmes for young people in Pupil Referral Units to help tackle the consequences of school exclusions, and funding for community groups as part of a hyper-localised approach to violence reduction
 - c) Increased investment in programmes to tackle ‘county lines’ and to disrupt the drugs market in the capital, as well as funding to target persistent offenders and domestic abuse perpetrators as part of a joined-up approach to reducing offending.
17. At the time of writing your Funding Director Ciaran Rafferty is scheduled to attend a meeting at City Hall on 11th March to consider how the additional YLF funds might be used.
18. Whilst other funders have continued their usual grant-making to individual youth projects (and London Funders has played a significant role in co-ordinating this) your approach has been to focus on supporting staff and organisational development and networking, which has been very much welcomed. Your officers will continue to be fully engaged with the GLA, the VRU and London Funders to ensure that you are kept up to date of what is happening in this arena and that you are made aware of any particular issues where your assistance would make a significant difference.

Cornerstone Fund

19. You may recall that funding decisions on the first round of the Cornerstone Fund were completed last autumn and there are 10 partnership/collaboration projects underway funded by CBT, National Lottery Community Fund, Trust for London, John Lyons Charity and the GLA (project summaries are available on request).
20. £870,000 remains in CBT’s Cornerstone Fund ‘pot’ and it was always the intention to run a second round, informed by learning from the first. To this end, we are running a workshop on 18th March 2pm – 4.30pm in the Basinghall Suite which will be co-facilitated by the Cornerstone Fund learning partner, Collaborate, London Funders and CBT. The audience is a mix of existing grantees and funders, together with potential new applicants and funders. The event will provide an opportunity to:
- a) Share learning so far from Round 1.
 - b) Hear how Round 1 worked for the funded collaborations and the funder alliance.
 - c) Work together to shape priorities for Round 2 and the practical next steps.

21. Just under 60 people have signed up for the event and we will provide an update for May's CBT Committee. We hope to be ready to launch Round 2 in June 2020.

Draft proposal for committee reflections approach

22. In Bridging Divides we committed to becoming a learning organisation. Your impact and learning strategy set out that to achieve this the Trust needs to develop its learning culture, creating time and space for learning, to improve how we work towards the vision of Bridging Divides.
23. A programme for better organisational learning is being developed by the Heads of Impact and Learning and it is helpful that Committee is leading the way from the outset.
24. During the Committee away half day in October 2019, seven Members contributed towards a group understanding of what a great learning organisation looks like. They described an organisation that makes time for learning, is reflective, encourages open minds, listens, supports and asks great questions, works as a team and has great conversations.
25. Building reflection into meetings, between meetings and during away half days with Committee and the CBT staff team, would help move towards this aspiration and would provide a model CBT's whole staff team and others in the Corporation could look to.
26. By introducing more regular opportunities for reflection, which are relevant, proportionate and focussed on improving Committee's impact, we hope to achieve the following benefits:
- a) More reflective and better decision making
 - b) The opportunity for Members to implement CBT's values of collaboration, inclusivity and representation.
 - c) Being able to continually assess "am I giving of my best? What could I do better? How may we collectively improve how the Committee works?"
 - d) Better communication between individual Committee Members and CBT team members leading to improved motivation.

Suggested approach:

27. CBT proposes the following simple, voluntary approach during the next three Committee Meetings, with a review at the end of this period to consider the benefits of the approach and whether or not to continue or to deepen it.
28. At the start of the meeting, the Chair may like to let the attendees know that he will be seeking feedback at the end of the meeting.
29. At the end of the meeting, the Chair invites any Committee Member or staff member to offer constructive feedback on the meeting, encouraging

responses from attendees (Members or staff members) who may have been quieter than others during the meeting.

30. The Chair will choose his own approach to asking for feedback but may like to consider asking:

- a) What one thing inspired me during the meeting and what will I do as a result?
- b) What one thing could we change at the next meeting to help us work better together?

31. In between Committee Meetings, the Chair is open to any other feedback on meetings or other discussions via email or phone in between meetings. Members may like to suggest:

- a) how all Members may create an environment which meets their personal goals and the goals for Committee
- b) how the Chair may support Members to be as effective as possible.

32. Annually, the Heads of Impact and Learning work with the Chair and Deputy Chair to deliver an annual survey for all members that seeks to capture:

- a) their motivations and how these can be met
- b) their current experience of being on the CBT Committee
- c) how this may be improved.

33. This could be delivered as part of the planned Members' skills audit survey or separately. There could also be a question added to the annual CBT staff team survey seeking team members' views on the effectiveness of the Committee.

34. The Heads of Impact and Learning analyse the surveys, discuss with the Chair and Deputy Chair and deliver recommendations. Either the Chair or Heads of Impact and Learning present back to the Committee and CBT staff team.

35. Committee half away days continue, informed by the end of Committee meeting and annual survey results and including sessions reflecting on the effectiveness of Committee in leading a learning organisation and how this may improve.

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