

Committee(s)	Dated: 26/11/20
City Bridge Trust	
Subject: Responding to the Resilience Risk 2	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly, and which are also considered to be in the best interest of BHE?	2,3 and 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/a
What is the source of Funding?	BHE unrestricted income fund: designated fund for grant-making
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: David Farnsworth, Chief Grants Officer & Director of CBT	For Decision
Report author: Julia Mirkin, Funding Manager	

Summary

In March 2019, you agreed funding for the Strategic Initiative *Responding to the Resilience Risk* (RRR). RRR worked with the voluntary sector to investigate how to support staff resilience. Evidence to persuade other funders to support resilience through their mainstream funding programmes was also sought through RRR. This longer-term aim aspired to a mutual commitment to funding resilience support within the funding community with a view to ensuring continual support for grantees straddling different funding relationships.

Overall, individual resilience levels were increased by the interventions funded by RRR. However, the evaluation points to the potential to increase impact by delivering a combination of group and one-to-one activities within organisations. To progress and refine our understanding of resilience support, a further research phase is proposed in this paper: *Responding to the Resilience Risk 2* (RRR2) proposes to test one resilience intervention on a larger group of participants, all of whom work in the same sector. The proposed intervention will be more intensive than those delivered as part of RRR and the evaluation will capture the impact on group as well as individual resilience within organisations.

RRR2 is a more robust research proposition. It builds on the work started in RRR and is designed to generate a firmer evidence base about how to develop resilient staff. The proposed focus of RRR2 is on resilience of staff working for organisations supporting the homelessness sector, which responds to the Covid-19 context. The events of 2020 have not only reaffirmed the need to support voluntary sector staff, but highlighted the disproportionate support needs within certain sections of society. RRR2 proposes to trial funding structures that aim to be asset-based and equitable, speaking directly to current discourse, especially our growing understanding of structural inequality. If funded, therefore, RRR2 will

complement other areas of your broader Covid-19 response work, for example, your *Bridging Divides Strategy* review, and collaboration in the London Community Response to Covid-19 through the London Community Response Fund, a trust fund newly established within Bridge House Estates.

Finally, as presented in paragraphs 13, 27 (i) and 28, a new potential funding relationship features in this proposal: your officer has been invited to apply for £200,000 grant funding from the Oak Foundation, which if successful, will contribute towards the costs of the proposed programme. Two scenarios have been presented in this paper, one based on the application being successful and the other based on it being unsuccessful. As outlined in paragraphs 14 and 28, you are requested, therefore, to agree to ringfencing £500,000, which would allow the programme to be delivered without funding from the Oak Foundation, with a view to an updated budget being presented in January 2021, which your officer hopes will reflect Oak Foundation's funding decision. By ringfencing funds for RRR2 in November, your officer can confidently engage colleagues in your legal and procurement teams to undertake work to develop the new funding structures mentioned in the paragraph above.

Recommendations

Members are asked to:

- a) Agree to support the development and delivery of the Strategic Initiative, *Responding to the Resilience Risk 2* (RRR2) at an estimated cost of up to £500,000 as set out in paragraph 28 of the report, and that £500,000 shall be ring-fenced from CBT's central risk budget (for non-grants expenditure) for this purpose.
- b) Agree for Bridge Houses Estates (1035628) that the RRR2 project should be delivered in collaboration with the Guildhall School of Music and Drama which will provide support from the City Corporation on a cost-recovery basis, that a Memorandum of Understanding be agreed to provide clarity in the collaboration including that any intellectual property rights created through the project shall be owned by the City Corporation as trustee of Bridge House Estates and for the City Corporation itself (City's Cash).
- c) Agree that unused funds of £43,361 from phase one, *Responding to the Resilience Risk*, allocated in March 2019 for expenditure in 2019-20 and 2020-21, will be written back.
- d) Confirm your support for the application to the Oak Foundation for £200,000 funding for the RRR2 programme and, should the application be successful, to accept the grant subject to agreeing grant terms and conditions which are acceptable to Bridge House Estates.
- e) Delegate authority to the Chief Grants Officer to negotiate and agree any terms and conditions for funding awarded by the Oak Foundation, in consultation with the Comptroller & City Solicitor and the Chamberlain.
- f) Agree that a project budget update shall be presented in January 2021, which shall reflect costs incurred to that date and the outcome of the funding application to the Oak Foundation (please see the two scenario budgets presented at paragraph 28).

Main Report

Background

1. During a Learning Visit in late 2017, your officer discussed the growing need to support the resilience of frontline workers in voluntary organisations. As statutory services scale back, people with increasingly extreme and complex needs are turning to the voluntary sector for support. Whereas there are established support mechanisms in place for clinical staff, in the form of clinical supervision, there is no equivalent for frontline workers, who often are the first point of contact with beneficiaries in crisis.
2. In March 2019, you allocated funding of £155,925 for the Strategic Initiative, *Responding to the Resilience Risk* (RRR), which delivered six pilot resilience interventions, designed by voluntary sector groups to meet the resilience needs of their staff. The allocation also funded an evaluation of the initiative; (evaluation report available at: <https://www.citybridgetrust.org.uk/resilience-of-charity-frontline-staff-a-pilot-study/>) and a launch (14 May 2019) and two learning events: an internal event for CBT staff (7 May 2020) and an external event, including external speakers and your Deputy Chief Grants Officer (19 May 2020). Your officer has provided updates on the progress of RRR in your Chief Grants Officer's reports in July 2019, September 2019 and June 2020.
3. Your officer worked closely with London Funders during the development and delivery of RRR. London Funders published *The Resilience of people in community-facing organisations: what's the role of funders?* in April 2019 and convened a resilience forum, attracting a range of funders, including the Oak Foundation. London Funders hosted the external RRR learning event in May 2020, ensuring the broadest possible reach, and referred to your support of RRR in your recent strategic away half-day on 19 October 2020.
4. Your officer has given presentations about RRR at the Access to Justice Foundation conference on 8 May 2019; the St. Martin's in the Field Frontline Network event on 16 July 2020 and the London Legal Support Trust Forum event on 7 October 2020. Meetings to share thinking and practice about resilience and promote the RRR evaluation have been held with Rethink Mental Illness; the Head of the Litigant in Person Support Strategy at the Access to Justice Foundation; Henry Smith Charity; Homeless Link; the Money Advice Trust and the School for Social Entrepreneurs.
5. Resilience research and thought development has grown from psychological and organisational development practices.
 - a) In 2002, Reivich and Shatté from the Penn Positive Psychology Centre, published 'The Resilience Factor: 7 Skills for overcoming life's inevitable obstacles'. This paper proposes a model of resilience based on seven resilience skills: emotional awareness; impulse control; realistic optimism thinking style; flexible thinking to problem solve; self-efficacy; empathy and an ability to reach out for support when needed.
 - b) In 2007, Norris et al. published the seminal paper, 'Community Resilience as a Metaphor, Theory, Set of Capacities and Strategy for Disaster Readiness'. This

paper conceives resilience as an adaptive individual capacity that can be networked to produce resilient teams, communities or organisations. However, it warns that 'a collection of resilient individuals does not guarantee a resilient community' (pg 1). Norris et. al. suggests that 'resilience is better conceptualised as an ability or process than an outcome' (pg 3).

- c) Robertsoncooper is a consultancy in Manchester with a twenty-year track record of delivering training and workplace development programmes. Its team of business psychologists and wellbeing specialists also undertake research and have developed a resilience model, which proposes that individual resilience is reinforced when individuals feel connected to their sense of purpose and personal values.
- d) In 2015, Robertson et.al from the University of Bath, published 'Resilience training in the workplace from 2003 to 2014: a systematic review', which measured the impact of 14 resilience programmes. It concluded that resilience training can improve the subjective well-being of individuals and enhances psychosocial functioning and professional performance. However, the researchers couldn't confirm which resilience programme was most effective and recommended that further research was required.
- e) Roffey Park, an international, research organisation, which focuses on personal, team and organisational learning, has published 'Organisational Resilience: Developing change-readiness' in 2018. This paper links an organisation's resilience directly to its culture. A model for organisational resilience is proposed, which highlights the importance of an organisation's values; internal relationships; learning culture and shared leadership practices.
- f) Resilience is also a growing area of interest in the voluntary sector. Your officer is aware of resilience programmes being delivered by Mind, Rethink Mental Illness and Homeless Link and interest from the School of Social Entrepreneurs in developing this as a new area of its training. These programmes aim to apply resilience practices, developed in the worlds of business and academia, to the voluntary sector, which is characterised by coping with adversity with limited resources. Data from the London Community Response to Covid-19 (LCR) led by London Funders, shows that despite being invited to apply for staff support, only 21 out of 2,563 applicants for Wave 3 funding from the LCR did so, which equates to 0.8%. Of the 21 applicants that requested some form of staff support, only three were funded by collaborating partners. This must be qualified by an acknowledgement that LCR is working in an emergency context, which may explain why requests for staff support were not prioritised by applicants. Although admirable to focus on beneficiaries' needs in a crisis, the longer-term impacts of this prioritisation by organisations may well be costly. LCR received many more applications in Wave 3 than it could afford to fund, and rejection reasons were broad. However, this data may highlight why there is still a need to influence other funders to fund resilience support.

6. The references above provide an overview of how resilience research has developed over the past two decades. Early theories focussed on individual skills and thinking styles. Over time, however, resilience in individuals is seen as being enhanced through

a sense of connection with personal values and community. More recent thinking points to the impact of culture on resilience development. Resilience is a new and dynamic area of research, which aims to be transformational for both individuals and the organisations and communities in which they work and live. However, the data from LCR Wave 3, referenced above, might suggest that transferring learning from the worlds of academia and business to the voluntary sector is presenting some challenges.

7. Your officer's view is that the challenge of applying resilience practices in the voluntary sector stems largely from a need to economise: the risk of offering a level of support that cannot be sustained in the longer-term, alongside the risk of investing money and time in practices for which there is limited impact data are understandable explanations for reticence amongst voluntary sector leaders. However, the need to economise could also explain why resilience support offered by the voluntary sector appears to adopt shorter-term and generic 'training' models. Generic and short-term training will struggle to accommodate individual need, and often reflects hierarchical power structures in the relationships between trainers and trainees: trainers hold the expert knowledge that is passed down in response to shortfalls in individuals. This model is increasingly described as being deficit-based. Traditional and deficit-based power relationships contrasts, in theory, with working cultures that claim to value Lived Experience or aim to be more equitable. Finally, individual training models do not recognise the social and cultural dimensions of individual resilience, and therefore, do not support the implementation of change in teams, organisations and communities, which current thinking suggests is fundamental to supporting resilient individuals.
8. Learning from RRR corresponds with the developing theory about resilience plotted above. Despite an overall pattern of increasing resilience scores across the RRR pilots, individuals responded differently to the funded interventions. Whereas anecdotal evidence pointed to the impact of group activities on the development of teams through the establishment of a learning and supportive culture, group activities didn't always meet individual resilience needs. Furthermore, individuals were not always comfortable working in groups in which senior and junior staff were mixed. We learned that no one size fits all when it comes to developing resilience. To maximise impact for as many people as possible, therefore, it appears that interventions need to incorporate a combination of group and one-to-one activities.

Current Position

9. The principle underpinning RRR2 is that resilience is an individual capacity to learn and adapt from one's experience of adversity. The factors that determine an individual's resilience capacity are broad and varied and will undoubtedly include past exposure to adversity; personal development; and accessibility of peer support, through social or professional networks.
10. The proposed RRR2 model draws on coaching to develop individual resilience and facilitate the development of supportive teams. Coaching is a personal development practice. The principles of coaching practice are that individuals have insight and knowledge that they cannot readily access; the untapped knowledge of an individual is unique; and that unique knowledge renders them the 'expert' resource for their own development needs. The role of the coach is to support individuals to access and benefit from their untapped knowledge. The relationship between the coach and the coachee is equal, which distinguishes coaching relationships from those traditionally associated

with medicine or training. Taking this point to its conclusion, traditional power structures (in contrast to a coaching approach) do not draw on an individual's assets; they could be viewed as reinforcing social stratification through structural inequality.

11. Drawing on an individual's own insights and framing them as strengths, makes coaching an empowering and asset-based approach to personal development. By making this practice available to people at all levels of seniority within an organisation, RRR2 aims to adopt an equities-informed approach to resilience development.
12. Being asset-based in your funding practice is an aim of Bridge House Estates' *Bridging Divides Strategy*, delivered by CBT. Adopting an equities-informed approach aligns with your current focus on Diversity, Equality and Inclusion within CBT and your aim to reduce inequality in London. The proposal to undertake research adopts an evidence-based approach to developing CBT's policy and practice, which meets the aims of your Impact and Learning strategy. Finally, this proposal is deeply values-based and meets CBT's progressive, adaptive, collaborative, inclusive and responsive values.
13. At the time of writing, your officer is preparing an application for funding, requesting £200,000 from the Oak Foundation. The Oak Foundation operates internationally to 'address issues of global, social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged.', and within the United Kingdom it operates through a registered company, Oak Philanthropy (UK) Limited (05260791). The Oak Foundation is not a registered charity, but is well respected in the voluntary sector for soliciting funding relationships with organisations that help it to meet its mission, and for offering long-term support and core funding. The Oak Foundation has funded organisations that have also received CBT's support or with whom CBT is familiar, for example, in 2019 it provided \$1,025,641 in core funding to the Zacchaeus 2000 Trust; it funded the St Martin in the Field Frontline Network with core funding of \$1,063,949 and UK Youth with core support of \$256,410. It was through the London Funder's resilience forum that your officer was introduced to the Oak Foundation. A relationship is developing, which is founded on a mutual interest in understanding how individual resilience is developed and how it might transform how we support our funding partners.
14. Your officer has been informed to expect a funding decision from the Oak Foundation in January 2021. Therefore, this proposal requests that a sum from your central risk, non-grants expenditure budget for *Bridging Divides*, be ringfenced for RRR2 with a view to presenting an updated budget at your meeting in January 2021 which can take account of any funding which might be awarded by the Oak Foundation in support of RRR2. This approach has been informed by the *Bridge to Work* proposal, which adopted a similarly phased decision-making model. By agreeing to allocate funding for RRR2 now, your officer can pursue the next phase of development of the project with colleagues in the City Corporation, including Central Procurement and the Comptroller & City Solicitor's Department, in the knowledge that funding for the project is in place.
15. It is proposed that, should the Oak Foundation funding be forthcoming, it would be held as a restricted fund within the LCRF. Members will recall the LCRF is itself a restricted trust fund which was established within Bridge House Estates' ancillary object, to assist with fundraising for the London Community Response and associated financial management. This approach is considered to be in the best interests of Bridge House

Estates now that the LCRF has been established, as it will minimise the risks to BHE's wider assets in accepting the external funding.

16. Presenting an updated budget in January will – in addition to reflecting Oak Foundation's funding decision – also more accurately reflect programme costs incurred for legal support up to that point in the project's development.
17. Your officer requests that the underspend from RRR, for which savings were due to delivery moving on-line due to Covid-19 and lower than expected costs for project grants, be written back . This sum amounts to £43,361.

Proposal

18. RRR2 proposes to engage twelve groups from the homelessness sector in a resilience development programme. Homelessness has been hugely impacted by Covid-19. Figures from the GLA show that the number of people rough sleeping between April and June 2020 was 77% higher than compared to the same period in 2019 (See data from Q1 to Q2 <https://data.london.gov.uk/dataset/chain-reports>). RRR2 is responding to the undoubtable effect this stark situation is having on frontline workers in the homelessness sector. Each of the 12 homelessness organisations selected as research partners will make eight members of staff available to participate in a programme, comprising one-to-one coaching and group activities. A set programme will be offered to participating groups, including six one-to-one coaching sessions for each participant and five group resilience sessions, two of which will be divided according to staff seniority. Fortnightly programme activities will alternate with fortnightly evaluation activities, which altogether will run for a 22-week delivery period. It is proposed that delivery commence in October 2021 and complete by the end of March 2022 and accommodate a three-week break over the festive and New Year period.
19. RRR2 proposes to collaborate with the Guildhall School of Music and Drama (GSMD), which is part of the City Corporation (City's Cash) and which has a Coaching and Mentoring Department, to design and deliver the RRR2 programme. GSMD has developed its coaching programme to support its students to transition into resilient, independent musicians, who can also work effectively as part of large orchestras. GSMD has a team of qualified coaches with a wealth of experience of working with people at different stages of their careers. By drawing on the expertise of GSMD, CBT will be forging a new, collaborative relationship across the City Corporation, drawing on the City Corporation's broader assets to design new solutions to evolving problems. This is in keeping with the agreed aims of *Bridging Divides*.
20. GSMD is a renowned conservatoire, for which there is fierce competition for places. GSMD students receive a high-quality package of tuition and personal development. Your officer proposes to test the impact of coaching, currently reserved for elite musicians, on frontline workers in the voluntary sector to support the development of their resilience. This approach aims to address structural inequity.
21. As the GSMD is part of the City Corporation, in the usual way, the costs and expenses incurred by the City Corporation by the GSMD assisting in the development and delivery of RRR2 may be reimbursed from the funds of Bridge House Estates. As Members are aware, a charity trustee, in this case the City Corporation as trustee of Bridge House

Estates, can be reimbursed the legitimate costs and expenses in administering and supporting their charity as trustee. Charity trustees may not profit from acting as a trustee, and may only receive benefits or remuneration from the charity for which they are trustee if this is permitted under their charity's governing document or by law, or if authorised by the Charity Commission. Therefore, the arrangement with the GSMD will be on a cost recovery basis.

22. To assist in the effective and efficient development and delivery of this novel project between the two City Corporation Departments it is proposed that a Memorandum of Understanding (MoU) be drawn up between CBT and GSMD. It is anticipated that the MoU will outline the key project objectives, parameters and personnel; and record other important matters such as ownership of any new intellectual property created through the project by the City Corporation for itself and as trustee of Bridge House Estates.
23. Your officer proposes working with the City Corporation's Central Procurement Unit to develop a bespoke contract to appoint an organisation to coordinate RRR2, working with the GSMD on delivering the coaching and mentoring sessions to 12 participating research organisations and their staff. Work delivered as part of this contract includes: finalising selection criteria for the 12 organisations that will participate in RRR2, within parameters determined by CBT; advertising for and identifying the 12 participating RRR2 groups and agreeing arrangements with them for their participation; leading management meetings with GSMD and the evaluators; scheduling the RRR2 coaching sessions for groups and individual participants in accordance with the approved RRR2 model; and scheduling RRR2 evaluation activities in accordance with the agreed evaluation framework; finally, the appointed coordinator will be responsible for managing and releasing payments to the 12 groups participating in RRR2 in accordance with CBT's agreed parameters.
24. The RRR2 coordination contract proposes a funding mechanism through mutually agreed contracts, rather than grants. This is subject to wider reviews from other departments within the Corporation. Decisions about selection criteria for the 12 research partners, and the management of research partners' 'participation', contracts and payments, will be shared between CBT and the coordinating partner in this model. The 12 groups will bid to be RRR2 research partners, for which a set fee will be offered, enabling selection to be based upon the bidding organisation's quality and suitability for the project, rather than its 'price'. Research partners will be compensated for their time and contribution to the RRR2 programme.
25. Evaluators will also be appointed through a transparent procurement process to design an evaluation framework that involves fortnightly data collection, using the Connor Davidson Resilience Measurement Scale as in RRR (see paragraph 29 for a link). Evaluation activities will take place fortnightly as proposed in the RRR2 model and will capture data about team as well as individual resilience. As in RRR, your officer will meet regularly with the evaluators to discuss data and emerging learning. As part of this contract, the evaluators will deliver both internal and external learning events and will attend an agreed number of meetings, such as the London Funders' Resilience Forum.
26. The RRR2 proposal is a new, strategic programme that aims to build capacity in the homelessness sector through increased resilience, at a time when more people are facing poverty and homelessness in London. This enhanced focus on homelessness in

response to the Covid-19 crisis will complement your other, more focussed grant-making activity during the crisis period.

27. Outputs from this piece of work include:

- a. A **think piece** by your officer
- b. A **new asset-based and equitable model for resilience** development that focuses on the needs of frontline staff and with the IPR owned by the City Corporation (jointly as BHE trustee and for itself)
- c. **New research** that will meet the aim of your Impact and Learning strategy to develop evidence-based grant-making practice
- d. Closer cross-departmental relationships within CoLC, demonstrated by the **new relationship with GSMD**, supported by a bespoke Memorandum of Understanding, delivering on your objectives within *Bridging Divides* to leverage the broader 'assets' of the charity's trustee, the City Corporation, to deliver maximum impact and public benefit in the activities of CBT for Bridge House Estates
- e. A **new funding mechanism** based on an equitable contract model, drawn up with the expert guidance of the City Corporation's procurement and legal teams,
- f. A **new strategic programme for the homelessness sector** that complements your existing funding portfolio and responds to the Covid-19 context
- g. A continuing **partnership with London Funders** that will be instrumental when CBT is ready to disseminate findings and influence grant-making practice more broadly
- h. **Collaboration with London Community Response (LCR)** on insights into support requests for staff resilience. Data from LCR Wave Four, which is anticipated to be available from May 2022, will coincide with findings from RRR2. Whereas RRR2 will offer learning from one, focussed research programme, data from LCR Wave Four will offer data on the many grants funded through that programme. It is anticipated that the data from RRR2 and LCR Wave Four will be complementary.
- i. A new funding **relationship with the Oak Foundation** and use of **LCRF as a mechanism for other collaborative funding relationships**.

Options

28. As detailed in paragraphs 28a. and 28b. below, you are asked to ringfence £500,000 (a rounded up figure to cover estimated expenditure of £498,750) from your central risk (non-grants budget) that would allow RRR2 to go ahead if the requested £200,000 funding from the Oak Foundation is not forthcoming. Your officer hopes to be in a position to present an updated budget for RRR2 in January 2021, informed by more accurate costs for legal and procurement support and reflecting the outcome of the application to the Oak Foundation.

a. Scenario one (CBT covers all RRR2 costs)

RRR2 Expenditure:

£300,000 – backfill for 12 participating groups @ £25,000 for each group

£85,000 – Coaching programme delivery

£60,000 – Evaluation

£15,000 – Coordination contract

£15,000 – Costs for legal support

£23,750 – Contingency @ 5%
£498,750 – TOTAL EXPENDITURE

RRR2 Income:
£498,750 – from CBT

b. Scenario two (with a contribution of £200,000 from Oak Foundation)

RRR2 Expenditure (as above)
£300,000 – backfill for 12 participating groups @ £25,000 for each group
£85,000 – Coaching programme delivery
£60,000 – Evaluation
£15,000 – Coordination contract
£15,000 – Costs for legal support
£23,750 – Contingency @ 5%
£498,750 – TOTAL EXPENDITURE

RRR2 Income:
£200,000 – Contribution from the Oak Foundation
£298,750 - from CBT

Key Data

29. As in RRR, it is proposed that the Connor-Davidson Resilience Scale or ‘CD-RISC’ is used to measure the resilience of RRR2 participants. This tool comprises 25 questions, to which RRR2 participants will provide answers that combine to provide an individual resilience score. Resilience scores will be collected ten times during the delivery period, and it is hoped this will demonstrate the impact of the RRR2 resilience model on RRR2 participants.

Details on the Connor-Davidson Resilience Scale can be found here:

<http://www.connordavidson-resiliencescale.com/about.php>

Corporate & Strategic Implications

30. **The following strategies and policies are all considered to be in the best interests of Bridge House Estates to support in delivering the charity’s *Bridging Divides Strategy* through the CBT activities presented for approval in this Report:**

Strategic implications:

31. RRR2 meets outcomes two, three and ten of the City Corporation’s Corporate Plan which in this case are considered to be in the best interests of Bridge House Estates to support in delivering its *Bridging Divides Strategy*.

a) **Outcome Two** (People enjoy good health and wellbeing): RRR2 aims to support the personal development of frontline workers in the homelessness sector. By supporting individual development needs, RRR2 is supporting individuals to achieve greater personal and professional fulfilment and also to develop healthy and supportive teams

at work. By building capacity in the homelessness sector, RRR2 is underpinning work that aims to move people out of homelessness and into healthier and safer lives.

- b) **Outcome Three** (People have equal opportunities to enrich their lives and reach their full potential): RRR2 aims to address structural inequality by offering a personal development practice which is often reserved for elite musicians and senior leaders to frontline workers. The facilitator and participant engage on equal terms during this practice and its course responds directly to individual starting points, strengths and development needs. By responding directly to unique, personal needs, individuals have a better chance of meeting their specific personal and professional goals.
- c) **Outcome Ten:** (we inspire enterprise, excellence, creativity and collaboration): RRR2 proposes a new and innovative approach to supporting resilience in frontline workers. It creatively aims to apply coaching practice in a new context and forges a new collaborative relationship with the GSMD, capitalising on the City Corporation's wider assets to further and more effectively deliver Bridge House Estate's charitable objectives. RRR2 proposes a robust approach to resilience research, drawing on internationally recognised resilience measurement tools, which will bring credibility to RRR2's findings.

Relevant Corporate Strategies:

- a) **CoLC's Health Safety and Wellbeing Strategy 18-23 (insofar as relevant to the inhabitants of Greater London and Bridge House Estates' *Bridging Divides Strategy*):** RRR2 meets three of the six strategic themes of CoLC's Health Safety and Wellbeing strategy 18-23, including the 'Keeping Pace with change' theme, which refers to work that anticipates change and tackles new and emerging health and safety challenges; the theme 'Sharing our Successes', which refers to growing and nurturing staff through excellent learning and development opportunities; and the 'Working Well Together' theme, which refers to engaging with others holistically to add value, share resources, embed good practices and develop behaviours.
- b) **Relevant regional policies (insofar as relevant to the inhabitants of Greater London and Bridge House Estates' *Bridging Divides Strategy*):** Developing individual resilience does not appear to be an aim on which regional agencies focus; resilience in this context is a much broader concept, encompassing issues of water supply, food security and cyber emergencies. Recent documents about regional resilience include: the 'London City Resilience Strategy 2020', published by the Mayor of London and the 'London Recovery Manifesto', published by Centre for London.
- c) **Relevant National policies (insofar as relevant to the inhabitants of Greater London and Bridge House Estates' *Bridging Divides Strategy*):** Like above, the development of individual resilience is not a distinct policy area at a national level. However, the practice of specialist, national organisations appears to demonstrate growing awareness and concern about the wellbeing and resilience of specialist workforces. The St Martin in the Fields Frontline Network, which operates nationally, supports the workforce in the homelessness sector. It offers a programme of events, resources, forums, facilitated local networks, training and funding. Each year, the Frontline Network carries out a national worker survey that seeks to understand the challenges faced by frontline workers in the homelessness sector. This year, your officer has been invited to shape resilience-related questions for inclusion in

the survey. The Funder Network, supported by the Association of Charitable Foundations (ACF), is a password-protected space for funders across the country to ask questions and share knowledge. The issue of staff resilience amongst foundation staff has been raised as an issue in this forum.

- d) **Financial implications:** Please see paragraph 28 above for programme costs. In addition, RRR2 will require officer time, both those which are being incurred now and those estimated further costs, which costs will be presented in January 2021.
- e) **Resource implications:** Costs for legal and procurement support have been estimated in paragraph 28. It is hoped that more accurate costs can be presented in January.
- f) **Legal implications:** Your officer has sought the advice of the Comptroller and City Solicitor's Department to support this project, including in respect of the proposed Memorandum of Understanding with the GSMD, and the ownership of any intellectual property rights linked to work created through RRR2.
- g) **Risk implications:** Possible risks associated with receipt of funding from the Oak Foundation, should it be forthcoming, are mitigated by using the LCRF to receive these funds. The LCRF has been created specifically to minimise risks to BHE's assets, and to assist with administration. The contracts with the providers will also mitigate against any risks in delivery, including in the management of any personal resilience data collected through the project upon our clear written instructions.
- h) **Equalities implications:** RRR2 complies with CoLC's Public Sector Equality Duty 2010. It is anticipated that any reasonable adjustment that need to be made to the planned delivery of RRR2 to accommodate individuals with disabilities, such as speech or hearing impairment, for example, can be met.
- i) **Climate implications:** RRR2 has few climate implications as programme delivery is anticipated to be online, minimising travel. Programme resources will be produced in digital formats unless otherwise requested.
- j) **Security implications:** All security risks associated with online delivery of RRR2 will be managed and overseen by the coordinating partner. All security risks associated with the collection of personal resilience data will be managed by the evaluators upon our clear written instructions.

Conclusion

32. RRR2 is a strong fit to the Progressive, Adaptive, Collaborative, Inclusive and Responsive values of your Bridging Divides strategy. It also responds to the Covid-19 context and your current focus on inequity by exploring new funding mechanisms that promote equity. RRR2 proposes to undertake research to generate new learning about the development of resilience and in how new funding mechanisms might foster different relationships with the voluntary sector. This approach meets the aims of your Impact and Learning strategy. RRR2 will forge stronger cross-departmental working practices

within CoLC and a new strategic partnership with the GSMD. Finally, RRR2 proposes a new, strategic initiative for the homelessness sector, which is designed to complement your current funding programmes.

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