

Committee: Funding Committee of the Bridge House Estates Board	Date: 12 June 2023
Subject: BHE Chief Funding Director's Update Report	Public
Report of: Sacha Rose-Smith, BHE Chief Funding Director	For Information

Summary

To support the Funding 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: the appointment of the Funding Committee, an update on final spend against funding budget for the 2022/23 financial year, various funding updates and updates on the CBT End to End Review, Funding Team Away Day, Suicide Prevention, Cold Spots and Trans Inclusion, LocalMotion, Anchor Programme, Propel, Baobab Foundation, Comic Relief (Global Majority Fund), GrantAdvisor UK and the London's Giving Resource Hub. Updates are also provided on the recent Networking and Learning Day for Funded Organisations and Learning Visits, and philanthropy updates in respect of the Joint Philanthropy Strategy and corporate volunteering.

Recommendations

It is recommended that the Funding Committee, in discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity's best interests:

- i) Note the contents of the report.

Main Report

Governance

1. Appointment of Funding Committee – As the Committee will be aware, arising from the BHE Board's review of its governance arrangements for the 2023/24 year, in re-appointing the Grants Committee the Board agreed that the Committee should be renamed the Funding Committee of the Bridge House Estates Board for the ensuing year. This reflects the addition of functions relating to the charity's social investments to the Committee's terms of reference, which are set out at Item 3 for information. The Committee's revised terms of reference also include provision for a third Co-opted Member. As part of the recruitment exercise being undertaken for Co-opted Members of the BHE Board and the Board's newly appointed Investment Committee, applications will be assessed for candidates with social investment expertise aligned with this Committee's responsibilities, in which case they could be considered for appointment to the Funding Committee.

Finance

2. BHE Funding Update for Financial Year 2022/23 – The total grants awarded, including revocations, was £60.02m, against an approved budget of £102.53m. The grants awarded under different programmes were as follows:

Programmes	Amount Awarded (£m)
Bridging Divides Responsive Grant making	34.75
Transition Funding	4.24
Cornerstone	1.99
London's Giving	2.82
Alliance Partnerships	10.40
Propel	5.72
Anchor Projects	0.10

3. Grants awarded were significantly below budget, due to planned delays in anticipated grant commitments across various strands, postponement of work on the staffing plan for the funding team, and deferred spend now earmarked for the next three financial years. The original budget had been set before the programmes could be properly scoped, and as such the delays were within expected parameters. Following consultation within the sector, the start date of the Anchor Programme for funding commitments was pushed back, the launch of Propel fell behind due to the time taken to build funding plans, to appoint partners, and due to the passing of Her Majesty Queen Elizabeth II.
4. In April 2023, the total grants awarded was £9.59m. Development of Propel Round Two is underway, alongside a strong expression of interest in the Anchor Programme. The forecast position for 2023/24 remains £89.50m, against an approved budget of £101.5m and a full budget monitoring report will be brought to the September meeting of the Committee.

Bridging Divides Funding Updates

5. End to End Review – This is a significant project for the Funding team, the purpose of which is to provide a detailed review of all aspects of CBT's main grant-making practice, to ensure the best customer experience and that CBT is achieving its intended reach. The work will be led by Julia Mirkin, who was recently appointed to a fixed-term Project Manager role. Julia is a very experienced Funding manager and has been with CBT for many years. The project will commence this month, with the appointment of an internal core and advisory group. The agreed aims are to:
 - a) Understand user experience, identify, and remove barriers so CBT is better positioned to reflect the needs of communities it seeks to support.
 - b) Streamline internal funding processes to ensure they support exemplar funding and more equitable practice.
 - c) Review funding policies to ensure they support exemplar funding.
 - d) Ensure that a feedback loop is fully embedded in CBT processes, and CBT embodies relational funding.
 - e) Reduce turnaround times if possible.
 - f) Regular updates will be provided, as this work progresses.
6. Funding Team Away Day – The Funding team recently held an Away Day in order to engage on CBT's forthcoming workplan and the end-to-end review. Milly Ehren, BHE's Head of Strategy & Governance, facilitated a session on BHE Governance,

which provided an opportunity to reflect on where the charity culture is now and where CBT aspire to be. Finally, Big House Theatre (a CBT grantee) joined the Away Day to perform a brief excerpt from their current show 'No Man's Island,' with an informal reflection afterward. The extremely insightful reflection with the young actors provided an opportunity to hear directly from young people about what the project's funding meant to them and provides a keyway to connect the team to our purpose.

7. Suicide Prevention – Sacha Rose-Smith, Chief Funding Director, continues to develop this work, supported by Abi Sommers, Funding Manager. Currently in the scoping phase, officers are analysing available data and will be hosting a series of round tables over the coming weeks.
8. Cold Spots and Trans Inclusion – Several Funding Managers are continuing work developed prior to the Covid-19 pandemic on funding in geographical cold spots, in a Task & Finish group. Aneka Singh, Funding Manager will lead the work. Nat Jordan, Head of Propel Programme, and Dion Holley, 2027 Associate are progressing work to develop a paper on trans inclusion. Both pieces will be presented to the September meeting of the Funding Committee.
9. 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. In May, Sacha Rose-Smith, Chief Funding Director visited Lincoln, one of the 6 places that are part of the LocalMotion movement. All the places will host visits for funders, their trustees, and members of core groups from other areas. These visits are an opportunity to see the areas and hear from local people about what is happening and understand their respective journeys. The visit included seeing a training academy for young people who are learning to cook, the local social enterprise academy and community library, where officers heard from residents about what this facility means to them. Officers also visited a community greenspace offering different activities around growing and greening to residents with mental health support needs, and children and young people. Most notable was the opportunity to engage with members of the newly established Poverty Truth Commission, where residents with experiences of poverty were able to tell their stories in a safe and non-extractive way to key local commissioners. The Enfield place visit is planned for 27 July and Members are welcome and encouraged to attend.
10. 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 by awarding long term core grants. The programme is being led by Khadra Aden and Clara Espinosa, who were recruited internally on fixed-term contracts to be the Anchor Co-Leads.
11. The Anchor Programme went live on 17 April 2023, with the deadline for organisations to submit an expression of interest form following on 8 May. A total of 173 applications were received and sifted and assessed by the CBT team, as

well as a small Assessment Panel comprised of civil society organisations. 15 organisations have been shortlisted and invited to submit a second stage application form by 12 June. The assessment period will take place between 12th June- 10th August with the aim to submit recommendations to the September meeting of the Funding Committee.

12. **Propel** – Propel is a funder collaboration stewarded by London Funders, building on the response to the Covid-19 pandemic. Propel extends collaboration beyond an emergency context to provide strategic and long-term funding at scale for systems change work (fundamental change that affects how the whole system functions). Since the last update, all decisions for Propel Round One applications have been made. CBT has awarded a total of £7,036,700 across 10 Deliver and Develop (D&D) grants for up to three years, and 23 Explore grants for 12 months. The larger D&D grants ranged from £150,000 to just over £1.1m, while the smaller Explore grants were for up to £50,000. The success rates for applications assessed by CBT for D&D and Explore grants were 77% and 79% respectively.

User led category	Total £ approved (Explore)	# Approvals (Explore)	Total £ approved (D&D)	# Approvals (D&D)	Total £ approved (all)	# Approvals (all)
Deaf and Disabled	£198,900	4	£1,290,600	3	£1,489,500	7
Intersectional	£48,100	1	£0	0	£48,100	1
LGBT	£146,300	3	£0	0	£146,300	3
Racialised/migrant	£368,000	8	£2,225,600	4	£2,593,600	12
Women and Girls	£337,400	7	£500,000	1	£837,400	8
Not by and for	£0	0	£1,921,800	2	£1,921,800	2
TOTAL	£1,098,700	23	£5,938,000	10	£7,036,700	33

13. Organisations from the first cohort of grantees were invited to a Welcome Breakfast hosted by London Funders at the Arc Community Centre in Islington on 26 April 2023. The event was well attended, with speakers including Bruna Boscaini, Director of IRMO (co-funded through Propel by CBT and London Legal Support Trust), Ali Ahmed from equity partner Ubele, with the Chair of the Funding Committee, Paul Martinelli, representing CBT.

14. Plans for future iterations of the programme are in development, convened by London Funders. There are a further £10.5m of funds to be awarded from the BHE grant making designated fund during this financial year, which will likely all be awarded in a second round of funding to be launched later this year. CBT officers remain involved at strategic, communications, and operational working groups to ensure that learning from the first round is suitably incorporated into these plans, and that the programme continues to meet the strategic aims of CBT. Equity partners will remain involved in the collaboration, providing strategic and operational support and expertise to the programme, and supporting the collaboration to respond to data such as those presented above.

15. Baobab Foundation – The Committee recommended funding totalling £2.2m in December 2021 towards phase two (incubation phase) of the development of the Baobab Foundation (Baobab), the first funder dedicated explicitly to growing, supporting, and strengthening groups and organisations led by and serving Black people and communities affected by racism and racial disparities in the UK. The funding was to be directed towards running costs and onward grant-making, with conditions which were subsequently met. Since then, development has continued and the first awards are due to be made in the next few weeks. £1m of onward grant-making funds will be distributed towards Black and minoritised community led civil society organisations in 2023/24, with a further £1m to be distributed in 2024/25.
16. Comic Relief (Global Majority Fund) – In November 2022, BHE awarded £2,069,395 over three years as an Alliance Partnership to Phase III of the Global Majority Fund (a collaborative fund managed by Comic Relief), to support infrastructure and grassroots organisations led by and for communities experiencing racial inequality to address the needs of communities they support. Phase III partners are working on their organisational strengthening plans, with Comic Relief also hiring a consultant to work on the Theory of Change for the Fund, as it moves away from Covid-19 response work to rebuilding, recovering, and strengthening the ‘led by and for’ sector. The grant agreement has now been signed and the first tranche of payments will be made in the next few weeks, with all CBT funding to be directed towards work with communities in the Greater London area, in line with the legal parameters of our funding.
17. GrantAdvisor UK – Following a successful piloting, the revamped GrantAdvisor UK service is now online and Sam Grimmett-Batt, Funding Director, provided a quote expressing CBT’s pride at being a founder (and continuing) funder of the service, as well as a champion of its impact. GrantAdvisor UK allows fundraisers and grantseekers to share their first-hand experiences of working with funders. Reviews are free and anonymous. CBT actively encourages all funding applicants, whether successful or not, to leave a review and responds to all feedback. CBT directs applicants to GrantAdvisor UK via our website, grant offer letters, grant evaluation forms, and with updates in our social media and our email bulletin to funded organisations.
18. London’s Giving – Resource Hub – London's Giving is a programme delivered by London Funders, supported by funding from CBT. The programme brings together the capital’s local schemes to share knowledge, network, and advocate for the role place-based giving can play in the wider funding and civil society policy agenda. At the December 2022 meeting, approval was given in principle to build on the existing work of London’s Giving, in partnership with London Funders, by establishing a Resource Hub to further support the development of place-based giving schemes (PBGS) as part of the London’s Giving Network. London’s Giving already offers a range of support, including:
 - a) Web-based resources, toolkits and publications
 - b) Consultancy
 - c) Evaluation framework
 - d) Networks, masterclasses, and other face to face events
 - e) Signposting and connecting.

19. The purpose of the Resource Hub is to amplify, increase and develop the range and depth of support available. It was agreed that officers would work with London Funders to draw up a fully costed budget to be brought to this Committee for approval.
20. At the Committee's last meeting, it was reported that whilst the London Funders Board had expressed its willingness to continue to host London's Giving, it was in the process of reviewing its governance structures, not only in the light of London's Giving, but also in its capacity as steward of the ongoing evolution of funding collaborations such as Propel, the funder collaboration of which CBT is a partner. Various options are therefore being explored. In parallel, the London's Giving Network is being consulted on its key priorities for the Resource Hub which will help inform the proposals to be brought to this Committee, with it anticipated that recommendations will be brought to the September meeting.
21. In the meantime, as reported at the last meeting, interim funding of £100,000 has been approved to support the ongoing work of London's Giving from April 2023 to March 2024.

Philanthropy

22. Joint Philanthropy Strategy – At its February meeting, the BHE Board noted the retrospective review of its Joint Philanthropy Strategy. The review was also noted by the Policy and Resources Committee. As part of the next phase of the review, external consultants (Corporate Citizenship) have been commissioned to examine key trends in philanthropy since the Joint Strategy was first launched in 2018, and the extent of their relevance and integration within the funding practices of BHE and the City Corporation more broadly. The consultants have also been tasked with highlighting how other organisations with similar characteristics to BHE are deploying the skills, assets and networks of their Corporate Trustees with a view to stimulating thinking around the 'Total Assets' dimensions of our work. The work is now in its concluding stages and its insights will help inform thinking around potential options for the next phase of the strategy which will be tested with members.
23. Alongside managing this commission, officers have also undertaken early-stage work to scope how/whether the City Corporation's philanthropy can be enhanced in order to provide provisional costings for potential consideration at the Resource Allocation Sub-Committee awayday in late June 2023. This submission is both headline and provisional, noting that further refinement and testing needs to take place with members over the summer as part of the anticipated review process in order to produce concrete proposals for consideration in the Autumn. It reflects the requirement from the BHE Board that, if the City Corporation is to continue to benefit from a joint strategy, it must pay an appropriate proportion of the required resourcing.
24. Corporate Volunteering – The Corporate Volunteering team are finalising the outputs of research with The Social Impact Partnership (TSIP) which looked at how to maximise accessibility of the employee volunteering programme, LEAP, both for

volunteers and for volunteer-involving organisations (noting that a number of these are BHE-funded organisations). The original motivation for this research was from an Equity Diversity and Inclusion (EDI) perspective: interestingly the research found there are no significant differences in volunteering percentages by ethnicity, religion or gender and disabled employees are no less likely to volunteer than their non-disabled counterparts. The research has revealed a trend that staff holding grades A-C job roles are less likely to volunteer than staff in higher grades. The research summary makes recommendations for quick wins and strategic programme design changes that will be used to inform future thinking around our volunteering work as part of the Philanthropy Strategic Review.

25. On Monday 5 June 2023 an evening Reception will be held in the Great Hall at Guildhall, presided over by Alderman Sir William Russell to recognise the work of the volunteers who support the City of London Corporation's volunteering work – whether as employee, residential or external volunteers. Over 200 volunteers will be thanked at the reception which has been timed to coincide with Volunteers' Week, and the Corporate Volunteering Manager job-share have helped shape Sir William's speech.

Impact and Learning

26. Networking and Learning Day for Funded Organisations – The Impact and Learning and Communications teams delivered the second funded organisations Networking and Learning Day on 20 March 2023 in the Garden Room and Conservatory at the Barbican Centre. The event was attended by over 150 organisations funded by CBT, a more than threefold increase on the 2022 event. The event featured three interactive sessions, delivered by four CBT funded organisations, on topics identified by the Impact and Learning team on the basis of data gathered from funded organisations. These were: How to Support Staff, Making the Most of Organisational Strengths, and How to Raise the "Voice" of Organisations. The event also included opportunities around the interactive sessions for funded organisations to network with each other and with BHE staff members.
27. Funding Committee Chair Paul Martinelli gave the opening speech, with Co-opted Member Jannat Hossain closing the event. There was a prize draw to win the opportunity to raise Tower Bridge, won by Yeukai Taruvinga, CEO of Active Horizons. You can watch a very short film about the event at the following link: <https://youtu.be/jc6x8x2x3rg>. Attendees rated the day 4.5 out of 5 and variously described the day as informative, interesting, engaging, motivating and inspiring.
28. Learning Visits Re-launch – Following a review and trial of a more equitable approach to learning visits with funded organisations and training of staff and Members, Funding Managers have been setting up learning visits with Funded Organisations. Each member of the BHE and Funding Committees will be invited to at least one learning visit per year. The purpose of the learning visits is to give funded organisations space and time to reflect honestly on their achievements and challenges with BHE Funding Managers, senior staff and Members so that this can inform BHE decision making.

29. The visits have been designed to acknowledge and reduce the power imbalance between funded organisation and funder and CBT have received positive feedback on this:

“You grasped the power differential that is often felt by grantees and addressed this up front - really valuable. It's a tough challenge to make this sort of engagement feel less like scrutiny and more like a supportive relationship but you met it well.”

30. A 20-minute training session on the Learning Visits review and trial was delivered by the Impact and Learning Team for Members of the BHE Board and Grants Committee in December 2022, and the recording of this session is available for Members to view on request.

31. Funding Manager and Small Grants Lead, Caspar Cech-Lucas, led a learning visit to small grant holder Shadwell Community Project in May. An important part of the learning visits process is sharing learning effectively back with BHE so that it can influence decision-making. Caspar shared his learning with the rest of BHE at the weekly stand up.

32. The organisation is proud of providing healthy, varied meals for young people from diverse communities, flexing their service to provide best support possible during pandemic / cost of living crisis, the skills that young people develop in the adventure playground and the outlet they provide for non-academic development in young people, through play. They appreciated this face to face rather than online interaction with CBT, felt the visit was proportionate and said that CBT's guidance had been made clearer. Current challenges are instability and increased competition and difficulty accessing funding particularly from their Local Borough of Tower Hamlets. Because of this and their high fixed costs, including insurance, they have had to reduce their staffing bill, meaning that they are down to just one full time member of staff. At the same time, need has increased, with the parents of young people attending under real stress due to the cost of living crisis and lack of investment in schools and public services.

33. When asked how CBT could further support them, the charity said helping to find funding that would fit, making introductions to other funders and using our position to be a voice for the voluntary sector. Due to their lack of staff, they welcomed support with corporate volunteering and recruiting volunteers. They need longer-term funding and suggested a fund for organisations in crisis.

Conclusion

21. This report provides a high-level summary of CBT activities since the Funding Committee last met in March 2023. The Funding 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 Funding Committee orally in the meeting or in written format in advance of or as a follow-up to the meeting.

Sacha Rose-Smith

Chief Funding Director, Bridge House Estates

E: Sacha.Rose-Smith@cityoflondon.gov.uk