



FUNDING COMMITTEE OF THE CITY BRIDGE FOUNDATION BOARD
Monday, 9 June 2025

Minutes of the meeting of the Funding Committee of the City Bridge Foundation Board held at Committee Rooms, West Wing, Guildhall and via Microsoft Teams on Monday, 9 June 2025 at 11.00 am

Present

Members:

Deputy Nighat Qureishi (Chair)
Deputy Paul Martinelli
Deputy James Thomson CBE
Jannat Hossain (Co-opted Member)
Holly Piper (Co-opted Member)
Cliff Prior (Co-opted Member)
Karin Woodley (Co-opted Member)

Officers:

Simon Latham	- Interim Managing Director of City Bridge Foundation
Sacha Rose	- CBF Chief Funding Director
Henrietta Martin-Fisher	- Interim CBF Finance Director
Geraldine Page	- CBF Funding Director
Tim Wilson	- CBF Funding Director & Social Investment Fund Manager
Rebecca Roberts	- CBF Funding Director
Hannan Ali	- CBF Funding Manager
Maria Hughes	- CBF Funding Manager
Joseph Anstee	- CBF Head of Strategy & Governance
Keyana Kasujja	- CBF Governance Support Officer
Callum Southern	- CBF Governance Manager

Also in attendance:

Demi Ruffel	- King's Trust
Jonathan Townsend	- Chief Executive, King's Trust
Leanne Zahra	- Head of Partnerships, King's Trust

1. APOLOGIES

Apologies were received by Deborah Oliver.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Sacha Rose made a declaration as a previous Director for School for Social Entrepreneurs.



3. **TERMS OF REFERENCE**

RESOLVED – That, the Committee receive the resolution of the City Bridge Foundation Board on 7 May 2025 appointing the Committee and approving its terms of reference.

4. **ELECTION OF DEPUTY CHAIR**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order No. 29. Expressions of interest were sought and Deborah Oliver, being the only Member indicating their willingness to serve, was duly elected as Deputy Chair of the Funding Committee of City Bridge Foundation Board for the ensuing year.

The Committee extended its thanks to outgoing Committee Member John Griffiths.

5. **MINUTES**

RESOLVED – That, the public minutes and non-public summary of the meeting held on 17 February 2025 be agreed as a correct record.

6. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions and noted the updates in respect of the items listed.

RESOLVED – That, the outstanding actions list be noted.

7. **CHIEF FUNDING DIRECTOR'S UPDATE REPORT**

The Committee considered a report which provided an update on key areas of activity. The report provided detail on the Funding Updates on Bridging Divides, including the Anchor, Propel/Collaboration Circle and Suicide Prevention programmes and Bridging Divides Legacy and Transition work, CBF's Trans Inclusion in Funding Policy, updates on the Enterprise Development Pilot and social investment, the recruitment of a Director of EDI, Equity Partners Forum, strategy & governance updates on the CBF Board, a CBF Board and Committee Member Portal, Arkwright Scholarship and Smallpeice Trust - Bridge Challenge STEM day, Impact & Learning updates on Welcome Sessions, 'Lunch and Learn' and Spotlight Talks Series, plus updates on Finance and Media Coverage. The Funding Director informed the Committee that a mini-review of social investment policy was being undertaken to align it with the Standing With Londoners policy and noted that a breakfast meeting had been organised with CBF Members on 30 June 2025. She also highlighted, following the launch of the Standing with Londoners policy, that there had been an open call to refresh the Equity Partners Forum.

The Chief Funding Director introduced Jerome Williams to the Committee following his appointment as Director of Equity, Diversity and Inclusion (EDI).

The Committee sought clarity on the 2024/25 grant budgets and grants awarded. The Chief Funding Director noted that £78.6m had been spent against the grant budget of £80.6m and explained the underspend had occurred due to work around the governance of social investments that led to



delays. She reported that the grant budget for the following year was forecast to be around £42m.

A Member sought to confirm which programme the Standing for Londoners policy applied to. The Chief Funding Director confirmed it fell under Responsive Grant Making, but was also linked to Funder Plus work and a number of legacy and transition awards which would go to the Committee in September.

8. **DELEGATED AUTHORITY POLICY REVIEW**

The Committee considered a report which invited it to review the charity's delegated authority policy and framework in respect of funding application decisions and agree any amendments accordingly, to be recommended to the CBF Board where necessary. The report proposed that the framework be amended so that recommendations to reject all funding applications over £500,000 can be decided by the Funding Committee, without further reference for applications over £1m to the CBF Board. This was proposed in order to streamline the applications process and provide more timely decisions for funded organisations. The Head of Strategy & Governance informed the Committee that the report, if approved, included a procedural amendment that all decisions to reject funding submissions of £500,000 could be rejected solely by the Funding Committee and would not need to also be formally rejected by the CBF Board.

A Member noted that most social investment were done in collaboration with other investors which could cause significant delays as different organisations operated different meeting schedules and considered how Officers would manage decisions around that. Officers explained timing was taken into account and there were mechanisms in place to ensure decisions could be taken in haste to align with other potential investors.

The Committee sought to understand the thinking on the asymmetry on thresholds as Funding Committee could sign-off on social investments of up to £2m. Tim Wilson explained it was recommended by a Member of the CBF Board and the Investment Committee that the Funding Committee retained oversight of larger and more capital-intensive activities. The Head of Strategy & Governance indicated it was the first time a limit had been set and an investment at the level required to go to CBF Board had not been received yet and the limit had not caused any issues as of yet.

RESOLVED – That, the Funding Committee of the City Bridge Foundation Board, in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Reviewed and agreed the delegation framework in respect of new grant and social investment recommendations as set out at paragraphs 9 and 10 of the report.

9. **STRATEGIC INITIATIVE: KINGS TRUST**

The Committee considered a report which informed Members of the outcomes of the 10-year strategic grant to the King's Trust (formerly Prince's Trust). It



provided information on the background of the partnership, a summary of key research related to young people, and outcomes over the years that led to 16,800 young people directly benefitting from this funding. The Acting Managing Director of City Bridge Foundation (AMD) introduced the report and highlighted the original grant was a significant shift in the way the charity funded which had become normalised, while the recently adopted funding policy committed to 10 years with fewer restrictions on organisations and they spent funding awarded to them. He added it was testament to the success of the partnership with the King's Trust charity and all the learning the team had received over the 10-year period. The AMD thanked the King's Trust for the work done to support CBF as the partnership had been invaluable to the way in which CBF had evolved as a funder.

The Chief Executive of the King's Trust praised the flexibility that the charity had provided over ten years and acknowledged the growth of the relationship to target and focus specifically on the needs of particular areas of London. He added that King's Trust, with the support of CBF, were set to announce their vision of ending youth unemployment and highlighted the 17,000 young people the charity had supported. He expressed his heartfelt appreciation for the support CBF had provided to the King's Trust. The Head of Partnerships at King's Trust highlighted that through 33 security programmes, the Trust had supported 600 young people, with 92 going into the security industry and many supporting the public in protection. She also added that CBF had supported the King's Trust with mental health counselling for young people which had been life-changing for some.

Demi Ruffel from King's Trust stated that the Youth Voice Panel had provided a life changing experience for her and many young people across London as it had provided a platform, helped build relationships and confidence and taught communications and practical skills which went beyond the classroom. She added that sitting on the UK and Ireland Government Youth Board gave her confidence to advocate for herself and others and noted the guidance she had received from the Trust.

It was discussed whether there were any learning opportunities for the Trust from the last ten years. The Chief Executive of King's Trust noted that strong working relationships had been formed and acknowledged that the learning King's Trust had done from partnership would change the way the charity would approach things. The Head of Partnerships at King's Trust informed Members that most of the learning had happened in the last three years and was keen to ensure best practice was utilised and wanted to ensure, in a leadership role, that she advocated the work that had already been done. Officers from CBF informed the Committee that the charity and the trust would reflect on outcomes at a lunch and learn and added the co-creation of report frameworks worked well and the Trust now used partnership organisations in communities that they previously lacked to reach to access.

Members welcomed the impact report and queried whether the partnership was making the most of the broader City of London Corporation, including the family of schools and the Barbican Art Centre as they could maximise opportunities.



The Head of Partnerships at King's Trust agreed there were opportunities for more alongside work already done with the City of London schools and highlighted conversations with Tower Bridge to encourage young people to visit the bridge. CBF Officers added that substantial conversation had been had around total assets integration within the relationship and had discussed potential projects with Innovation & Growth and the City of London schools.

It was queried by Members whether a lack of detail around numbers of care leavers and ex-offenders during the 10-year programme was deliberate. The Head of Partnerships at King's Trust acknowledged more detail needed to be added and the impact had been different in the last three years., especially across different programmes.

Questions were raised on the gender gap between young women and young men that the partnership had impacted upon. The Head of Partnerships noted that amendments needed to be made to page six of the appendix document. CBF Officers noted the Trust had worked hard to increase the numbers of young women affected by the programme following targets set by the Committee in 2021 which they confirmed was met in 2022 with 51% being young women.

The AMD stated that there had been difficulty trying to tie the wider corporation to the partnership between CBF and the Trust and more work needed to be done with funding policy about how to support funded organisations as the charity had struggled to be more substantive about its total assets. He added it would be helpful to get feedback from the Trust on how to articulate that.

The AMD noted he was keen to understand what would happen next in London for King's Trust and sought to understand how the charity would build on the legacy of the partnership. The Chief Executive of King's Trust highlighted the importance of place and targeting the highest levels of economic disadvantage whilst acknowledging gender and ethnicity. He added London was a central part of the strategy and the King's Trust had targeted nine locations in London as being the most important areas to work in, with the partnership having been a significant platform from which to build upon.

It was considered whether key learnings would be published to allow other organisations to use. CBF Officers confirmed that the King's Trust would host the end of partnership report on their website and work with Communications had already been planned.

RESOLVED – That, the Funding Committee of the City Bridge Foundation Board, in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Noted the report for the end of the ten-year strategic grant.

10. **STRATEGIC INITIATIVE : MIGRATION EXCHANGE**

The Committee considered a report which could be considered under the Delegated Authority process, in consultation with the Chair and Deputy Chair of



the Funding Committee of the City Bridge Foundation Board. However, queries were raised during the Delegated Authority process. As such, the proposal was referred to the Funding Committee for further consideration. A CBF Funding Manager indicated Migration Exchange was a strategic collaboration between a number of different organisations for an end to No Recourse to Public Funds (NRPF) partnership and confirmed the proposal was for £300,000 over three years from City Bridge Foundation.

It was noted by a Member that there were exemptions to the No Recourse to Public Funds and appreciated the work going toward Migration Exchange as, while there was a big objective and it was unlikely the government would abolish the policy, it could still be acted against. The Member added that £15m had been spent on work related to NRPF between January 2020 and December 2024 and suggested there was a conservation to be had about public policy's impact upon civil society.

A Member sought to explore what queries had been raised in relation to the decision not being taken under Delegated Authority. Another Member indicated he had raised concerns that the Committee had not made a formal decision on the policy of ending NRPF, and was concerned as to whether it was an efficient use of funds as no political party was likely to campaign for the end of NRPF in the next five years. The Member also raised concerns on the legality of the funding as NRPF was time limited as many were asylum seekers who would receive a final outcome on their immigration status within 18 months. Officers noted that organisations focusing on a wide array of strands of work, such as homelessness, child poverty, violence against women, as well as the refugee and immigration, sought to change the policy as they were affected by NRPF and indefinite right to remain was granted after 10 years. Officers also added that 58% of households that were receiving local authority support due to the policy resided in London and 52% of NHS workers in London were migrants who were subject to the NRPF policy.

A Member suggested that there was a lot of misunderstanding about the NRPF which the proposed work would help to rectify and added that if NRPF could not be ended, there was potentially scope to change data available that showed the harm that came to children and families as a result of NRPF policy as it was currently structured.

A Member indicated that such policies were only successful if there was a shift in the Overton window and urged caution as the topic required sensitivity.

The Chief Funding Director highlighted that Migration Exchange had a positive relationship with the government and hoped that would be continued moving forward.

The Committee sought to understand the extent to which the charity had a voice around the changes it sought to make to the NRPF policy and considered whether the charity was clear on whether it wanted to direct funding to charities that had a direct impact compared to charities that ran policy campaigns. The Chief Funding Director indicated that the framework for change that underlined



the new policy was clear the charity would fund in a variety of ways, including one on catalysing change which was related to work around community organising campaigns, meeting needs which was related to service delivery, and infrastructure capacity building and leadership. She added it was important to fund in a variety of ways and expected Access to Justice to be more toward the meeting needs element of the work.

A Member suggested that the charity needed to move away from funding the same organisations it had always funded as expecting the same organisations to do the same work and expect different outcomes did not make sense and added the charity could seek more involvement if it wished to.

The AMD asked Officers to demonstrate how the grant would be appropriately monitored. Officers confirmed that there were different groups in the assessment and funders could join the groups to attend a half-day event which brought together everyone in the partnership and Officers added they would be content to provide an update to the Committee following such a meeting. In relation to monitoring, Migration Exchange had provided newsletters updating on meetings they had with Members of Parliament on a cross-party basis.

RESOLVED – That, the Funding Committee of the City Bridge Foundation Board, in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Award Migration Exchange (Global Dialogue) £300,000 over three years (3 x £100,000) to contribute towards the End NRPf (No Recourse to Public Funds) Partnership. This grant will contribute towards convening, facilitation and learning, participation for different working groups, communication costs as well as capacity building and leadership development for the organisations involved in this Partnership.

11. **GRANT FUNDING ACTIVITY**

The Committee considered a report which provided details of funds approved and rejected under Delegated Authority since the last meeting of the Funding Committee in February 2025 through to 19 May 2025; the remaining 2024/25 grants budget; grants spend to date and for this meeting by London Borough compared with the Multiple Index of Deprivation and any grant variations that had been approved under Delegated Authority.

RESOLVED – That, the Funding Committee of the City Bridge Foundation Board, in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Received the report and noted its contents.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no questions or any other business.



13. **EXCLUSION OF THE PUBLIC**

RESOLVED – That, the public be excluded from the meeting for the following items of business below which relate to functions of the Court of Common Council not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972 and which it is considered would not be in the best interests of the charity to disclose in a public meeting (engaging similar considerations as under paragraphs 2 and 3 of Schedule 12A of the 1972 Act).

14. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 17 February 2025 be agreed as a correct record.

15. **STANDING WITH LONDONERS : FUTURE FUNDING POLICY IMPLEMENTATION**

The Committee considered a report of the Chief Funding Director.

16. **REPOWERING FINANCE REVOLVING LOAN FACILITY**

The Committee considered a report of the Chief Funding Director.

17. **ENTERPRISE DEVELOPMENT**

The Committee considered a report of the Chief Funding Director.

18. **SOCIAL INVESTMENT PORTFOLIO REPORT**

The Committee considered a report of the Chief Funding Director.

19. **PIPELINE OF STRATEGIC INITIATIVES**

The Committee considered a report of the Chief Funding Director.

20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

One item of other business was considered in confidential session.

The meeting ended at: 1:18pm

Chair

Contact Officer: Callum Southern
Callum.Southern@citybridgefoundation.org.uk