

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

Summary

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

- a) Draft Race Action Plan
- b) Anti-Racism Work
- c) London Community Response Fund Wave 4 and 5
- d) Taking Bridging Divides off pause
- e) The Bridge Programme – Funder Plus Offer
- f) Cornerstone Fund
- g) Prince’s Trust update
- h) Members’ Strategic Away Half Day

Recommendation

Members are asked to:

- a) Note the updated Race Action Plan at Appendix 1.
- b) Provide any thoughts or comments on prioritisation in regard to delivery of the actions outlined in the Race Action Plan.
- c) Agree to work with the CBT team, with appropriate support, to deliver the Race Action Plan, being mindful of CBT’s values, responsibility as London’s largest independent funder and the work of BHE’s trustee, the City of London Corporation (CoLC); and
- d) Agree to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to consider any proposals for CBT contributions to Wave 5 LCRF funding if a decision is required ahead of the next CBT Committee in January 2021.

Main Report

Your speaker today is Jeremy Crook OBE - CEO of Black Training & Enterprise Group (BTEG). BTEG is a long-established charity (and CBT grantee) whose mission is to end racial inequality and seeks to empower BAME communities through education, employment and enterprise. He will speak to your Committee today and take questions on the Moving on Up (MoU) joint initiative.

BTEG, Trust for London and City Bridge Trust collectively deliver the MoU project which aims to reduce the major disparity in employment rates between young Black men and their White counterparts. Phase 2 of MoU is well under way and supports a **collective impact approach** (i.e. one that requires that stakeholders’ actions are co-

ordinated) in two targeted boroughs – Brent and Newham – and incorporating local authorities, employers, job centres and the voluntary sector. MoU also works closely with the GLA's Workforce Integration Network (<https://www.london.gov.uk/what-we-do/workforce-integration-network-win>) through which the Inclusive Employers' Toolkit was successfully launched in October at an event at City Hall introduced by the Mayor and chaired by Jeremy.

DRAFT Race Action Plan report

1. Appendix 1 provides an update on the Race Action Plan presented at the October Committee Away Half-Day. Having taken into account the Members' discussion and comments on the potential actions and solutions, your CGO and Dinah Cox have further developed the plan by the addition of information on where the responsibility for the development and delivery of the actions agreed could potentially sit within CBT, Bridge House Estates (BHE) and the City of London Corporation (CoLC). The next step is prioritisation in terms of delivery of the actions, which is being discussed with staff as well as the Committee.
2. All of the actions will be anchored in CBT's values: Progressive; Adaptive; Collaborative; Inclusive; Environmentally responsible; and Representative (P.A.C.I.E.R.). And the plan's delivery would also be monitored by the newly formed Diversity, Equity and Inclusion Working Group which has membership from staff across CBT.

Anti-Racism Work

3. In June 2020, the Chair of CBT Committee, Dhruv Patel, made a public statement on behalf of CBT following the brutal killing of George Floyd which sparked worldwide Black Lives Matter demonstrations. explaining why CBT will always stand in solidarity with, and in support of, London's BAME communities
<https://twitter.com/CityBridgeTrust/status/1270092093382438912>
4. Evidence shows we still live in a world where inequality is rife. This has been brought into further relief through the unequal impacts of the current pandemic. To give just one example, the Joint Committee report, 'Human Rights report of Black people, racism and human rights' published on 11 November 2020 provides stark evidence of inequality in relation to areas such as health, the criminal justice system and democracy. It suggests that now is the time to implement actions to tackle the issues.
<https://committees.parliament.uk/publications/3376/documents/32359/default/>
5. CBT has always funded projects that increase support for, engagement with and equality within Black, Asian, and other minority ethnic groups. An example being the 'Moving-On Up' programme who are speaking at today's meeting. CBT is also a member of the Diversity, Equity and Inclusion (DEI) Coalition and the Funders Alliance for Race Equality. The development of the Race Action Plan with Committee Members and officers of CBT since June 2020 has shown a commitment to do more, both as a grant maker and in managing staff, to support a more level playing field for all Londoners, with

racism being tackled and Black Asian and minority ethnic Londoners respected and able to fulfil their potential.

6. In light of the above, the CBT Committee is asked to agree to work with CBT officers and appropriate support to discuss priorities and agree delivery of this ambitious action plan in response to racism within our society, mindful of CBT's values, responsibilities as London's largest independent funder and the work of BHE's trustee, the CoLC. Any comments on prioritisation are welcomed within the Committee meeting or by way of follow up.

CBT Covid Response

7. CBT continues to:

- a) work with & support those organisations in receipt of Bridging Divides funding;
- b) assess applications in the existing pipeline;
- c) contribute officer time as part of the formal structures underpinning London's response to the pandemic (including consideration of learning to date and of how London's resilience structure could be further improved in the future with deeper connections to the community, voluntary and funder sectors);
- d) work in collaboration with other funders (see below).

London Community Response Fund – Wave 4 &5

8. In March 2020, you established the London Community Response Fund (LCRF), as a restricted fund of Bridge House Estates (BHE), as part of the wider London Community Response (LCR) which is being led by London Funders. Since its inception, LCRF has received donations income from third parties of £14.859m and with a transfer of £11.0m from BHE, the total funds available to the programme at 3rd November 2020 were £25.859m.
9. The 'Bridging Divides' agreed 5-year base budget is £125m (2018-2023). There has been an additional allocation agreed by the Court of Common Council in March 2020 of £200m.
10. Allocation of a further £250k to the LCRF, from your base budget, was approved by delegated authority on 12th November 2020. The £250k will match an equal donation from the Paul Hamlyn Foundation towards making another round of emergency grants in Wave 4, as a response to the latest lockdown measures. A major donor from previous rounds is also expected to make a further significant donation directly to LCRF for this round, of around £1m, but the exact amount is still to be decided. The final LCRF budget for this wave is expected to be in the region of £1.5m and approximately 20 other funders are committed to supporting the 4th Wave as part of the wider LCR.
11. Responding to the latest needs analyse data, Wave 4 will focus on:
 - a) Equity-led groups working with the most vulnerable and marginalised;
 - b) Basic needs – food and essential items;

- c) Advice services to people on benefits, or facing employment, housing and/or immigration problems;
- d) Work that helps to get messaging about how to keep safe those who may be missed by existing communication channels;
- e) Adaptations to deliver digital services including for those at risk of digital exclusion;
- f) Resilience of staff and volunteers;
- g) Mental health – supporting wellbeing and tackling loneliness and isolation;
- h) Development work to help to access longer term funding or avoid the loss of premises.

12. This 4th Wave launched on 12th November 2020 to applicants seeking emergency grants of up to £10k towards the above, with grants being awarded over the coming weeks.

13. In addition, there will be a 5th Wave of funding, likely to be launched in January 2021, which is likely to have a stronger emphasis on core funding for up to a year (probably up to £50k per grant for up to 12 months). Funding in this Wave will aim to support organisations to sustain themselves in the future and to meet identified need for longer term flexible funding as opposed to short term project funding.

14. It was not originally envisaged that the LCRF would be involved in Wave 4 but rather that it would focus on Wave 5. A committee paper had originally been planned for decision at this meeting, which would have sought your approval to allocate further funding towards Wave 5.

15. Whilst a number of funders are interested in further collaboration during Wave 5, the emergent nature of this work, and the fast pace of launching Wave 4, has necessitated an operational pivot in order to deliver funding decisions before Christmas, which has delayed Wave 5 planning.

16. We are working in the most extraordinary of times which make future planning very challenging. However, the current lockdown, the needs of the sector and their communities, and the opportunity for LCRF to leverage additional funds from other funders have come together to continue to make a compelling case for supporting Wave 5 at a substantial level. Discussions with the key players are underway. Due to the timings of Wave 5, it may be the case that a decision will be required on a potential CBT contribution prior to the next Committee meeting. If this is the case, a separate paper setting out the plans for Wave 5 in greater detail will be prepared, and the Committee is asked to delegate authority for this to be considered by the Town Clerk, in consultation with the Chair and Deputy Chair, if a decision is required ahead of the next CBT Committee in January 2021.

Taking Bridging Divides off Pause

17. Grant applications for new projects were paused in May 2020 across most of the Trust's programmes, allowing the team to focus on the London Community Response, pan-London transition and recovery planning, our current portfolio of funded organisations and the pipeline of applications

received before the Covid-19 health crisis. We are currently reviewing all our programmes in light of lessons from lockdown and the ways the sector (as well as the needs of disadvantaged communities) has changed in recent months.

18. Your January Committee will receive a paper recommending programmes that should be taken off pause first and whether any programmes should be re-shaped. It is likely that some programmes may stay on pause for longer than others, and there could be a phased opening over 2021. These recommendations will take account of the likely demand for funds and the remaining Bridging Divides' budget available. We recognise that many funders (ourselves included) have prioritised the emergency phase in 2020, and we believe it is now the right time to start offering longer-term funding to give organisations greater stability.

The Bridge Programme – Funder Plus Offer

19. You may re-call that you have been supporting a pilot 'Funder Plus'¹ programme since September of last year. The programme is being managed and evaluated by Rocket Science, with the Cranfield Trust and Locality providing a diagnostic service which then connects your grantees with providers of capacity building support. The pilot phase will end in December 2020 when Rocket Science's evaluation report will be complete. We propose to share this with the Committee at your meeting in January 2021 when we also bring proposals for the continuation of the programme.

Cornerstone Fund

20. A consultation meeting for Round 2 of the Cornerstone Fund was held on 5th November, facilitated by the Learning Partner for this initiative, Collaborate. You may recall that this programme ran as a funder collaboration that comprised Trust for London, the National Lottery Community Fund, the GLA and John Lyons Charity. All of these funders are committed to working with us on Round 2 and we hope that the event has piqued the interest of other funders who would like to work alongside us. The event also targeted current grant-holders, together with potential new applicants to the Fund. At the time of writing this report, the guidelines for Round 2 were being drafted with a view to launching in January. Broadly, Round 2, as in the case of Round 1, is likely to focus on civil society support organisations which are taking collaborative/partnership approaches to bring about systemic change in how they work with those they support.

The Prince's Trust

21. In September 2014 this committee agreed to recommend a grant of £10m over a 10-year period (£1m/year) to The Prince's Trust (PT), with break clauses at years three, six and nine, subject to effective delivery. This was subsequently approved by Policy & Resources Committee, and the Court of Common Council. The grant period commenced in April 2015.

¹ 'Funder Plus' means providing capacity building support for grantees, usually through a third-party provider, thereby adding value to the grant.

22. This strategic grant was awarded to enable PT to impact some of the most socially deprived areas of London, and to ensure more work is done across London to assist young people from challenging backgrounds.
23. This update is specific to how your grant has supported young Londoners since the start of the Covid-19 pandemic. A more detailed progress report will be presented to your March 2021 committee meeting, as per the requirements of the break clause at the end of the sixth year of this strategic partnership.
24. In line with the decision to offer organisations in receipt of a Bridging Divides revenue grant the flexibility to use some of the funding towards core costs supporting charitable activities for the benefit of London, a similar flexible approach was offered to PT.
25. PT made the decision to claim the salary of the 'Head of Projects – CBT' postholder through the government's Coronavirus Job Retention Scheme, with the postholder on furlough leave from 1st May through to 31st August. Across the whole of the organisation, frontline staff and numerous individuals in leadership roles remained working throughout that period, but all at a reduced capacity (four days a week for full-time staff). This enabled them to access and divert funds with the flexibility needed to support frontline services for young people.
26. The start of lockdown required PT to adapt delivery and make changes to the programme mix of their services to meet the changing needs. Your grant was diverted into the adapted youth work support which comprised a mix of caseload management support, and small group engagement sessions, all designed to support young Londoners through the crisis and retain focus on their goals. The adapted virtual delivery has resulted in an overall lower unit cost per person. PT project that by the financial year end, they will have reached and supported 1,544 more young Londoners than originally planned for this year's budget.
27. The first post-lockdown Explore programme (formerly Fairbridge) took place in June and has since been running as an end-to-end five-week offer including group sessions and developmental 1:1 support, catering for the hardest to reach young Londoners. The transfer to online delivery has seen excellent cohort retention and higher enquiry numbers.
28. The in-schools Achieve programme has also been adapted for online delivery. Although the start of this academic year has been challenging, more schools are now engaging and collaborating to develop the resources to have more vibrant formats.
29. Adapting Team for online delivery has been particularly challenging, given the key elements of the overnight residential, community projects, work experience and team challenges. Following the lifting of the first lockdown, a blended approach to delivery has been taken, although the overnight residentials have not gone ahead.

30. Get Started has translated very well online; the online delivery model has proven to be a better model for these types of long-term programmes. There has been an increase in demand to attend as the longevity of the pandemic encouraged young people to engage for a longer period, and PT have broadened the range of themes on offer including Digital Film and Music Production, Choreography, Animal Care, Customer Services, and Stewarding.

Next Steps

31. In August, a review was initiated to look at the different models of delivery and ways of working, updating systems and processes, to help shape the next three to five years for PT. This will also include intensive income forecasting for the next two to three financial years, so as to determine the size of the organisation, and therefore live effectively to its projected future income, whilst continuing to meet the growing demand for its services from young people.
32. As mentioned above, a report will be presented to your March 2021 committee meeting. This will detail the outcomes and impact of the six years of this strategic partnership (at that point) as well as outline the proposed outcomes and objectives, should you wish to approve funding, for the next three-year period of this strategic partnership.

Members' Strategic Away Half Day

33. On 19th October you held your annual Strategic Away Half Day. The aim of the away half day was for the CBT Committee to contribute to and have ownership of the CBT Draft Race Action Plan and the Interim review of Bridging Divides. Through a range of interactive sessions including, videos, training and small group discussion Members considered:
- a) What do you see as CBT's role in relation to improving racial justice through to 2025?
 - b) What barriers are there to this outcome?
 - c) Reopening Bridging Divides: What should we maintain? What should we prioritise? What should be our attitude to risk?
34. You also heard direct from 3 of your funded organisations, Naomi Lerer CEO of [Noa Girls](#), Camille de Groote, Development Manager from [Streetwise Opera](#) and James Banks, CEO of [London Funders](#) who shared their experiences of Covid-19 and gave advice to CBT moving forward. The 'We Stand with the Sector' statement coordinated by London Funders was widely welcomed and you may have seen the Trust has signed up to the new reaffirmation of this statement. There was also felt to be a real opportunity for funders to take lessons learned in Covid-19 to do things differently and work with funded organisations in a more equitable way.
35. Member feedback, both at the session and through an online survey was overwhelmingly positive and many were particularly inspired by the racial justice session and from hearing directly from your funded organisations. Moving forward Members asked for:

- a) More opportunities to discuss and reflect wider data relevant to the work of CBT;
- b) More opportunities for informal conversations with Members and officers;
- c) More time and/or more frequent opportunities for strategic discussion;
- d) Whilst many missed the opportunity for face-to-face discussion it was felt the interactive and varied structure of the session worked well and should be used again at future meetings.

36. Full minutes and links to the pre and post reading have been circulated to all Committee Members.

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