

Committee: Grants Committee of the Bridge House Estates Board	Date 5 December 2022
Subject: BHE Managing Director's Update Report	Public
Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1, 2, 3
Which Bridging Divides Funding Strategy priority does proposal aim to support?	All
Report of: David Farnsworth, Managing Director of BHE	For Information

Summary

To support the 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 following: Co-opted Members, funds ordinarily approved under delegated authority, Bridging Divides funding programmes including the Anchor Programme, Local Motion, Propel, and the Bridge and 2027 Programmes. The report also provides an update on City Bridge Trust's (CBT) response to high inflation in the sector, the reviews of the Philanthropy Strategy & Corporate Volunteering Strategy, Beacon Collaborative, upcoming events supported by CBT and a new approach for impact and learning with funded organisations.

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) Note the contents of the report.

Main Report

Strategy and Governance

1. Co-opted Members - At its meeting on 15 November, the BHE Board gave formal approval for the recruitment of new terms for Co-opted Members of the Grants Committee, as well as for the BHE Board. This process will include a period of open advertisement in early 2023 to a diverse range of publications and networks across the sector, before shortlisting and an interview stage, with it being aimed to appoint up to two Co-opted Members to fresh terms from April 2023 and October 2023 respectively. As the current term limit is for two consecutive terms, current co-opted members will be eligible to apply for the roles.
2. Funds Ordinarily Approved Under Delegated Authority - Grant recommendations are made throughout the year, and those of less than £250,000 are usually considered under delegated authority. As the timing of its submission has made this practical, an application at this level is included in today's pack for full Committee oversight at Item 14.

Bridging Divides Funding Updates

3. Anchor Programme - Following the Grants Committee's endorsement of a £20m allocation from the designated grants fund in June 2022, work has continued on the Anchor Programme. The programme aims to support anchor voluntary sector organisations by supporting their ongoing sustainability long-term to deliver systemic change aimed at improving the lives of the most marginalised Londoners. Khadra Aden and Clara Espinosa were recruited internally, on fixed term contracts covering the delivery period, to be the Anchor Leads and are currently working with an Advisory Group of voluntary and community sector organisations, focused on communities facing the most barriers, to finalise the details of the programme ready for a January 2023 launch.
4. LocalMotion - LocalMotion is a collaboration between CBT and five other 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. The focus of the BHE contribution to the collaboration is the London Borough of Enfield. A learning summit took place on 1 November and was attended by William Hoyle, Co-opted Member of the Grants Committee.
5. Propel - Propel is a funder collaboration to which BHE has allocated £30m over the next 24 months. The programme opened to applications on 6 October across three mission areas: Building Strong Communities, Robust Safety Net, and New Deal for Children and Young People. Organisations can apply for an Explore grant, or for a Deliver and Develop Grant. As at the 3 November, over 200 organisations have set up a profile, 29 applications are underway and nine have been submitted, with five weeks left to apply. Equity partners are working with their member organisations to develop ideas, make applications and, with funders, to deliver training on equitable approaches to grant assessments. Applications close on 9 December 2022. Having successfully 'soft-launched' enabling eligible organisations to start to apply for funding, plans are underway for the more public-facing formal launch which will take place in the coming weeks. The Chair/Deputy Chair of the BHE Board is likely to represent BHE at the launch. It is expected that the Mayor of London Sadiq Khan will represent the GLA. Communications officers are liaising closely with the key stakeholders to ensure a smooth and impactful launch.
6. Bridge Programme and Total Assets Lead post (FTC to 31 March 23) - James Lee (formerly Central Grants Unit Funding Manager) was recruited to this role. He will develop an action plan mapping elements the work required to March 2023 to further develop the Bridge Programme (Funder Plus offer) and our Total Assets Approach.
7. 2027 Programme - Since the last meeting, CBT has welcomed two 2027 Associate Funding Managers to the team. Salma Abdi and Dion Holley join us for the coming year through a programme that supports funders to hire and develop exceptional candidates from working class backgrounds who have frontline civil society work experience. This is the third year of CBT's participation in the 2027 programme.

8. Responding to High Inflation - In September 2022, the Grants Committee agreed a scheme of additional payments to grantees where those awards were made prior to the current period of high inflation. These awards were to help manage both higher costs and increased demand from service users. The paper noted that the total value of the scheme was estimated at no more than £3.5m and would be confirmed following examination of individual funding records. Following scrutiny of the grant-making database, liaison with the BHE & Charities Finance Team and exclusion (by the Funding Team) of unsuitable awards, the overall award amount to date is £1.2m. Additionally, since the last meeting officers have spoken to umbrella bodies working on issues of food and fuel poverty, and on affordable credit with a view to developing strategic initiatives that might support Londoners during this period of falling living standards. These conversations complement the recommendation for supporting London Community Foundation's "Together for London" Winter appeal included in today's papers. Officers will also now review existing strategic initiatives to consider if any should be recommended for inflationary uplifts.

Philanthropy

9. Philanthropy Strategy & Corporate Volunteering Strategy Reviews – In November, the BHE Board and Policy Resources both agreed to support 1-year extensions to March 2024 of the Joint BHE & City Corporation Philanthropy Strategy and the extension of the Corporate Volunteering Strategy. Alongside the extension, Members supported the proposed timeline and approach to undertaking a strategic review spanning both strategies for member review and approval, with an intention to return to the relevant committees/Boards in Autumn 2023 with strategic recommendations for consideration. There will of course be opportunities for Members to contribute to the reviews as they progress.
9. Beacon Collaborative – On 30 November, the charity is hosting the annual conference for the Beacon Collaborative in Guildhall. The Beacon Collaborative is a strategic initiative which has been supported by CBT since 2018 and focuses on increasing the levels of giving from high-net-worth individuals. The Chair of the BHE Board will be providing a 15-minute welcome speech and Alderman Gowman will be chairing one of the breakout sessions. Orlando Fraser, the Charity Commission chair will also be speaking.

Communications and Events

10. Details of two events supported by CBT are detailed below:
 - a. The Media Trust Volunteer Films Showcase, 24 Nov, The Barbican - An annual arrangement funded by CBT with production provided by the Media Trust providing an opportunity for selected charities to create a short film to tell their stories. The 85 invited guests from a number of CBT's charitable partners will have an exclusive view of the 10 films produced with the support of The Media Trust. The evening will be a mix of premiering this year's cohort combined with testimonials from 2 charities who will speak about how the films have helped them since theirs were created in the last couple of years.

- b. An Exclusive Screening of - Someone's Daughter, Someone's Son, 6 December, The Barbican - CBT are hosting a preview screening for 150 specially selected guests who are influencers in this field. Produced by Dartmouth Films and supported by The Big Issue, *SOMEONE'S DAUGHTER, SOMEONE'S SON* - film tells the stories of people who have lived on the streets of Britain – those who have escaped, those still there and those helping others to get off the streets. Woven into these moving personal stories, we see projects across the UK which are helping to address the causes of street homelessness and we meet experts who help us understand the root causes of rough sleeping and what can be done to stop it. Moving, enlightening and enraging, the film, made by Lorna Tucker, challenges public perceptions of homeless people and shows we can stop homelessness for ever.

Impact and Learning

11. The Impact and Learning Team has created a new approach for impact and learning with funded organisations. This was influenced by feedback from many funded organisations over three years and developed in collaboration with Funding Managers, Directors and CBT Management Team. It was signed off by the CBT Management Group in September 2022 and discussed with the City Corporation's Head of Internal Audit in October.
12. The process and related resources meet CBT's commitments to [IVAR's Better Reporting](#) and *Flexible Funding* approaches. It was informed by CBT's PACIER values, and one of the key ways we operationalise the Impact and Learning Strategy (2019 - 23).
13. Changes to the approach include:
 - i. Better information on the website which sets out CBT's expectations of funded organisations and what we use their data for.
 - ii. Current ad hoc check in conversations between newly funded organisations and funding managers to be formalised.
 - iii. Newly funded projects are given the opportunity to attend an online group induction session (to be held every 6 – 12 months) to ask questions, set the tone for the relationship and understand what CBT's expectations of them will be. This will be part of the Impact and Learning team's External Learning Programme, will be led by the I and L team and we hope will be contributed to by various other team members.
 - iv. One core impact and learning form for all CBT funded projects or initiatives which may be scaled up or down depending on the size and type of grant.
 - v. An explicit offer to complete end of year and end of grant impact and learning forms on the phone with Funding Managers rather than online.
 - vi. A more consistent and mutually useful approach to learning visits.
 - vii. Training for funding managers on all aspects of the new processes, including learning visits, how to have effective learning conversations and supporting projects to set SMART outcomes.

Conclusion

9. This report provides a high-level summary of CBT activities since the Grants Committee last met in September 2022. The Grants Committee is asked to note the content of the report. Further information on any of the updates given in this report can be provided to the Grants Committee orally in the meeting, or in a written format in advance of or as a follow-up to the meeting.

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