

Committee	Date
Bridge House Estates Board	11 January 2022
Subject: Alliance Partnerships - Greater London Authority (18980).	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1,3
Which outcomes in City Bridge Trust’s funding strategy, <i>Bridging Divides</i>, does this proposal aim to support?	Reducing inequalities, Every Voice Counts, Progressive, Collaborative, Inclusive, & Representative values.
Does this proposal require extra revenue and/or capital spending?	No (£750k recommended from current year budget)
If so, how much?	N/A
What is the source of Funding?	<i>Bridging Divides</i> allocation 2021-2022. BHE Unrestricted Income Funds – designated fund for grant making
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: David Farnsworth, Managing Director of BHE	For Decision
Report Author: Sam Grimmett Batt, Funding Director /Matt Robinson, Funding Manager.	

Summary

This report requests funding of £720,000 towards the collaborative funding programme being led and administered by the Greater London Authority (GLA) for programme specific costs to provide additional support to funded organisations, and onward grant-making to grass-roots charities led by and for London’s communities as an “Alliance Partnership” funding programme. The proposed funding does not relieve GLA of any public funding or other obligations. The report also provides information regarding the decision taken by the BHE Board’s Grants Committee to earmark up to £15m of further funding within the designated grant-making budget before the end of March 2023 towards other similar collaborations with established funders as “Alliance Partnerships”, piloting an “Alliance Partnerships fund”. Those arrangements are intended to provide for expenditure of some of the significant uplift in the grants-funding designated budget further to the decision of the Court in March 2020, in a manner which maximises collaborative, leveraging, and catalysing potential, and thus the impact of those funds, as well as applying lateral thinking in order to utilise funding efficiently, reducing the need to temporarily increase staffing and the costs of administration.

Recommendations

It is recommended that:

- a) The update be noted on the proposed focus on Alliance Partnership fund arrangements, including the proposed application of funding from the designated grant-funding budget uplift towards this collaborative funder activity, in furthering the charity's ancillary object.
- b) It be agreed that a restricted grant of **£720,000** be made to the Greater London Authority (GLA, devolved regional governance body of the London region) for the Civil Society Roots 3 programme as an Alliance Partnership programme, with up to £120,000 to be spent on administration costs including the salary of a coordinator (the job description of the coordinator to be provided as a condition of the grant). A payment schedule will be drawn up, allowing the funds to be paid to the GLA in instalments, with payments to be received by the GLA prior to onward grants being committed and/or paid.

Main Report

Background

1. City Bridge Trust (CBT) as the funding arm for Bridge House Estates (BHE) has engaged in collaborative funding practices for much of its history – particularly, but not limited to, support of London's voluntary and community sector infrastructure. The table at **Appendix 1** demonstrates exemplars of CBT collaborations with other funders, including a number involving the awarding of funds to be used for onward grantmaking activities by the grant-holder.
2. It has widely been agreed across the sector that collaborative funding approaches are required for a thriving civil society and should form a healthy part of the overall funding ecosystem. Reports by London Funders¹, ACF², IVAR³, and CBT's own commissioned reports from learning partner Renaisi⁴ have consistently recommended that independent funders with the ability to work collaboratively should do so as far as possible.
3. In March 2020 the Court of Common Council for the City Corporation as Trustee of BHE resolved to allocate a further £200m in funding to the charity's ancillary object, a sum over and above the annual budget allocated to those activities. These designated funds are applied in accordance with the charity's *Bridging Divides 2018-23* Funding Strategy, and the BHE Board's Grants Committee is responsible for application of

¹ [London Funders, 2021: London Community Response learning Reports](#)

² [ACF, 10 Pillars of Stronger Foundations](#)

³ IVAR, 2016: [Funder Collaboration: is it worth it?](#)

⁴ Various iterations have been included in papers over time, copy of most recent review available on request.

those funds, other than in respect of decisions over £500,000 which are reserved to the BHE Board, as is presented here for consideration to the BHE Board.

Alliance Partnerships – Introduction & Update

4. For these reasons, at their meeting on 6th December the BHE Board's Grants Committee earmarked up to £15m over the next 12-18 months towards "Alliance Partnership fund" initiatives. Alliance Partnership grants will be awarded in order to advance the mission and vision of the charity's *Bridging Divides 2018-23* Funding Strategy, and will not be usually awarded to augment the "business as usual" day to day operations of other funders i.e. it is intended to "add value" and generate increased impact. Key features of recommendations for Alliance Partnerships will include:
 - a. The funds will be awarded to established funders, with a track record of delivering grant funding programmes, where the organisation's primary aim (or primary aim within civil society) is achieved by way of funding activities.
 - b. The funds will be awarded towards grant programmes which are in development, or recently begun, and which have a finite end point (this could include phased initiatives).
 - c. Initiatives to be funded must have involved significant scoping/evidence review work, where the funder has specialist knowledge of funding theme/priority that is additional to CBT's own reach. Evidence can include expertise by experience, including direct/lived experience.
 - d. The organisation receiving funds must be able to adequately ring-fence funding for onward distribution to work which benefits Londoners.

5. Whilst there is existing precedent for funding in this way, earmarking significant funds now is timely due to the confluence of an available uplift of funding to the designated grants funding budget (to further the charity's ancillary object) at a time when there is surging need in the sector, as it recovers from the pandemic and deals with the significant impacts of the pandemic on London's communities served by the sector. Like CBT, many funders have been re-evaluating their approaches and pivoting to more closely meet the needs of the sector, and will be opening new funding programmes. Few will have the benefit of additional funds available for distribution. By positioning ourselves as "funder allies" we can tap into and support the expertise and experience of other funders which have already dedicated extensive resources and time to scoping these funding initiatives, without needing to rapidly and unsustainably increase our own resources in terms of research and development, assessment, and grant management. This will maximise the impact and reach of CBT's funds for the benefit of Londoners.

6. Alliance Partnerships will, in seeking to add value and maximise impact from BHE's funds and activities in furthering the charity's ancillary object under its *Bridging Divides* funding Strategy:
 - a. Model a collaborative, generous approach to the wider sector, acknowledging that CBT does not always need to be "in the driving seat" in progressing initiatives which benefit Londoners.
 - b. Present an opportunity to leverage support from other funders.
 - c. Offer communications and influencing opportunities.
 - d. Allow CBT (and thus BHE) to benefit from proximity to more expert and specialist funders, and use BHE and its Trustee's total assets approach to amplify the work of those organisations with which we are collaborating, as well as to convene and enhance the reach of those organisations via our own networks.
7. By way of example, support for the first Alliance Partnership was agreed at the Grants Committee meeting on 6th December; by a grant of £499,999 to ROSA - a grant-making charity that funds grassroots women's organisations working to make the UK a fairer, safer place for women and girls. The grant is being applied to ROSA's Rise Fund which will award two-year grants of up to £40,000 to Black and minoritised-led women's organisations for organisational development work. CBT funds will only be used to support organisations benefitting Londoners (and the costs of administering such grants). A number of other funders are contributing, and a further £789k will be awarded from their funds to organisations operating outside of London.
8. Please note that this paper was previously titled "Alliance Fund" but the word "Partnership" has been added following Member input to avoid any confusion with other funders/funds which use the word "Alliance" in the name. Thus, these funding collaborations will now be referred to as an "Alliance Partnership" or "Alliance Partnership fund".

GLA and Civil Society Roots 3 Programme – An Alliance Partnership

9. In 2016 The Way Ahead report⁵, commissioned by London Funders, was published outlining a vision for the way in which community needs in London could be met by the voluntary and community sector into the future. It outlined the need for consistent, sustainable, collaborative funding and led to the development of the Cornerstone Fund⁶ in 2017. This was as a direct response to the recommendation that it was time to review the provision of infrastructure support to London's civil society, particularly given the changing economic climate.

⁵ [The Way Ahead, 2018](#)

⁶ The Cornerstone Fund is CBT's initiative to fund partnership work between civil society infrastructure organisations. See Appendix 1 for further information.

10. Following the development of the Cornerstone Fund, which supported partnership work explicitly, the Greater London Authority (GLA), working in collaboration with CBT and other stakeholders working in London, developed a further fund – the Civil Society Roots fund (referred to below as “Civil Society Roots 1”) - in support of civil society infrastructure bodies.
11. CBT and the GLA enjoy a trusted relationship, with the GLA having contributed £175,000 towards the first stage of the Cornerstone Fund. Most recently, the two organisations collaborated to become, respectively, the founder and first donor to the London Community Response Fund (LCRF) (a restricted fund held within BHE’s ancillary object), with both BHE and the GLA allocating £1m each within days of the announcement of the first lockdown in response to the coronavirus health pandemic in March 2020. Both later increased their allocations to the LCRF, with the GLA donating a total of £5.4m and CBT allocating £16m from BHE’s funds designated for application in furthering the charity’s ancillary object. During this time, strong relationships were built both between City of London Corporation (CoLC) officers, (those working on the activities of the LCRF and elsewhere for BHE, as well those CoLC officers in other Teams/departments working both to support the charity as Trustee of BHE and in the CoLC’s wider response to the pandemic), together with GLA officers who were also involved in contributing to the pan-London recovery response. CBT also recently contributed to the GLA’s “Festival of Ideas” funding some of the costs of the development and staging of community events across the capital to share and generate ideas and learning to feed into recovery work.
12. CBT grants made to statutory bodies in previous years have complied with the principle that this is only permitted where they are acting as an accountable body for onward distribution of funding to voluntary and charitable organisations, as in this case, and do not relieve those statutory bodies of any of their own funding obligations.

Civil Society Roots 3

13. It is now proposed to further the objectives of collaborative working through the Alliance Partnerships concept through a further collaboration with the GLA in respect of its Civil Society Roots 3 programme. This programme seeks to support specialist infrastructure, being focused on equity organisations⁷ within London, and building on two earlier initiatives:

- a. *Civil Society Roots 1, 2019 – a collaboration between the Mayor’s Office for Policing and Crime, CBT, and the National Lottery Community Fund.*

⁷ Organisations which work specifically with communities affected by structural inequality, often those with protected characteristics including intersecting characteristics

This initiative offered grants of £100,000 over two years for specialist regional (London focused) infrastructure bodies supporting BME-led organisations, LGBT+-led organisations, Women's organisations, criminal justice organisations, and organisations led by disabled people.

b. Civil Society Roots 2, 2020, GLA

Launched in the wake of the first coronavirus/Covid-19 lockdown, £50,000 of "incubator" or micro grants, and £150,000 of collaboration development grants, were awarded to new and existing collaborations between infrastructure organisations.

14. *Civil Society Roots 3* will continue to have an equity focus but will also take a place-based approach⁸ (focusing on specific boroughs). The programme will aim to strengthen local civil society support that focuses on relationship building, networking, and the development of collective voice and advocacy.
15. Beginning with a rapid evidence review, it will identify geographic cold spots (both in terms of the prevalence and strength of equity groups, and the support already in place to assist them). Following the rapid review, an "Ideas Camp" will bring together key organisations from 10-12 identified cold spot areas to facilitate dialogue, build relationships, and explore shared priorities. Organisations will be supported through pre-application workshops to develop their ideas and submissions. The funding will then be targeted to support projects that build networks and capacity within the cold spots. Equity groups and funders will be involved in the project design from the beginning with a view to generating maximum impact from each party's contribution, including that of CBT.
16. It is intended that any CBT funding contribution to *Civil Society Roots 3* will be awarded on a restricted basis to the GLA, specifically for the *Civil Society Roots 3* programme, with up to £120,000 to be spent on administration costs including the salary of a coordinator and under the condition that the job description of the coordinator be provided. A payment schedule will be drawn up, allowing the funds to be paid to the GLA in instalments, with payments to be received by the GLA prior to onward grants being committed and/or paid.
17. A grants panel of GLA and funder officers will make final decisions on the award of grants of between £5,000-£50,000, to each be spent over a two-year period. Funds will be awarded to user-led groups (organisations led by the communities that they serve), with a particular focus on strengthening support for communities that have been disproportionately impacted by Covid-19 as a result of structural inequalities.

⁸ Place-based working is a person-centred, bottom-up approach used to meet the unique needs of people in one given location by working together to use the best available resources and collaborate to gain local knowledge and insight

This includes such disadvantage in relation to age, disability, ethnicity, gender, gender identity, religion, sexual orientation, and socio-economic position.

18. In addition to evidence and learning gathered within the evolution of the Cornerstone Fund and previous iterations of Civil Society Roots, this initiative will also take learnings from the creation of the Building Stronger Communities Mission during the development of the London Recovery Programme⁹, the creation of the Civic Strength Index¹⁰, and the Festival of Ideas - a series of events which explored individual and collective plans for building strong communities across London.

19. The timeline of the initiative is as follows:

- a. November-December 2021 – rapid evidence review.
- b. January-February 2022 – ideas camp, applications open and assessed.
- c. April 2022 onwards – funding awarded, grant management.

20. The National Lottery Community Fund (TNLCF) has indicated a commitment of £250,000 (via aligned funding, as it is limited by internal bureaucracy and is more easily able to align) bringing the total budget available exclusive of CBT funding to £530,000. CBT funding of £720,000 would match the available onward grant-making funds already committed, and also provide both - £100,000 (over two years) for non-grant support (an external consultant will be appointed to work with groups providing targeted “funder plus” style consultative support to funded groups, and bring them together as a cohort), and £120,000 (over two years, including on-costs, NIC etc) for a dedicated post providing ongoing one to one support and relational grant management to funded organisations (as well as grant management support). The post is equivalent in grade to similar posts at CBT and represents 11% of the total project budget.

21. Table of Civil Society Roots 3 budget and funder commitments

	Admin (FTC post)	Grant support (consultant)	Onward grant making	Total contribution
CBT	120,000	100,000	500,000	720,000
GLA	0	30000	250,000	280,000
TNLCF	0	0	250,000	250,000
Total	120,000	130,000	1,000,000	1,250,000

⁹ The London Recovery Programme is the GLA’s [plan](#) to restore confidence in Greater London, minimise the impact on communities and build back better the city’s economy and society. It has been developed in consultation with London’s communities and other stakeholders including the CoLC.

¹⁰ The [Civic Strength Index](#) was developed by the Young Foundation, commissioned by the GLA, and is a report and tool that aims to begin to measure what makes a strong community.

22. CBT Officers will meet regularly with the GLA and will design a monitoring process including reporting on the number and value of grants awarded, and aggregate information regarding the types of work funded.
23. Whilst CBT has ambitions to support equity-led, and especially smaller equity focused, user-led organisations, it has to date faced barriers to supporting these types of organisations at scale. During the operation of the LCRF (which also focused on such organisations), 61% of funded organisations had never received funding from CBT before. Supporting this initiative facilitates the bridging of this gap and will allow CBT to share learning from the programme. CBT does not always need to directly fund all of the types of organisations which meet its mission; one of the ways it can ensure that its funding has extended reach and impact is by, instead, funneling its resources to those organisations where that reach already exists.

GLA – Funding History

Funding	Year
£300,000 to support the three-year London Borough of Culture programme.	2017
£80,000 pilot fund for specialist civil society support organisations (Civil Society Roots 1).	2019
£300,000 towards commissioning charities to support Young Londoners Fund projects.	2019
£19,675 for emergency food bank re-supply costs. COVID-19.	2020
£100,000 towards the provision of networks for Young Londoners Fund grantees in 2022.	2021

GLA – financial information

24. Given the size and nature of the entity as a statutory body, a shorter financial review has been undertaken. Consistent with previous grant awards to this organisation, and as agreed with the Charities Finance Team, the financial table was not deemed necessary.
25. Total reserves have declined from £1.1bn at 1 April 2019 to £728m at 31 March 2021. Budgets for 2021/22 and 2022/23 forecast the planned draw down from unallocated reserves will be smaller than in previous years, hence lower reductions in reserves are planned in these years. This is due in part to plans to stop investment in a number of programmes, and from savings made in core function costs as a result of the relocation of City Hall. In subsequent years, the level of draw down from reserves is anticipated to reduce further, though total reserves are expected to continue to reduce to a much lower level than currently, but this appears to be a part of future planning and does not present an overall delivery risk.

Conclusion

26. CBT is committed to collaborative working with other funders and stakeholders within London to address inequality experienced by Londoners, and to maximise the impact of CBT's funding and activities. Awarding £720,000 to the GLA (Civil Society Roots 3 programme) supports CBT's vision for a London where all communities can thrive, allowing funds to be laser targeted to those communities which are most significantly facing barriers. It also supports the mission to reduce inequality and grow stronger more resilient communities, by ensuring that equity provision is accessible in every borough. The collaboration with the GLA, as well as the proposed wider Alliance Partnerships concept itself, speak to the values of being progressive, adaptive, collaborative, inclusive and representative. Earmarking funds for Alliance Partnerships has created a unique opportunity to apply some of the uplift funds to the charity's ancillary object in a collaborative, collegiate manner, facilitating the sustainability of civil society organisations, including fellow funders operating in London. It demonstrates CBT's commitment to funding work which most meets our mission and values and creating the greatest impact from our activities and funding, regardless of whether CBT itself is in the driving seat in delivering a funding programme.

Appendix

- Appendix 1 - Table of examples of major CBT collaborative funding.

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Appendix 1: Table of examples of major CBT collaborative funding.

Initiative/co-collaborating funders	Description	CBT funds	Initial CBT involvement	Onward grant-making?
Corston Independent Funders' Coalition - multiple funders including Barrow Cadbury, Paul Hamlyn Foundation, and Lankelly Chase.	A rare collaborative funder effort in advocacy, pressing for the full implementation of the 2007 Corston Report's recommendations for vulnerable women in the criminal justice system. Total project cost was £1m and CBT awarded £94k via aligned funding.	£94,000	2010	No
Grenfell: The Children and Young People's Coalition Funding (Phase 1)	Co-funders included John Lyon's, Tudor Trust, BBC Children in Need, RB Kensington & Chelsea, among others.	£114,000	2017	No
Grenfell: The Advice Fund - Trust for London, the National Lottery Community Fund, Comic Relief, the Legal Education Foundation	Co-funders included National Lottery Community Fund and Comic Relief, among others.	£75,000	2017	No
Cornerstone Fund – National Lottery Community Fund, Trust for London, John Lyons Charity, Mercers Company, GLA, London Funders and London Councils	Funder collaborating aiming to bring about systemic change, enabling collaboration between civil society support organisations, with a focus on tackling deep seated structural inequalities to improve outcomes for Londoners.	£3m (further £2m expected).	2018	Yes (reciprocally – CBT awarded onward funds from Trust for London).
Trust for London - Moving On Up (Phases 1 & 2)	Project supporting young black men to find jobs and careers in London's competitive labour market, in partnership with Black Training and Enterprise Group (BTEG).	£857k	2018	Partially

Initiative/co-collaborating funders	Description	CBT funds	Initial CBT involvement	Onward grant-making?
Trust for London - Strengthening Voices - Realising Rights	Joint fund supporting work that tackles some of the root causes of poverty and disadvantage amongst Deaf and Disabled Londoners. Co-funded with Trust for London. Original grant £300k (2018), £400k in 2020 (to last until 2022) plus £385k in 2021 (to cover 2022-2024	£1.85m	2018	Yes
Civil Society Roots 1 (pilot programme) - Greater London Authority	The fund supports five specialist civil society infrastructure organisations to develop the offer of support for their respective sectors and strengthen London's civil society. Co-funded with GLA and National Lottery Community Fund.	£80,000	2019	Yes
LocalMotion - Esmée Fairbairn Foundation, Lankelly Chase, Lloyds Bank Foundation, Paul Hamlyn Foundation and Tudor Trust	A joint initiative by six funders to support communities to maximise the 'power of place' working with local partners to challenge existing norms and shape philanthropic practice.	£685,000	2019	Yes (although no onward funds actually awarded as yet).
Cripplegate Foundation/ Islington Giving	Funding towards the young grant makers programme, which provided grants awarded in a participatory grant making model to youth work in Islington.	£25,000	2019	Yes
London Community Response Fund – 20 different funders.	Collaborating of London's funders to provide coordinated funding to support groups responding to the needs of communities in the capital affected by the covid-19 pandemic.	£16m	2020	Yes reciprocally (CBT awarded onward funds from a number of funders)

