

Committee	Date
Bridge House Estates Grants Committee	9 March 2022
Subject: BHE Managing Director's Update Report	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?	1
Which Bridging Divides Funding Strategy priority does proposal aim to support?	All
Does this proposal require extra revenue and/or capital spending?	No
Report of: David Farnsworth, Managing Director of BHE	For Decision

Summary

To support the BHE Grants Committee in the discharge of its duties, this regular report provides an update on key areas of activity to note and agree, where necessary. Specifically, the report provides details on: the Bridging Divides funding strategy, including the progress of the implementation of the Interim Bridging Divides Review and formalising the agreement of this Committee to extend the funding strategy for a further five years from 2023 to 2028, by taking it to the April 2022 BHE Board and to the May 2022 Court for approval; funding updates in respect of LocalMotion and Alliance Partnerships, including Civil Society Roots 3 and ROSA; philanthropy updates, including how City Bridge Trust (CBT) is deploying its expertise in support of broader philanthropic practice in the City Corporation, an update on London's Giving, and an overview of the arrangements in place with the Wembley National Stadium National Trust; communications and events updates, including details of a Funded Organisations Learning Day and an event planned at the Old Bailey with Safe Lives; and, finally, a Learning Case Study on Alliance for Inclusive Education (ALLFIE).

Recommendations

The BHE Grants Committee are recommended to:

- a) Note the report;
- b) Agree to take the agreed recommendation for BHE to re-commit to the overarching vision and mission of the Bridging Divides funding strategy and to extend the funding strategy for a further five years from 2023 to 2028, and to take this recommendation to the April 2022 BHE Board and (subject to approval) to Court of Common Council in May 2022 (with the Charity Commission being then formally notified, subject to agreement); and,
- c) Agree in principle that Officers award a series of development grants of up to £50k to organisations participating in the design of the Anchor programme.

Main Report

Bridging Divides Strategy

Interim Bridging Divides Review implementation

1. CBT continues to implement the recommendations arising from the early 2021 interim review of the *Bridging Divides* funding strategy. Most notably:

- a) CBT's funding programmes continue to be updated, with 12 of the 19 pre-Covid strands now open to new applicants, having been reviewed and updated considering the current context in London, taking lessons learnt from the pandemic into account. The remaining seven funding strands are being reviewed as part of a wider exercise to ensure learning from the health crisis is reflected in CBT's grant making. Further details of this exercise will be provided in a separate paper for today's Committee. CBT continues to offer transitional funding support to organisations who would otherwise seek funding under the strands that remain on pause. Transition funding is available for up to two years, with a maximum grant amount of **£50,000 per annum**. CBT's standard funding criteria apply, and regular equity reviews take place looking at where applications are coming from, where funding is awarded, and how we can do better at reaching and engaging communities that are especially disadvantaged or marginalised.
- b) At the meeting of the former CBT Committee on 25 March 2021 the recommendations of the Interim Review of Bridging Divides were agreed which included the following recommendation (recommendation 6):
- i) *In principle, to long-term (up to 10 years) core fund a cohort of London's representative anchor organisations vital to supporting the conditions for a progressive and inclusive London Civil Society. Also, to request officers to prepare a short-list of such organisations for consideration (CBT would then work with them to learn how to further improve its own funding approaches, including how best to support localities in response to the ascendance of communities, rise in collaboration, increase in volunteering, role of Place Based Giving Schemes and development of Mutual Aid Groups).*
- c) Officers reported in the BHE Grants Committee Managing Director's report (MD report) of December 2021, that the work was progressing on this (now referred to as the "Anchor Programme") with a long list of potential anchor organisations partners with a cross community/cross-locality remit to support smaller civil society organisations in place. As trailed in the same MD report, a facilitated roundtable event with 18 of these organisations, took place on 22 February 2022 and many of the organisations involved expressed an appetite to work with us on developing the work further.
- d) Officers are seeking the approval of the Committee to continue to work with 20-25 organisations, who either attended the roundtable or have been recommended by the participants at the meeting and have the desire, skills, unique expertise and capacity to work with us, and to award a series of "development grants" of up to £50k to resource them to do so. Each participating group will need to meet the standard CBT eligibility criteria to be awarded a development grant, and grants will be processed following usual delegated authority protocols, with a light touch assessment due to the low value of the grants and short grant term (this approach utilises learning from the London Community Response Fund).

- e) The funding will support them in the role of working with officers between March and May 2022 as a Design Group to develop the potential Anchors Programme. This work will lead to a paper to be submitted to the BHE Grants Committee in June, outlining a suggested approach and including a request to earmark a portion of funds from the designated grant fund for the work. Should the Grants Committee agree to the progression of the Anchor Programme (and related earmarking of funds) at that point, all grants awarded will follow usual delegated authority protocols and be approved by the Grants Committee and/or BHE Board as required.
- f) CBT's "Funder Plus" offer, *The Bridge Programme*, relaunched in October and is receiving a steady stream of applications. "Funder Plus" is an approach connecting grant funded organisations with a range of free, non-financial support to help address a specific issue, whilst enhancing capacity, resilience, and longer-term stability. Areas of support include Fundraising and Business planning, Management Systems, HR, and Governance. A learning session for the CBT team took place in November 2021. The current pilot is due to end 31 March 2022; however, this will be extended by a minimum of 3 months to 30 June 2022 to allow more organisations already in the application pipeline to benefit from the programme. The evaluation of the programme along with an internal review will inform future recommendations to the Grants Committee.

Vision and Mission of Bridging Divides

2. In March 2020, the former CBT Committee approved a proposal to re-commit to the overarching vision and mission of Bridging Divides and to extend the funding strategy for a further five years from 2023 to 2028. In light of the changes in BHE Governance and the passage of time due to Covid disruption, this extension was then put to the BHE Grants Committee at its first meeting in September 2021. The Grants Committee agreed to support the extension, and this has underpinned work on the Interim Review of Bridging Divides along with budget planning for the next five years. In line with the new BHE governance, to formalise this decision, officers today seek the Grants Committee's agreement to take the recommendation of this extension to the BHE Board in April 2022 and (subject to Board's approval) Court in May 2022. Based on guidance from the City Solicitor, officers would then write to the Charity Commission to inform them of this extension. The impact of the Bridging Divides Strategy will continue to be reported on an annual basis and there will, of course, be flexibility to ensure lessons learned can be implemented along the way and that changes in context/ needs can be taken into account.

Bridging Divides Funding Updates

LocalMotion

3. LocalMotion is a collaboration between six funders joining forces to tackle economic, environmental, and social inequality in six places, utilising the resources of all six funders and places to have an impact which is greater than the sum of its parts. Each funder is linked with one place, with CBT being connected to Enfield, and has one "board champion" with CBT's being William Hoyle. So far, £585,000

has been allocated by CBT towards the initiative, and the second phase started in November 2021. Since the last BHE Grants Committee meeting, grant agreements have been entered into in each place and work has begun to formulate plans to spend the funding. LocalMotion is coordinated by a Director of Collaboration, Kathleen Kelly, and a group of Directors from each of the funders which is called the Design and Delivery Group (DDG). CBT Funding Director Sam Grimmett Batt has agreed to Chair the DDG following the departure of the previous Chair.

Alliance Partnerships

4. In December 2021 the Grants Committee approved the earmarking of up to £15m towards a series of “Alliance Partnerships” throughout 2022-2023. These are strategic funding relationships whereby CBT contributes to the “funding pot” of another established funder (restricted to use benefitting Londoners) which has expert knowledge, reach and insight which is additional or complimentary to CBT’s own. Via these partnerships CBT furthers its aim to reduce inequality in London and demonstrates its “collaborative” value (as well as its progressive, inclusive, and representative values).
5. The inaugural Alliance partnerships with ROSA and the Greater London Authority (GLA) have now commenced; the launches are summarised below. Your papers contain four further Alliance Partnership proposals, for Trust for London (Racial and Disability Justice funds, respectively), John Lyons Charity and United Saint Saviour’s Charity.
6. Civil Society Roots 3 - At the Grants Committee meeting on 6 December 2021 a grant of £720k was awarded to the Greater London Authority towards onward the grant-making funds and administration costs of the Civil Society Roots 3 fund, a grant programme that aims to increase the support available for Londoners impacted by structural inequalities in ten cold-spot London boroughs. This initiative launched on 16 February 2022 with a virtual event attended by 125 participants and chaired by the Deputy Mayor for Communities and Social Justice, featuring a panel discussion between recipients of grants awarded in previous rounds of the Civil Society Roots fund. The fund is now accepting applications for the first round of development grants of between £1k - £5k and impact grants of between £5k - £50k up until the deadline of 22nd April 2022. Through ‘Ideas Camps’, applicants will be supported to test their ideas with funders and with local partners in virtual pre-application workshops held in each target borough.
7. ROSA - At the Grants Committee meeting on 6 December 2021 a grant of £499,999 was awarded for use towards Rosa’s Rise Fund, which funds BME women-led charities benefitting Londoners, with grants focussing on organisational development work. The fund launched on 23 November 2021 and closed for applications on 31 January 2022 (following an extension when CBT funds were announced). ROSA reports that there have been a good number of applications, and assessment will take place over the coming weeks. Funding Manager Anneka Singh will attend panel meetings as an observer. Grant awards are to be drawn down in July 2022.

Philanthropy

Deploying CBT expertise in support of broader philanthropic practice across the City Corporation

8. Officers are drawing on CBT's insights, networks and expertise to help positively influence giving practice more broadly across the City Corporation, in line with the aims of the Philanthropy Strategy. For example, The Lord Mayor's Appeal team have engaged with CBT to seek advice and financial due diligence insights around potential charity partners for the appeal. The Central Grants Unit (CGU), which reports to the Philanthropy Director and is largely populated by CBT 'alumni', has become an increasingly influential force in delivering a variety of corporate and departmental grant programmes, while also providing strategic grant making services to small charities where the City of London is the Corporate Trustee. A growing range of funds including the Community Infrastructure Levy Neighbourhood Fund fall under the CGU's purview, and its team members work closely with CBT colleagues to ensure CBT's insights inform the CGU's practice and vice versa.

Update on London's Giving

9. The Grants Committee may re-call that CBT are a supporter of place-based giving schemes (PBGS) under the Connecting the Capital funding strand. In addition, CBT support the development and capacity building of local giving schemes through London's Giving strategic initiative which is hosted by London Funders. This funding supports both the Bridging Divides funding strategy (in particular, the strategic aim to grow stronger, more resilient and thriving communities in London) as well as the joint BHE & City Corporation Philanthropy Strategy (in particular, the strategic aim to support, role model and encourage charitable giving in the capital).
10. At the Grants Committee September 2021 meeting, the Committee received a paper updating on the Bridging Divides Interim Review. Included in the report was the update that "The Trust's work on strategic initiatives continues (including further consideration of the development of the Cornerstone Fund and London's Giving ...".
11. In August 2021, the Chair and Deputy Chair approved by urgency the unpausing of several of CBT's funding strands, including support for Placed Based Giving Schemes (PBGS).
12. With regard to the further consideration of the development of London's Giving, a consultation meeting was held with the London's Giving Network on 24 November 2021 where CBT's proposal to establish a strategic development fund for PBGS that would enhance and complement existing CBT support was discussed. Consequently, a Task and Finish Group has been established, comprising representatives from the Network, London Funders and the CBT Team which has co-designed the criteria for this additional, one-off and time-limited funding stream and which launched on 3 February 2021.
13. The further development of London's Giving was added to the Strategic Initiatives pipeline in September 2021, with up to £7m being earmarked for this purpose, to be resources from the designated fund for grant-making 2022-23. With regard to the

strategic development fund, officers envisage awarding approximately 20 grants of an average value of c£250,000 (total £5m). The remaining £2m would remain earmarked for a further two ideas that have emerged from the Task and Finish Group.

14. The first would be to build on the work of London's Giving, currently hosted by London Funders, to establish a Resource Hub for PBGS to help build their capacity, share learning and resources, and promote best practice. The second is to establish a Challenge/Match Fund to enable local schemes to leverage funding from new donors. Before recommending support for either of these concepts, it is proposed to procure a consultant(s) to scope out the feasibility of both/either of them and the Task and Finish Group are currently finalising the tender brief document.

Wembley National Stadium Trust

15. The Committee will recall that since 2012, CBT has provided a management and administrative service under contract for the Wembley National Stadium Trust – the charitable foundation for the iconic national stadium. This is operated on a full cost recovery basis and involves the long-term loan of one of CBT's senior staff, Stewart Goshawk, to be WNST's Chief Executive Officer, together with some administrative support from within the Funding Officers team, as well as accommodation and other office services.
16. WNST's grant priorities all relate to the provision of grassroots community sports activities, encouraging maximum participation by people of all abilities. Funding highlights have included:
 - a) Over £5m invested in LB Brent, the stadium's "home borough". This has been distributed in more than 400 grants covering over 30 different sports and supported thousands of local people to be improve their physical and mental well-being.
 - b) £1m across the capital in the years following the London 2012 Paralympics to support the development of replicable initiatives removing the barriers to sports participation by disabled people. Projects funded include a four-borough disability cricket championship – now a national competition – and multi-sports activities for SEN primary school children – now delivered across the country.
 - c) A £675k London project in partnership with the England Hockey, England Netball and the England & Wales Cricket Board to encourage more primary school-age girls to play team sports. This engaged with more than 30,000 girls across the capital and trained more than 400 teachers to deliver better sports sessions.
 - d) A £1.6m partnership with the EFL Trust to deliver disability football activities across England, through over 40 of the community trusts of the professional EFL clubs. Over 15,000 people have taken part in one of projects – which have included football for people with physical disabilities, sensory impairments, learning difficulties, those who are wheelchair users or who have enduring mental ill health issues.
 - e) A £100k project administered by London FA to train the next generation of female football coaches. This year, over 100 women are on the course, with

placements and mentoring at 80 different London-based clubs. An unexpected benefit has been a separate project for female referees, which is working with the leagues on Hackney Marshes to provide matchday experience.

17. The WNST trustees are keen to take on responsibility for the management and administration of WNST, but there is work required to put the necessary systems in place to allow this to happen. Pre-pandemic, the ambition was to effect this change at the end of the current contract with CBT at the end of March 2022. However, the pandemic decimated WNST's income, with the stadium being closed to paying spectators – and so last year, the Committee agreed a further two-year contract, allowing time for work to complete. A gradual disaggregation is planned over the coming period.
18. WNST has now though received its first substantive payment from the stadium since before the first lockdown, although still at a reduced level. This has enabled WNST to launch a new grants round in LB Brent, which will be distributed in early March.
19. Governance at the Trust is strong, with two young trustees (both in their early 20s) appointed at the 2021 AGM, with two further appointments pending. The AGM also appointed a new suite of honorary officers: chair, Pete Ackerley, vice-chair, Lynsey Edwards and treasurer, Khilna Shah (all three were existing trustees).

Communications and Events

Safe Lives event at The Old Bailey

20. On 30 March 2022 from 6-8pm, CBT is jointly running an event with SafeLives, an organisation which provides a wealth of support services to survivors of domestic abuse, at the Old Bailey. The opportunity has been enabled by Sheriff Gowman during her year of residence at the Old Bailey. The event is called '*Domestic Violence and the Judiciary: Trauma-informed working across the family and criminal courts*' and aims to create a coalition of enlightened law practitioners and frontline organisations sharing expertise and good practice on how to increase trauma-informed approaches within the judicial system. Judge Anuja Dhir QC of the Old Bailey will sit on the panel alongside representatives of SafeLives and the Legal Education Foundation.
21. All members of this committee should have received an invitation. If you have not/have not yet responded and would like to attend, please email EA.CBT@Cityoflondon.gov.uk.

Funded Organisations Learning Day

22. As part of its External Learning Programme, and in line with CBT's aims to build stronger more collaborative relationships with the Trust's funded organisations, CBT is hosting a Funded Organisations Learning Day on Friday 1 April 2022. Taking place in the Crypts, Guildhall, the event will be as interactive as possible and the aims of day are as follows:
 - a) Greater networking opportunities for all.

- b) Learn and share 'what works' with our funded organisations across a range of themes, with all attendees participating and sharing real life solutions, insights and challenges.
- c) Share more stories from funded organisations and bring learning back into CBT to refine our ways of working.
- d) Build a more collaborative, open and trusted relationship with our funded organisations.
- e) Funded organisations are engaged, inspired and motivated to enhance their individual roles and feel more informed about the work of CBT.

23. The CBT Impact and Learning Team would very much value any input or participation from the BHE Grants Committee and indeed any other BHE Board Members. Formal invitations will be circulated within the next week.

Impact and Learning

24. A CBT learning case study is provided at Appendix 1. The case study is about Alliance for Inclusive Education (ALLFIE), a user-led Disabled People's organisation (DPO) campaigning for equal access to mainstream education for Disabled people. CBT funds ALLFIE's capacity-building project for local DPOs. The case study explores the difficulties ALLFIE faced during Covid-19, particularly the challenges of working from home and online service delivery for disabled staff and clients.

25. London Community Response Fund (LCRF) Manager Nat Jordan wrote a [blog](#) summarising learning from the LCRF funder collaboration.

Conclusion

26. This report provides a high-level summary of CBT activities since the Grants Committee last met in December 2021. The Grants Committee are asked to note the content of the report and agree to the two proposals as set out at recommendations b and c. Further information on any of the updates given in this report can be provided to the Grants Committee either verbally in the meeting or in a written format as a follow-up to the meeting.

Appendices

- Appendix 1 – Learning Case Study

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Appendix 1: Learning Case Study Alliance for Inclusive Education (ALLFIE)

Summary

This is a learning case study about Alliance for Inclusive Education (ALLFIE), a user-led Disabled People's Organisation (DPO) campaigning for equal access to mainstream education for Disabled people. CBT funds ALLFIE's capacity-building project for local DPOs. The case study explores the difficulties ALLFIE faced during Covid-19, particularly the challenges of working from home and online service delivery for disabled staff and clients. ALLFIE highlights the need for funding to cover additional costs that DPOs face on a daily basis, due to the higher support needs of their staff and clients and make the case for DPOs to be involved in funder decision making. Key learning and recommendations for CBT are included at the end of this document.

Introduction

This is one of a series of learning case studies demonstrating the issues faced during and beyond the Covid-19 pandemic by organisations CBT supports and highlighting ways they are adapting their services and approaches as they move forward. The purpose of these case studies is to identify good practice that CBT, and others, can learn from following this crisis period and as the sector rebuilds.

This case study focuses on Alliance for Inclusive Education (ALLFIE) and draws on information provided in their Impact and Learning report and an interview with their Director, Michelle Daley.

What makes ALLFIE unique?

ALLFIE is a user-led Disabled People's Organisation (DPO) campaigning for equal rights to inclusive education in mainstream settings for Disabled people of all ages.

"We centre our work round lived experience, we're all Disabled people and most of us have had experience of segregated education or being labelled SEND, that creates a negative experience."

They take an intersectional approach; this means recognising how multiple forms of discrimination – such as racism, sexism, classism, ageism, homophobia and ableism – combine and interact in ways that often exacerbate the inequalities that marginalised people face. For ALLFIE, it means considering how the different components of an individual's identity, such as their race, gender, class, age, sexuality and disability, may interact and affect each other to shape their experience and lead to different needs for support. ALLFIE also encourage and help other DPOs to do the same.

"We embed intersectionality, often when people think about Disabled people they homogenise our experience and it's important we don't do that."

Their work focuses on lobbying for policy change to make education at all ages more inclusive for disabled people. They also provide capacity building support for DPOs and involve and support Disabled young people to take part in the work of ALLFIE.

"When you don't capacity-build and put those systems in place, it won't work, it won't be sustainable. CBT funds ALLFIE to capacity building on the local level, training, networking, and we work with young people to be involved and lead on areas of work."

How did Covid-19 affect ALLFIE?

The required move to working from home meant disabled staff lost the equipment and PA support of the office, and virtual meetings were inaccessible to many.

“Covid was horrible at the start, how do you support staff when you’re not next to them, not all staff had their assistive / appropriate equipment and / or in-person support at home, there was a delay in getting support through. More conversation could have taken place about the experiences of Disabled staff in the workplace .”

Many DPOs ALLFIE work with struggled due to lack of technology, infrastructure and digital skills.

“Some organisations had the digital skills, resources, tools already there, but for organisations that don’t have those resources it was very difficult. People were relying on social media, websites more than ever before, but that IT aspect isn’t resourced.”

In addition, the murder of George Floyd and subsequent Black Lives Matter protests had a significant impact on ALLFIE’s staff and community.

How did ALLFIE adapt?

After the murder of George Floyd, ALLFIE set up a Disabled Black Lives Matter group, initially as a short-term support offer for those affected but this has now become integrated into their whole way of working. It has also improved their support for other groups affected by racism, for example Disabled Travellers, and gender equality.

“Practices tend to homogenise disability and disabled peoples’ experiences... It’s been welcomed that ALLFIE has taken a leadership on raising the profile of intersectionality within our work but we don’t get much funding, it’s done on a shoestring.”

To deal with the shift to online, they employed specialist support to make online workshops for young people more accessible and engaging, for example providing live graphics onscreen.

“We had someone doing graphics live onscreen and that worked fantastically, it made things more accessible for young people, we held workshops, training and a Disabled Women on the Frontline event with over 130 people.”

They also worked hard to support staff’s access needs while working from home and provided updated Covid information for disabled people on issues related to education.

How is ALLFIE moving forward post-lockdown?

ALLFIE are now offering hybrid home and office working for staff to meet their individual needs, as well as hybrid digital and some small in-person service delivery for young people.

“We have regular conversations about what staff want and what the young people’s groups want ... and we’re exploring a blended approach going forward.”

They are also supporting DPOs to meet increased demand as a result of the pandemic.

“There needs to be support for coming out of lockdown, lots of Disabled people are in worse situations and have been made more excluded during lockdown.”

However, they highlight the need for funders to provide more funding to cover the additional costs that DPOs face.

“Funders should look at the size of organisations, what resources they have, and give core costs to smaller organisations ... DPOs make their organisations and services

accessible and this needs to be resourced. Lots of other organisations don't properly factor access so funders don't think about it."

They also suggest funders should listen more closely to DPOs and involve them in the decision making.

"Funders should involve DPOs in decisions, how you design application forms, what the programmes should be, rather than someone else. We're on the ground, we understand what's needed."

What can CBT learn from ALLFIE?

ALLFIE highlights the additional challenges and costs that DPOs face, due to making themselves accessible to Disabled staff and clients, and the challenges for smaller organisations; **CBT should provide additional funding for these organisations.**

ALLFIE points out the inequalities in digital skills and access across the sector; **CBT could provide funding and support for organisations' own digital inclusion and website/social media work.**

ALLFIE shows the importance of taking an intersectional approach, and the difficulty in securing funding to develop it; **CBT is increasingly funding the development of more intersectional and equitable approaches and this should be continued.**

Finally, ALLFIE demonstrates the importance of DPOs and other user-led organisations in truly understanding and supporting their communities; **CBT is committed to strengthening its support for, and learning from, user-led organisations, and this should be continued.**