



<b>Committee:</b> Funding Committee of the City Bridge Foundation Board	<b>Date:</b> 16 September 2024
<b>Subject:</b> CBF Chief Funding Director's Update Report	<b>Public</b>
<b>Report of:</b> Sacha Rose-Smith, CBF Chief Funding Director	<b>For Information</b>

## 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: Suicide Prevention, End-to-End Review and Bridge Programme, Anchor Programme, Propel, Collaboration Circle, Trans Inclusion Policy, LocalMotion, Bridging Divides Strategy Evaluation, Spotlight Talk for Funded Organisations, Learning Visits, Social Investments, CBF Board Strategic Away Half-Day and Media Coverage.

## Recommendations

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

- i) Note the contents of the report.

## Main Report

### Funding Updates

1. The month of August saw appalling scenes of violence across the country. CBF put out a supportive message on social media and emailed all of our grantees offering them solidarity, and being explicit that we would be flexible in terms of meeting deadlines and their approach to managing their CBF funded work at this time. Many emails of acknowledgment and thanks were received in response. Officers are also aware of the broader work in the sector, such as the funder letter for urgent sustainable change (**see Appendix 1**).
2. The letter highlights a range of important points. The focus on not responding to urgent and emergent issues in a short-term way is one that CBF supports, and this mirrors the long-term approaches CBF has been implementing in recent years such as ten-year programmes Propel and Anchor, and the move from 3 to 5-year funding. There is more to do though, and the Future Funding Policy (FFP) will include consideration of how to take a systemic approach to tackling the drivers of inequality and injustice in London, and CBF policy will be a 10-year policy recognising and reinforcing the requirements for long-term thinking and funding.
3. The letter does make an ask for contributions to a fund for emergency work. In the past this is something officers would have considered, but it is not possible to contribute this time with our current budgetary limitations. Moving forward CBF will continue to be active participants in the Funders for Race Equality audit (which



CBF also fund) and the DEI data standard. It is imperative to continue to improve the approach to collecting data needed to be able to analyse trends related to racial justice and the impact of CBF funding and policies on communities of colour. CBF has also recently committed funding to some further research into the DEI data standard. Racial justice is not just about what is funded, but how it is funded, and is a key driver for the End-to-End review to ensure CBF is a more equitable funder in its practice.

### Suicide Prevention

4. Both strands of the Suicide Prevention Funding Programme have now closed for applications. 101 applications, with a total value of £16.5m, were received under Making London More Liveable. These are currently under assessment by Funding Managers, and final decisions on Making London More Liveable assessments will be made under delegated authority in October. 35% of applicants unsuccessful at the first stage of assessment have taken up the opportunity for a feedback call.
5. CBF received 22 applications for Strategic Partnership Funding, with a total value of £20.8m. Nine of these will be progressing to full assessment, and then on to CBF Board and Funding Committee for decisions in November and December. Involvement of a lived experience advisory group is continuing throughout the assessment process. The team is currently liaising with City Corporation procurement to finalise the recruitment of a learning partner for the programme.

### End-to-End Review and Bridge Programme

6. Implementation of the End-to-End Review (E2ER) recommendations is being scheduled, alongside the development of the FFP, ongoing Salesforce utilisation work, and other charity-wide projects, focussing on impact measurement and risk appetite. More immediate focus is on implementation of E2ER recommendation 10, *'to connect Funding Managers more closely to the Bridge Programme'*; E2ER recommendation 2, *'to accept applications and grant reporting in different formats for groups that need it'*; and E2ER recommendation 9, *'to offer core and possibly unrestricted funding (where possible) as standard practice'*.
7. Meetings with Pears Foundation and Esmee Fairbairn Foundation are informing implementation of the core funding recommendation. The work of Trust for London, specifically that of the Disability Justice Fund, jointly funded by CBF, is informing how to prepare for the receipt of funding applications and grant reporting documents in different formats. Finally, Bridge Programme development work is underway, being led by James Lee, Bridge Programme and Total Assets Lead, who is researching how CBF can diversify the pool of consultants used to deliver the programme, and also the range of funder plus activities offered. Officers are considering how to contract Bridge Programme providers directly and are developing a policy that will determine which applicants can access the Bridge Programme and to what extent, along with associated financial modelling. Finally, work has started to consider how the proposed developments of the Bridge Programme will impact on the work of Funding Managers, so that this can inform work planning and staff training arrangements.



## Anchor Programme

8. The Anchor Programme aims to support equity-led infrastructure organisations by supporting them to deliver systemic change by awarding long-term core grants. Since Round One grants were awarded in 2023, the Learning Partner, The Social Innovation Partnership (TSIP) continues to run workshops with the round one Anchor cohorts and will be facilitating sessions on 10 and 12 September to further conversations around systems change from both funder and funded organisation perspective.
9. Heads of Anchor programme, Clara Espinosa and Khadra Aden, are now working full-time on the Anchor Programme. A team of Funding Managers are being supported to carry out Anchor assessments with the aim of bringing them to December's Committee meeting and February's CBF Board. Meetings have been scheduled with other funders to share learnings.
10. The Anchor Programme Round Two received 73 expression of interest applications, of which 13 submitted a stage two application form by 15 July. The assessment period started at the end of July and will continue until mid-November. An information session was delivered in July sharing the key learnings from Round One and changes to round two of the programme, this was an opportunity for a couple of Round One funded organisations to share their experiences of applying to the Anchor programme and the impact the funding will have. In addition to this, Funding Managers have undertaken three systems change training sessions with an additional session being delivered in October. As piloted in Round One, a buddy system has been implemented whereby Funding Managers support one another with assessments, sharing expertise and attending weekly meetings to discuss individual assessments.

## Propel

11. Propel is a funder collaboration stewarded by London Funders, building on the response to the Covid-19 pandemic, 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). £3.5m is due to be spent on the 'Expand' programme (extending the original 12-month Explore grants for an additional two years) with £1.4m already awarded. The balance is expected to be awarded within this financial year.
12. A number of 'Deliver and Develop' grants awarded by other funders within the collaboration were for two years, rather than three. This was primarily due to budgetary constraints. CBF, along with two other funders, are considering 'Extend' grants for 12-months for these organisations, to ensure that all 'Deliver and Develop' grants have a total of three years' funding. Working with the original funders of these grants (the GLA and London Legal Support Trust) officers will be assessing 12 organisations, with a view to having decisions by December 2024. The assessment process will reflect the principles uniting the Propel funders of being flexible, sharing power and being equitable, by utilising the existing knowledge, relationships and monitoring with the original funders, and ensuring that information requested from the organisations is proportionate, recognising that



these grants are for 12 months, and each organisation has been assessed and managed by other Propel funders.

13. Propel has been shortlisted for Charity Times' [Charity Collaboration of the Year](#). Propel is the first time cross-sector partners have come together from the funding and equity sectors to create a long-term funding collaboration at scale, where historically underfunded groups are being prioritised. The winners will be announced on 25 September at the Awards Gala dinner in London, where officers will represent CBF.

#### Collaboration Circle

14. [Collaboration Circle](#) is a subsidiary company of London Funders. A new space for funders and civil society to design, learn and make funding decisions together, it will hold 'pooled' money on behalf of multiple cross-sector collaborations, and be a space where people from across the funding and social justice sectors come together to design and decide how this money should be used. Sam Grimmett, Funding Director, sits on the Collaboration Circle board. London Funders has recently been awarded a grant for a Knowledge Transfer Partnership Coordinator with London Metropolitan University to support the set-up of the model – the University will provide a staff member based in London Funders for two years, supported by two high level academics (a Professor of Organisational Leadership and the Deputy Head of Accounting Banking and Finance). Together, they will provide the legal, financial, and organisational expertise to establish an effective and scalable subsidiary with a best-in-class model for holding pooled funds.

#### Trans Inclusion Policy - Women and Girls Consultation Collaboration

15. At the Funding Committee meeting on 4 March 2024, the adoption of the Trans Inclusion Policy was discussed (with the decision to formally adopt delegated to the Managing Director of CBF). Officers confirmed after the meeting that as part of the work to consult with groups both directly and indirectly impacted by the policy, a consultation via survey would be undertaken with women and girls' groups. It had been hoped to bring a summary of the results to this meeting. However, the decision was taken to extend the survey response period by two weeks, due to the summer holiday period making it difficult for groups to respond within a shorter timeframe. The results have been received and will be reviewed, and will therefore be submitted to the December Funding Committee. The policy has also been circulated to participants in the trans organisations roundtable for comment.

#### LocalMotion

16. CBF is a key partner in LocalMotion, a strategic collaboration with other funders operating outside London. CBF has recently agreed to contribute a further £5M over the next seven years to support on-going activities in Enfield and towards the administration of LocalMotion, including learning capture and dissemination, for the benefit of Londoners. At the February CBF Board meeting, it was agreed that considerations for CBF regarding the future hosting arrangement of LocalMotion's grants administration would be made under delegated authority by the MD in



consultation with the Chair and Deputy Chair of the CBF Board. Following extensive discussions between the participating funders and affected employee, it has been decided that having the City Corporation as trustee of CBF hosting the LocalMotion grants administration was not an optimal arrangement for either LocalMotion or CBF, and the hosting will remain with Lloyds Bank Foundation. We remain a key and active partner in LocalMotion.

## Impact and Learning Updates

17. Bridging Divides Strategy Evaluation – The Impact and Learning team; Ruth Feder, Emma Horrigan and Natalie Heath, completed an evaluation of the Bridging Divides strategy, bringing together data, feedback from funded organisations and colleagues and reports from Renaisi (the strategy’s learning partner) during the previous five years. The evaluation focused on learning from the current strategy and applying this to recommendations for the FFP, forming part of the FFP review.
18. Spotlight Talk for Funded Organisations – The Impact and Learning team, along with James Lee, Bridge Programme Lead and with the support of Caspar Cech-Lucas, Small Grants Programme Manager, facilitated an interactive, panel discussion & networking session celebrating small charities. Panel members included National Council for Voluntary Organisations (NCVO), CoDa Dance, Jazanne Arts and Forest Gate Community Garden. Over 80 funded organisations, funders and CBF colleagues attended the event or watched it on YouTube.
19. Learning Visits – Due to the heavy workload of Funding Managers caused by the surge in funding applications, learning visits have been paused. It is hoped to restart these in January 2025.

## Social Investment Updates

20. Officers have been working on a substantial investment recommendation towards inclusive sporting facilities in East London. It was not possible to complete due diligence in time for today’s meeting, but is expected to be submitted for recommendation to the December Committee. Officers can provide an oral update in non-public if this would be helpful.
21. Of the social investments approved since the Funding Committee began oversight: legals have been signed and funds drawn for the £240k towards Helen Bamber Foundation’s new premises in Old Street (June 2024 meeting); legals are underway for the £1m towards Bankside Open Spaces Trust’s redevelopment of Marlborough Sports Garden (June 2024 meeting) and with Commonweal for the £0.5m towards its work addressing serious youth violence (December 2024). Legals have yet to start with Naked House for the £160k towards affordable housing in Enfield (delegated authority, July 2024). Officers will prepare a pro forma portfolio report to enable the Committee to see progress against all investments in time for the next meeting.
22. Since the June 2024 meeting, Big Issue Invest, which acts as security trustee for the investors in HCT (formerly Hackney Community Transport), has confirmed CBF will receive part-payment of its outstanding capital. Following October 2017



approval by the Social Investment Board (SIB), CBF invested £0.5m in HCT for working capital (a total of £0.5m divided equally between junior and senior bonds). HCT reported significant trading difficulties in late 2019 and in February 2020 the Chair and Deputy Chair agreed a provision that 95% of the value of CBF's investment would be lost. HCT entered administration shortly after, and BII has been working to recover capital for the investors. CBF expects to receive £175k of capital in the coming weeks (35% of the original investment) with a further, smaller recovery expected later in the year.

## Governance Updates

23. Strategic Away Half-Day – The CBF Board's Strategic Away Half-Day meeting is scheduled for the morning of Wednesday 9 October 2024, with all CBF Board and Funding Committee Members invited to attend. The Strategic Away Half-Day will be held at Toynbee Hall (28 Commercial St, London E1 6LS) from 9am until 2pm. Refreshments and lunch will be provided, and transport from Guildhall to Toynbee Hall can also be arranged for Members. An agenda and precise timings will be circulated closer to the meeting.

## Communications Updates

24. Media Coverage – There were 37 items of media coverage in July and August, of which 16 related to funding, and the remainder about the Foundation more broadly. Coverage included reports on [BBC London News](#) and [BBC Radio London](#) on a £136,400 City Bridge Foundation grant to Spitalfields City Farm, supporting activities include a 'Farm2Fork' club for children and a group for older women from Bangladeshi communities.

25. Sunday Express (print edition) carried a double-page spread on the photographic exhibition launched to mark the 130<sup>th</sup> birthday of Tower Bridge, and the wider work of City Bridge Foundation and its funded organisations. Meanwhile the Foundation's poet-in-residence Cecilia Knapp appeared on [Times Radio](#) (listenable internally) on a segment in which presenter Ed Vaizey tried to guess the occupation of people with unusual jobs.

## Conclusion

26. This report provides a high-level summary of CBF activities since the Funding Committee last met in June 2024. 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.

## Appendices

- Appendix 1 - Joint letter from Civic Power Fund, Funders for Race Equality Alliance, Justice Together Initiative and Migration Exchange

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