

<b>Committee:</b> Grants Committee of the Bridge House Estates Board	<b>Date:</b> 26 September 2022
<b>Subject:</b> London's Giving Strategic Development Fund	<b>Public</b>
<b>Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?</b>	1 & 3
<b>Which Bridging Divides Funding Strategy priority does proposal aim to support?</b>	1, 2 & 5
<b>Does this proposal require extra revenue and/or capital spending?</b>	No (funding allocated from BHE designated grant making fund)
<b>Report of:</b> David Farnsworth, Managing Director of BHE	<b>For Decision</b>
<b>Report Author:</b> Jenny Field, Consultant	

### Summary

City Bridge Trust (CBT) has been a long-term supporter of place-based giving schemes (PBGS), most recently under the Connecting the Capital funding strand. In addition, CBT supports the development and capacity building of local giving schemes through the London's Giving strategic initiative which is hosted by London Funders. These funding streams support 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 and raise awareness of high quality giving in the capital). In addition, the Grants Committee have approved proposals for a Strategic Development Fund to enhance and complement existing support for London's Giving which was launched on 3 February 2022, with a closing date of 17 March 2022. The purpose of this report is to update the Grants Committee on this funding initiative and to seek approval for five grants over £250k as part of the London's Giving Strategic Development Fund.

### Recommendations

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Receive this report and note its contents.
- ii) Approve the five grants towards London's Giving Strategic Development Fund as recommended in Appendix 1 – 5.

### Main Report

#### Background to London's Giving

1. CBT's engagement with place-based giving schemes (PBGS) began in 2011 when it became a founder funder of Islington Giving as a Strategic Initiative with a grant of £119,500 over three years approved in April 2011. This was at a time when the appetite to establish PBGS was growing amongst London's communities and CBT supported a number of emerging schemes as Strategic Initiatives.

2. Inspired by the success of Islington Giving, CBT have also been supporting the promotion and development of PBGS since February 2014. This launched as [London's Giving](#) in February 2015 and is hosted by London Funders. As well as a range of online resources, news items and articles, London's Giving provides one to one support to individual schemes, regular network learning events and, in partnership with Rocket Science, enables local schemes to use shared impact measurement tools.
3. Since April 2018, funding for PBGS have been a stated priority under the [Connecting the Capital](#) strand of the Bridging Divides programmes.
4. Support of PBGs, as examples of pioneering and impactful philanthropic approaches incorporating the giving of both time and other assets, also supports BHE's and the City Corporation's (CoLC) Joint Philanthropy Strategy, which outlines BHE's and CoLC's aim to contribute to higher impact and higher value philanthropy through support and awareness-raising in the UK and internationally.

### **What is a Place-Based Giving Scheme?**

5. A PBGS is a partnership, initiative, or organisation which understands, highlights, and responds to local needs. It is more than a distributor of grant-funding to local communities. Schemes aim to bring together the public, private and voluntary sectors to bring about real change in local communities and to unlock resources and assets (financial and non-financial) for the benefit of those communities.
6. There is no blueprint or 'one size fits all' template for PBGS. Every scheme in London is different, depending on local conditions but they all share the same principles, developed by London's Giving. These are:
  - a. Recognising that everyone has something to give: time, talent and resources
  - b. Building a shared understanding of local aspirations and needs, not driven by donors or funders
  - c. Listening to local people and encouraging them to participate in decision-making
  - d. Collaborating with partners to find better ways to improve places
  - e. Independence from any one stakeholder; all partners have an equal voice
7. Whilst some PBGS have become independent charitable organisations in their own right (e.g. Camden Giving), other are hosted as a restricted fund of a suitable local organisation (e.g. Hackney Giving hosted by Hackney Council for Voluntary Service) or local funder (e.g. Islington Giving hosted by Cripplegate Foundation).
8. Currently, there are 14 active PBGS in London with a further six in development. The latest impact report can be found [here](#).

### **Strategic Development Fund**

9. As part of the Interim Review of Bridging Divides, the Grants Committee agreed that work should be undertaken to further support the development of London's Giving and PBGS at your September 2021 meeting, with £7m being earmarked for this

purpose. A consultation meeting was held in November 2021 with the London's Giving Network. From this, a Task and Finish Group was established, comprising representatives from the Network, London Funders and the BHE staff team which co-designed the funding guidelines for the Strategic Development Fund (SDF).

10. As reported in the Managing Director's report at the Grants Committee meeting in June 2022, work is also underway on a further two ideas that emerged from the Task and Finish Group. One of these was to build on the work of London's Giving to establish a Resource Hub for PBGS. The other was to establish a Challenge/Match Fund to enable local schemes to leverage funding from new donors. Following a competitive tendering process, consultants TSIP and Deborah Xavier are scoping the feasibility of these two ideas. This scoping is due for completion in the autumn and the fundings will be reported to the Grants Committee meeting in December 2022.
11. The SDF launched on 3 February 2022 with a closing date of 17 March 2022. Applications were invited for work to:
  - a. Accelerate the strategic development of schemes.
  - b. Test different models of participatory giving and engagement.
  - c. Seed-fund new and emerging schemes where the funding can leverage additional resources.
  - d. Pool resources amongst local schemes.
  - e. Enable a local scheme(s) to take on specific expertise through a third party, such as, but not limited to, web development; use of data; marketing; development of grants systems.
12. Applicants were also advised that it was envisaged that *"...most grants being up to around £250,000 but this is only indicative, and we can award more or less than this amount depending on the nature of the application"*.
13. 19 applications were received in total. Of these, two were not from PBGS and are recommended for rejection at today's meeting. Following assessment, a further three applications were considered insufficiently strong to merit a grant recommendation, and these are also recommended for rejection today at Appendix 5 at Item 16.
14. Five applications are recommended for funding today at Appendix 1 -5, whilst three others will be brought to the December 2022 meeting. The remaining six are recommendations for grants of <£250,000 and will therefore be dealt with by Delegated Authority.

## **Conclusion**

15. There is a growing belief in the importance of place, not least within Government and amongst think tanks and funders. The pandemic brought the importance of place into even sharper relief as we all spent more time in our neighbourhoods. During the pandemic, a number of PBGS played an important role in getting funding and resources to where they were most needed.

16. However, establishing a PBGS takes time and patience. Many local schemes have limited resources – often just one or two part-time members of staff. It is hoped that the SDF will help the funded schemes get to the next level in their development. The longer-term role of CBT with regard to PBGS will to some extent, at least, be informed by the feasibility work currently underway as described in paragraph 9.

## **Appendices – London’s Giving Strategic Development Fund – Grant Recommendations over £250k**

- Appendix 1 – Camden Giving (19288)
- Appendix 2 – Barking & Dagenham Giving (19287)
- Appendix 3 – Merton Voluntary Service Council (19289)
- Appendix 4 – The Bridge Renewal Trust (19307)
- Appendix 5 - Richmond Parish Lands Charity (RPLC) (19294)

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## **Appendix 1 – Camden Giving**

**MEETING 26<sup>th</sup> September 2022**

**Ref: 19288**

**ASSESSMENT CATEGORY: Bridging Divides - London's Giving: Strategic Development Fund**

**Camden Giving**

**Amount requested: £281,117**

**Amount recommended: £259,300**

**Adv: Clara Espinosa**

**Base: Camden**

**Benefit: Camden**

**Purpose of grant request:** to develop a participatory governance structure through the alumni network, allowing more people experiencing inequality to make decisions about social change in Camden.

### **The Applicant**

Camden Giving's main objective is to invest in projects in Camden that overcome inequality. Based on a notion that everyone has something to give; be that time, skills, or money, it channels those resources into grassroots community action that responds to local challenges. Originally hosted by Voluntary Action Camden (VAC, the council for voluntary service in the LB Camden), Camden Giving (CG) was launched in April 2017 as part of the London's Giving movement. CG registered as a charitable incorporated organisation (CIO) in August 2017.

CG supports grassroots community activities that provide immediate relief of key issues in Camden, including wealth inequality, environment issues, social cohesion, and community safety. It connects residents to volunteering opportunities, participatory funding, resident decision-making groups and employment opportunities. It prioritises shifting power to a varied range of voices from the local community enabling them to make funding decisions.

### **Background and detail of proposal**

In the four years since its launch, CG has become a leader in the field of participatory grant-making (PGM) and has worked with 198 panellists. The two significant pieces of funding; the KX Fund and the HS2 Camden Fund have enabled Camden Giving to fund a wide range of grass-roots projects, and it has used its partnerships with local businesses to leverage support in the form of skilled employee volunteering. All funding decisions are made by panels of local people, and CG has developed programmes to train and pay people with lived experience to make decisions about where the money goes. For example, CG recently launched its Equality Fund which was designed by a panel of Camden residents with experience of inequality. CG worked with the panel of ten Camden residents over several months, providing training and development support (as well as financial compensation for their time). After this, the panel invited applications and together awarded grants to successful organisations in Camden.

CG is applying for the Strategic Development Fund to test a different model of participatory giving and engagement. It would like to use the funding to go towards three elements that will contribute to CG's sustainability: the creation of an alumni network, the development of a digital voting application and the increase of referral networks.

Through PGM, residents are in control of decision making as to which organisations should receive grant funding in Camden. CG wishes to go a step further and to form a path for ex-panellists to make decisions on CG's governance through the creation of an alumni network. This network will allow local panellists to influence decision making within the organisation on a strategic level. This idea was developed in response to panellists showing a desire to stay involved beyond the one-year grant cycle. Panellists' involvement in PGM reduces feelings of isolation and creates a feeling of belonging in their community, 100% of panellists have said that they will become more involved in their community due to their involvement in PGM. In addition to this, for panellists with lived experience of trauma, being involved in PGM can be a healing process. More than half of its current panellists are from black or ethnic minority communities. Due to the time and knowledge that individuals give to overcoming inequalities, CG funds work that meets the needs of Camden's communities. However, this labour disproportionately falls on black and ethnic minority residents and working with residents in a time limited way has the potential to become extractive. The creation of an alumni network will reduce the transactional nature of PGM. A governance structure will be developed which means Camden residents especially those from marginalised communities will make over-arching decisions on CG's grants strategy. This will increase community power and will contribute to the longer-term sustainability of PGM, allowing local people to feel listened to and will encourage them to continue their journey in participatory involvement through strategic decision making.

All panellists will be invited to join the alumni network once they have been on a panel for one year. They will come together to make strategic decisions on the future of CG on topics such as how long should the grants be for, whether CG should be focusing on social investing rather than grant making, what the role of place-based giving schemes (PBGS) in London's current climate is, what CG could be doing with regards to gang related activities that go beyond the borders of Camden and what changes can be made to CG's grants policy. The network will help to build a shared understanding of local aspirations and will demonstrate to donors that there are issues that residents consider to be a priority. It will be a space to discuss topics that come up through PGM but need a wider discussion. The board of trustees has approved delegated authority to the alumni members. The funding requested would be used initially to pilot the alumni network however the idea would be for the network to come together several times a year to discuss and vote on important topics. In addition to this, CG also wishes for the network to be co-designed by the members and this will involve coming together through the form of focus groups to create a term of reference which will outline their responsibilities. The focus is on changing the way things are done, it will be a space for creative thinking, and participants will be supported to use their personal experiences from living in Camden.

Through establishing PGM practices, CG has learnt that setting up participatory groups takes time and although relationships will have already been established, organising meetings, and ensuring all panellists have received the right information and training will require additional resources. Therefore, part of the funding will go towards employing an Alumni Manager who will work with the panellists to develop the alumni network. Responsibilities will involve providing individual support to alumni members and ensuring that they are compensated for their time. The ideal candidate for this position would be a Camden resident who has experience in community youth work and is well placed to support people individually. The Alumni Manager will also help to

set up a digital tool which will be used to carry out the voting on strategic decisions. CG will work in partnership with Meta to develop this tool which will allow alumni members to learn and vote on decisions remotely, considering that some alumni members have caring responsibilities. CG will share learnings and challenges of setting up this tool with other London Giving schemes.

Additionally, CG is requesting funding to go towards the development of referral networks to increase the representation of the following four target groups: Somali community, people with disabilities, young people and the LGBTQI+ community. The strengthened referrals with local organisations will allow CG to provide specialist support to ensure groups are representative and accessible, CG will be funding them to refer panellists in. The referral network will support people from under-represented groups to join Camden Giving's PGM panel, for example by providing one to one disability support to someone to join grant meetings. The referral network will also support citizens to apply for funding from Camden Giving for social action projects, for example by supporting a young person to apply for funding for the first time.

CG will share learning of the practicalities of implementing a participatory governance approach and what the challenges will be. Learning will be shared across the London Giving network, the PGM community of practice and CG will use this data to keep building its PGM toolkit.<sup>i</sup> There will be a focus on measuring how the alumni network supports CG's delivery plan, looking at connecting people to opportunities that increase power and how this model can be used to influence partners to change the way they are working.

City Bridge Trust is currently contributing core funding towards two leadership roles, which will enable CG to develop relationships, fundraise for Camden and begin to implement a business plan. CG's proposed work in this funding application aligns with its five-year strategy which focuses on shifting community power and increasing the amount of funding distributed in Camden. Participatory decision making through the alumni network will demonstrate to donors that CG is placing communities with lived experience at the centre of problem solving and that it is embedded in how CG functions. At the end of the three years CG will have a sustainable model of how to keep community panellists involved with the organisation, it will have strong referral pathways and a dynamic voting application which other PGM communities will be able to use. CBT funding will allow CG to do something differently and it supports the strategic aim of this scheme as people with lived experience of the issues that CG is concerned about will be the ones influencing the organisation's direction, creating a more inclusive environment for people that face barriers to be part of social change.

### **Financial Information**

Camden Giving's income for YE 2021 was unusually high as it had had entered a multi-year partnership to deliver its 3-year HS2 Camden Fund of £3.5m and 4-year KX Fund of £860,000. Both partnerships provided a significant amount of income for the organisation, but the majority was restricted to onward funding and no further commitments were made from either donor. For YE 2022, CG faced challenges with fundraising due to the pandemic as business supporters could not commit as much as hoped and donors were giving smaller amounts, the charity ended the year with a deficit of £179,090. Income is predicted to increase for YE 2023 as CG is gradually building a mixed funding pipeline of around 30 separate supporters made up of businesses and

high net worth donors as well as multi-year commitments from funders including National Lottery Community Fund and Paul Hamlyn Foundation.

The trustees review the reserves policy on an annual basis. For YE 2021 the policy was to maintain unrestricted free reserves equivalent to nine to twelve months running costs, this equated to £263,000 - £351,000. The reason behind the high reserves policy was due to the uncertain fundraising climate following the pandemic. CG was not receiving as much funding towards its core costs, but donors wanted to contribute to restricted onward grants. The increased reserves policy ensured that CG had enough reserves to cover its core commitments to deliver the increase in onward grants. In June 2022, the trustees decided to lower the reserves target due to a more stable income stream and agreed that such a high reserves policy was no longer necessary. For YE 2023, CG is predicted to exceed its reserves policy due to securing more unrestricted income, but any surpluses will be ringfenced and used to increase grants awarded via either the Equality Fund or Future Changemakers Fund. The organisation will remain financially healthy but can ensure that surplus funds are used for furthering its objects.

Year end as at 31st March	2021	2022	2023
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	2,341,024	998,912	1,211,884
Expenditure	(1,667,380)	(1,178,002)	(858,304)
<b>Surplus/(deficit)</b>	<b>673,644</b>	<b>(179,090)</b>	<b>353,580</b>
<b>Reserves:</b>			
Total restricted	678,418	478,161	634,943
Total unrestricted	268,181	289,348	486,146
<b>Total reserves</b>	<b>946,599</b>	<b>767,509</b>	<b>1,121,089</b>
Of which: free unrestricted	264,726	285,893	482,691
Reserves policy target	263,000	260,356	137,000
Free reserves over/(under) target	1,726	25,537	345,691

### Funding History

ID	Type	Meeting Date	Decision
15877	Bridging Divides	08/07/2020	£140,000 over three years as core funding contributions towards the Director and Assistant Director posts.
14362	Strategic Initiatives	31/01/2018	£60,000 over two years towards the salary of a f/t Relationship Manager.

### Recommendation

The recommended amount was reduced to discount a request for high overhead costs. CG is in a healthy position financially to be able to deliver this project on a reduced grant.

***£259,300 over three years (£83,900; £86,400; £89,000) towards the f/t Alumni Manager and contribution to the alumni and referral network costs.***



## Appendix 2 – Barking & Dagenham Giving

MEETING 26/09/2022

Ref: 19287

**ASSESSMENT CATEGORY: Bridging Divides - London's Giving: Strategic Development Fund**

**Barking & Dagenham Giving**

**Adv: Wai Chan**

**Base: Barking & Dagenham**

**Benefit: Barking & Dagenham**

**Amount requested: £398,277**

**{Revised request: £258,470}**

**Amount recommended: £258,500**

### The Applicant

Barking and Dagenham Giving (BDG) is a registered charity originally set up as a project of Barking and Dagenham Renew which was established at the end of 2015. BDG was launched in May 2020 to create opportunities for residents and organisations to work together to address the most pressing issues in the borough.

A new CEO was appointed in July 2020, whom you already fund on a part-time basis, through the Place Based Giving strand and has lead major new developments over a relatively short period of time. In December 2020, London Borough of Barking and Dagenham Cabinet announced the creation and transfer of a new Community Endowment Fund to BDG with the proceeds of the Community Infrastructure Levy. The fund, which totals c£1m in its first year, will be added to annually.

### The Application

Funding is requested over three years, primarily contributing towards key community engagement and facilitation roles: the Learning and Participation Manager supported by a Project Officer; and strategic development, via an additional day towards the CEO role (your current grant is for 3 days of the CEO's time).

The proposal aims to further build on its community engagement and leadership participatory models and pilots:

- **Local participatory grant-making** – recruiting local people as decision-makers and assembling representative panels for each round of funding. BDG has made several rounds of grant distributions (totalling £250k+) including Covid/Rapid Response and 'Community Pot' grants to smaller community organisations
- **£1m community-led endowment fund**– a Community Steering Group of residents has been trained in impact investment and developed an investment policy
- **Closed Collective model** –bringing together shared issue/location organisations to collaborate and make joint funding decisions based on their knowledge of local service/needs gaps e.g., Youth Sector Network pilot

BDG has responded rapidly to local needs over the pandemic, using different participatory models, leveraging gifts-in-kind, and putting residents and community organisations at the centre of decision making. BDG also plans to innovate and scope opportunities for local mapping, data collection and platforms, and to share research

and learning. As part of its wider strategic work, BDG intends to collaborate with charities and the local authority to examine the complex debt problem and root causes of poverty within the borough. The proposal has been revised in discussion with your officer, to reflect the indicative grant level for the fund.

## Funding History

ID	Type	Meeting Date	Decision
16039	Bridging Divides	26/11/2020	£248,400 over 5 years towards the salary of a CEO, together with associated running costs.

## Financial Information

BDG produces consolidated group accounts incorporating the activity of the 90% owned affordable housing subsidiary Barking and Dagenham Reside Weavers LLP. The financial information provided below relates solely to the charity, BDG. Filing for the with the Charity Commission is late for 2021 and was also late in 2017 (33 days) and in 2019 (53 days). The local authority currently manages audit and Charity Commission filing, and BDG intends to take over this responsibility to mitigate late filing in the future.

Under lease arrangements, Barking and Dagenham Giving receives surplus rent of up to £250 each year per operational property in the LLP, to carry out charitable works in the local community. The annual revaluation of properties held by B&D Reside Weavers LLP has resulted in significant losses to the LLP and the group, as the costs of construction are higher than market value (determined by letting income, which is below market rate as these are social housing properties). However, 100-200 additional properties are planned to be leased over the next three years, increasing income to the charity. Free reserves are held above target and further stability for the charity is provided by the new c£900k Community Endowment Fund given to the charity by the LB B&D with the proceeds of the Community Infrastructure Levy.

Year end as at 31 March	2021	2022	2023
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	270,389	1,310,054	569,677
Expenditure	(289,618)	(332,310)	(595,608)
Gains/(losses)	0	0	0
<b>Surplus/(deficit)</b>	<b>(19,229)</b>	<b>977,744</b>	<b>(25,931)</b>
<b>Reserves:</b>			
Total endowed	0	862,595	862,595
Total restricted	12,719	160,684	134,018
Total unrestricted	125,041	92,225	92,960
<b>Total reserves</b>	<b>137,760</b>	<b>1,115,504</b>	<b>1,089,573</b>
Of which: free unrestricted	125,041	92,225	92,960
Reserves policy target	88,000	88,000	88,000
Free reserves over/(under) target	37,041	4,225	4,960

## The Recommendation

BDG has taken a pioneering approach to its community-led endowment fund and is to be commended for the way that learning and policies are publicly shared and developed by community members. This proposal is to support their pilots in community-led

investments and grants and is particularly aligned with two specific fund aims: strategic acceleration and testing different models of participatory giving.

***Funding is recommended:***

**£258,500 over 3 years (£80,620; £106,700; £71,180) towards the strategic development of Barking and Dagenham Giving, for the costs detailed in the submitted revised budget.**

## **Appendix 3 – Merton Voluntary Service Council**

**MEETING 26/09/22**

**Ref: 19289**

**ASSESSMENT CATEGORY: Bridging Divides - London's Giving: Strategic Development Fund**

**Merton Voluntary Service Council**

**Adv: Caspar Cech-Lucas**

**Amount requested: £399,450**

**Base: Merton**

**{Revised request: £250,127}**

**Benefit: Merton**

**Amount recommended: £250,300**

### **The Applicant**

Merton Voluntary Service Council (MVSC, aka Merton Connected) is a charitable company located in Mitcham. MVSC's mission is to promote charitable purposes in Merton, build the capacity of local third sector organisations, and promote partnership working. The applicant also hosts Healthwatch Merton and holds the social prescribing contract for Merton in all six of the borough's Primary Care Network areas. Merton Chamber of Commerce represents a service delivery partner who will drive the strategy discussed within the application. MVSC also hosts Merton Giving (MG), which launched in Autumn 2018 as a focal point for local community giving.

### **The Application**

Through the application MVSC hopes to accelerate MG's strategic development, further integrating participatory practices, pooling resources among local organisations, and enabling local organisations to take on specific expertise (representing four of London's Giving's Strategic Development Fund Priority Areas). The applicant hopes to develop giving in the borough from different audiences, with a focus on business giving, alongside the development of participatory approaches and grant giving to result in long term sustainability.

The application aims to increase capacity to deliver outcomes across core MG areas (generating cash donations, in kind donations, and participatory grant funding). The positions applied for include a Fundraising and Engagement Manager and a Communications Officer, with other costs including recruitment and training, a contribution to customer relationship management (CRM) and web development, and a contribution to overheads. In addition, funding will be used for steering committee development, a programme review, an impact report, a local needs analysis, grant funding strategy development, and the development and implementation of a revised fundraising plan (with a focus on small and medium enterprises, large businesses, and high net-worth individuals).

The application aims to leverage local assets by further cementing MG as a thriving, sustainable, local giving model, becoming the go-to local funder in the borough. MG aims to distribute £847k through 204 grants over the three-year period of the grant benefitting over 33,000 residents and enabling over 3,000 volunteers. The target is also to raise £115k from businesses in the local area.

MG is an active member of the Giving Together collaboration (which was funded at the last Grants' Committee meeting through the Cornerstone Fund and represents a collaboration between several place-based funders). The aim is to integrate participatory practices in place-based giving schemes' grant funding to ensure that communities experiencing structural discrimination can be heard. MG will apply this learning to ensure its grant making is evidence based on community needs, moving towards a resident curated approach shaped by people who have lived experience. Corporate and individual engagement with a wide range of potential donors will encourage support via Merton Giving in a way which is both accessible and relevant. A diverse range of community organisations will benefit through skilled volunteering and in-kind donations from the business community.

The applicant originally applied with a budget of £399k, but your officer judged this would represent unsustainable growth and noted that the initial request included some ineligible costs. Through discussion with the applicant, a revised budget has been submitted that is more in keeping with the other applications submitted to the Strategic Development Fund. Your funding will act as a contribution to the overall strategic development project that the applicant has put forward in this application.

## Funding History

ID	Type	Meeting Date	Decision
15384	Bridging Divides	30/10/2019	£122,000 over two further and final years towards the salaries of the Head of Development and CEO; project costs and overheads; and fees for an income-generation consultant.
15427	Bridging Divides	30/10/2019	£285,000 over 5 years towards salary costs of a Business Development Manager, running costs, marketing, communications, and overheads.
14754	Stepping Stones	06/07/2018	The applicant does not provide a persuasive case that social investment is a fundamental part of its thinking for the future, so the proposal is instead a (well presented) request for general business support which is outside scope of Stepping Stones.
14058	Stepping Stones	15/06/2017	Application rejected. The role of social investment was judged to be a distant possibility.
13043	Investing in Londoners	18/03/2016	£160,000 over three years towards the Head of Development's salary and the Chief Executive's salary, evaluation workshop costs and associated overheads.

## Financial Information

The organisation has exceeded its reserve target of six months of budgeted core net operating costs in 2020/21 and 2021/22 (holding £125k against a target of £92k in 2020/21 and holding £228k against a target of £77k in 2021/22). The Trustees decided to raise the reserves target for 2021/22 to £157k so it includes core costs of strategic partner core work due to a potential funding delay from the local authority. The applicant also plans to upgrade its phone and IT systems and to provide a 5% cost-of-living salary increase for staff from 2023/24. Most of the deficit in both the 2021/22 accounts and 2022/23 accounts relates to restricted grant-giving funds rather than free reserves, due to a timing difference in grants for distribution funding being received towards the end of the previous financial year. In 2020, a local Clinical Commissioning Group ceased operating, and a £760k pot of funding was split and passed to MVSC, represented by

the restricted "Sutton and Merton CCG - MVSC 2025 fund" in the organisation's accounts. The organisation's 2023 budget shows a £383k deficit, but this a reflection of £381k of that restricted fund being used for onward grant making.

**The Recommendation:**

**£250,300 over three years (£83,400, £81,700, £85,200) towards the strategic development of Merton Giving, specifically for the costs detailed in the submitted revised budget.**

## **Appendix 4 – The Bridge Renewal Trust**

**MEETING 26/09/22**

**Ref: 19307**

**ASSESSMENT CATEGORY: Bridging Divides - London's Giving: Strategic Development Fund**

**The Bridge Renewal Trust**

**Adv: Caspar Cech-Lucas**

**Amount requested: £488,422**

**Base: Haringey**

**{Revised requested: £250,050}**

**Benefit: Haringey**

**Amount recommended: £250,500**

### **The Applicant**

The Bridge Renewal Trust (TBRT) is a registered charity. Established in 2009 the applicant has over a decade of experience providing front-line and specialist support services to improve the quality of life of local people. Its work focuses on health and wellbeing, supporting education and employment, and relieving and preventing poverty. TBRT is the Strategic Partner for Haringey Council and provides a range of support for the community, voluntary, and social enterprise sector. The applicant does this by helping organisations with capacity building, improving access to funding, and through collaboration. TBRT also hosts Haringey Giving (HG), established in 2019 as an independent, resident led partnership and local Place Based Giving Scheme. Haringey Giving is the aspect of TBRT that will deliver all work applied for in this application.

### **The Application**

TBRT has applied for strategic development costs including the existing salary of the Director (replacing your Bridging Divides funding that was previously supporting it, which is now coming to an end) and contributions to several new positions including a full time Development Manager and a part time Communications Officer. The request also includes contributions to premises costs, recruitment and training, marketing and evaluation consultancy, and database development. Through this funding HG aims to show strategic development in all aspects of delivery; grant making, participatory practices, fundraising, and community benefit.

TBRT has a strong fundraising record from Trusts and Foundations, including City Bridge Trust as detailed in the table below. Overall, the fundraising target for the term of this grant is just over £1m. HG had over 1,000 donors since its inception, raising over £500k from corporates, individuals, and high net worth individuals. 93% of corporates in Haringey are small and medium enterprises and therefore represent a large part of HG's corporate strategy. The aim is to raise £600k of in-kind support from corporates over the life cycle of the grant. The strategy allows corporates to give in several ways including skilled volunteering, cash donations, and in-kind donations.

The positions applied for will enable for further citizen-led, participatory grant making to take place, particularly with communities who experience structural discrimination when seeking funding. The aim is that the applicant's grant making model becomes responsive to local community priorities and set by people who have experienced of the challenges that the grant making hopes to address. The applicant has distributed over £483k to 112 community projects through four grants programmes and has begun to develop and test participatory grant making practices that allow individuals with lived experience to have an impact on decision making. TBRT also leads the Giving Together

collaboration of place based giving schemes who aim to bring more participatory practices into their grant making that City Bridge Trust recently funded through your Cornerstone Programme. This application dovetails neatly with the funding detailed in the table below, with this Strategic Development funding allowing for the expansion and solidification of the work delivered so far by TBRT in its locality. The applicant originally applied with a budget of £488k, but your officer judged this would represent unsustainable growth and noted it included some ineligible costs. Through discussion with TBRT, a revised budget has been submitted that is more in keeping with the other applications submitted to the Strategic Development Fund. Your funding will act as a contribution to the overall strategic development project that the applicant has put forward in this application.

### Funding History

ID	Type	Meeting Date	Decision
19150	Cornerstone Fund	20/06/2022	£300,000 over three years towards a project to build the capacity of Place Based Giving Schemes in London to develop and apply Participatory Grant Making models in a local context.
18693	Cornerstone Fund	30/09/2021	£25,000 towards the development of a collaboration of Place Based Giving Schemes to address structural discrimination in accessing funding and support using participatory methods across diverse communities in London.
17491	Bridging Divides	28/01/2021	£210,000 over three years towards the core costs of the ongoing development of Haringey Giving (HG).
14495	Strategic Initiatives	31/01/2018	£105,000 over two years towards the salary of a f/t Director for Haringey Giving, as part of the London's Giving network of place-based giving schemes.
12233	Investing in Londoners	28/01/2015	£72,900 over three years towards a food growing, cookery and family well-being programme.

### Financial Information

TBRT is based in a community centre which contains the Laurels Healthy Living Centre which generates rental income. Other funding sources include earned income from sales, service contracts from commissioners, and grants from charitable funders and the Local Authority, representing diverse income streams. £3.4m was held in unrestricted funds at the end of 2021, but just over £3m of this was designated against the net book value of fixed assets and programme related investments.

The applicant's reserves target is to hold six months of unrestricted expenditure in free unrestricted reserves. In the organisation's 2021 accounts £320k of free unrestricted reserves were held, representing 2.9 months of unrestricted expenditure. Although the reserves target is not met in the table below, the charity looks stable due to reserves building year on year, consistent surpluses, and a high percentage of confirmed income each year (with 92% of income confirmed in 2023), communicating confidence in financial management.

### Recommendation:

**£250,500 over three years (£83,200, £95,000, £72,300) towards the strategic development of Haringey Giving, specifically for the costs detailed in the submitted revised budget.**



## **Appendix 5 – Richmond Parish Lands Charity (RPLC)**

**MEETING 26/09/2022**

**Ref: 19294**

**ASSESSMENT CATEGORY: Bridging Divides - London's Giving: Strategic Development Fund**

**Richmond Parish Lands Charity (RPLC)**

**Adv: Jenny Field**

**Amount requested: £253,673**

**Base: Richmond**

**Benefit: Richmond**

**Amount recommended: £254,000**

### **The Applicant**

This application is made by Richmond Parish Lands Charity (RPLC) on behalf of oneRichmond (OR), a place-based giving scheme (PBGs) operating within the London Borough of Richmond. RPLC is an endowed charitable foundation that makes grants to individuals and community organisations in Richmond, with a particular focus on frail elderly people and those in need; the care of people experiencing ill-health or hardship; the provision and support of recreational and leisure activities; the promotion of education and support for individuals to access it; and any other charitable purposes for the benefit of the local community.

OR was formed as a partnership, initially between RPLC and another Richmond-based endowed charitable foundation, Hampton Fuel Allotment Fund (HFAF). It is not yet a legal entity which is why this application is made on its behalf by one of the lead partners.

### **The Application**

OR has already established itself as an important part of the local community, and it works closely with the local voluntary and community sector, including Richmond Council for Voluntary Service. It received funding from the National Lottery Community Fund last year to provide grants to 15 community organisations working with young people affected by the Covid pandemic, working with a cross-sectoral decision-making panel which included 4 young people. It is valued by its founding partners for its engagement with those they find harder to reach. The purpose of this application is to build on this work and take it to the next level, firstly by establishing OR as an independent organisation (Charitable Incorporated Organisation) and then to develop a five-year strategic plan that will establish it as a trusted delivery partner with place-based giving firmly embedded within the borough. It should be noted that if OR becomes independent during the life of this grant, any funds from CBT would continue to be held by RPLC as a restricted fund on behalf of OR.

It is proposed to employ a full-time Strategic Lead to lead this work whose key tasks will include:

- Recruitment of a diverse trustee board that is representative of the local community.
- Building a network of funders and delivery partners with the aim of establishing OR as a vehicle for effective giving. This will include engagement with the local business community, especially through the local Business Improvement District, as well as potential individual donors.

- Work with RPLC and HFAF to transition OR to participatory models of grant-making, drawing on learning from the wider London's Giving Network.
- Identifying and communicating unmet need through peer-research and community participation.

It is also proposed to employ a part-time Project Co-ordinator to take forward the community engagement and participation agenda. The key tasks of this role will be to:

- Participate in existing community forums to raise OR's profile and gather insights into community needs which will inform OR's work.
- Build on and strengthen OR's existing networks within the local voluntary and community sector.
- Outreach to underrepresented groups and develop programme that will benefit them.
- Participate in London's Giving network meetings and other events.

### **Funding History**

None

### **Background and detail of proposal**

OR was established in response to independent research, commissioned by RPLC and HFAF in 2018 and undertaken by Rocket Science, into the needs of the borough. The report, *On the Edge*, found that the perception of Richmond as wealthy masks high levels of need locally. OR was established as a response to these needs.

One of the strategic aims of OR is to commission, co-ordinate and communicate peer-led research and other means of community participation in shaping the delivery of its work. For example, it recently commissioned a peer-led research project on the needs of young people in the borough, undertaken by 14 young peer researchers who interviewed 222 young people along with local charities, community groups and the public sector. The findings of this research are informing its work with young people's organisations in the borough.

### **Financial Information**

From the audited accounts for the year end 2021, RPLC's endowment amounted to c£114,000,000 and is therefore in a financially strong position to hold this grant on behalf of OR. It currently holds funds for OR as a restricted fund which amounted to £39,994 as at June 2021. Both RPLC and HFAF are committed to sharing the future administrative costs of OR (approximately £40,000 per annum each) which means its core costs are secure as it moves towards independence and widening the range of its supporters.

Year end as at 30th June	2021	2022	2023
	Signed Accounts	Forecast	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	3,236,542	3,262,000	3,210,000
Expenditure	(3,774,329)	(4,339,000)	(4,391,000)
Gains/(losses)	8,410,841	2,529,000	3,352,000
<b>Surplus/(deficit)</b>	<b>7,873,054</b>	<b>1,452,000</b>	<b>2,171,000</b>
<b>Reserves:</b>			
Total endowed	113,676,430	115,900,430	118,312,430
Total restricted	39,994	39,994	39,994
Total unrestricted	1,774,804	1,001,804	760,804
<b>Total reserves</b>	<b>115,491,228</b>	<b>116,942,228</b>	<b>119,113,228</b>
Of which: free unrestricted	1,774,804	1,001,804	760,804
Reserves policy target	1,000,000	1,000,000	1,000,000
Free reserves over/(under) target	774,804	1,804	(239,196)

### The Recommendation

From its track record so far OR has demonstrated its potential to firmly embed placed-based giving within the borough. Although the borough has two established charitable foundations (its founders) the purpose of OR is to be more than a grant-maker, with its commitment to act as a catalyst for change: ensuring better use of all resources locally and by attracting new sources of funding, including from business as well as residents. It is a key characteristic of a PBGS that it can go beyond the role of a grant-maker and harness the use of all assets within a local community. Its founding funders are supporting it at least in part because it has reach into local communities that they lack. A grant, rounded up slightly, is therefore recommended.

**£254,000 over 3 years (£61,000; £103,000; £90,000) towards the development of oneRichmond as an independent placed-based giving scheme.**

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