

Committee: The City Bridge Trust Committee	Dated: 22 nd September 2016
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Information

Summary

This is a regular report by the Chief Grants Officer.

Recommendation

That the report be noted.

Main Report

Key Sector Context

1. The Select Committee on Charities was set up on 25 May 2016 to consider issues related to sustaining the charity sector and the challenges of charity governance. The Committee, chaired by Baroness Pitkeathley has now had all evidence submitted and will report by 31 March 2017.
2. With the charitable sector having undergone significant change over recent years, the Committee is looking to understand the pressures faced across the sector by charities and make sure that the charitable sector in England and Wales remains sustainable and has appropriate resources available to them to meet their charitable purposes.
3. This inquiry is intended to be an opportunity to engage positively with charities and the voluntary sector, collate examples of best practice, innovation and ideas to bring the sector together to make sure that it can thrive.
4. The Charity Commission published research in June 2016 indicating that public trust in charities is in decline. The research reports that on a scale from 1 to 10, trust in charities has fallen from 6.7 to 5.7. The analysis behind this fall identifies issues such as fundraising methods that make people feel uncomfortable; a view that too much is spent on salaries and 'administration costs'; and a lack of understanding about how a charity is run and managed.
5. Karl Wilding, Director of Public Policy and Volunteering at the National Council of Voluntary Organisations (which is an existing CBT grantee), has blogged: 'We have consistently received advice that simply saying we do good, and ignoring concerns about how we do good, will not work. We have to show the world that charity is changing. This means setting our own, higher standards in relation to fundraising. It means strengthening our governance. It means upping our game on transparency and accountability. It means getting

better at reporting our impact and showing why and how we make a difference.'

6. At the same time, a new Fundraising Regulator has been established to take over the Code of Fundraising Practice from the Institute of Fundraising and take on the Fundraising Standards Board's workload which includes the code and rules for street and door-to-door fundraising. This will be led by Stephen Dunmore, former chief executive of the Big Lottery Fund, who has been appointed interim chief executive.
7. All of this underlines the significance and the timing of the Trust's current Quinquennial review.

City Bridge Trust Quinquennial Review

8. As you know, Sufina Ahmad has now been seconded from the Big Lottery London Team as Head of the Quinquennial Strategy Review – working with the City Bridge Trust team and reporting to your Director. She has initially prioritised meeting with the Trust's team and officers within the Corporation to learn more about their perspective on City Bridge Trust's work. She has been doing some external facing work with a small number of stakeholders too, including working with the two consultants commissioned to develop research pieces by the end of September 2016, on an analysis of need in London, and models of best practice in grant making. The level of external facing work will increase from October.
9. Sufina is finalising a more detailed project plan and Communications Strategy for the Quinquennial Review this month. These plans will build on the proposals shared by your Chief Grants Officer in the previous two committee meetings.
10. She looks forward to beginning work with the Committee on developing the Quinquennial Review, particularly through the Strategic Away Half Day in October.

Philanthropy Update

11. You received a summary of the external report on your philanthropy work at your last committee. Since then, considerable work has been undertaken to consider the recommendations and develop a strategy and implementation plan. This work has included:
 - a follow up meeting with the external evaluator, your Chairman and Director;
 - planning of an over-arching draft city philanthropy/giving strategy which has the potential to be jointly agreed by the Trust, the Corporation and Mansion House;
 - 3 month grant extensions to support your current strategic initiatives City Philanthropy and London's Giving to ensure they are able to continue operations whilst the above strategy is developed and the appropriate consideration and agreements sought;

- following the recommendation for more co-location, an immediate decision was taken for the Director of City Philanthropy to spend more time based in the CBT office with the aim of re-location full-time by the end of November.

12. A worked up draft strategy and implementation plan will be brought to your November Committee.

City Bridge Trust 20th Anniversary – Update

13. As you all know, last year was CBT's 20th Anniversary. As we prepare the 2015-2016 Annual Review, below is a summary of what we hoped to achieve in the year against what we did achieve and what continue to be works in progress:

Review & Analysis	Achieved/not /work in progress	Notes
<ul style="list-style-type: none"> • Key successes & challenges will be reviewed and captured & distilled into 20 case studies 	Achieved	These formed the basis of your annual review – 20 Years 20 Stories
<ul style="list-style-type: none"> • The operating environment of the Trust is reviewed and the Trust's mission, vision, and values are reviewed in light of this 	Achieved	You considered and agreed amendments at Committee.
<ul style="list-style-type: none"> • The Trust's website will be reviewed ensuring it enables learning & collaboration, whilst better profiling the work of the grantees 	Not achieved	This took longer than hoped. Phase one of the website is now launched with the infrastructure to develop the learning and collaboration piece, but this is still a work in progress.
<ul style="list-style-type: none"> • Messaging to reflect 20th anniversary to be developed & uploaded 	Achieved	
More Strategic Grant-Making		
<ul style="list-style-type: none"> • Secure additional funds to increase the grant-spend to £20M per year 	Achieved	An increase from c£15M to c.£20M was agreed.
<ul style="list-style-type: none"> • Dedicate additional resource to strategic grants to support the voluntary sector: 	Work in Progress	This provided the basis for the collaborative and detailed work to develop the 'Way Ahead' report and work

		to deliver its recommendations is on-going and a full report for decision will come to you November Committee.
<ul style="list-style-type: none"> Dedicate additional resource to strategic grants to support entry into employment for people who are disabled/suffering from mental health issues: 	Work in Progress	Your officers have been scoping the current level of provision within both the corporate and voluntary sectors with a view to drafting a programme of action for consideration by your Committee later this year.
Funder Plus & Learning Programme		
<ul style="list-style-type: none"> Review the funder plus offer and launch new offer 	Part achieved	An initial review took place but recommendations remain to be considered and a new offer to be developed.
<ul style="list-style-type: none"> Launch a learning programme to show case examples of good practice 	Not achieved	This was not achieved. It will be a priority as part of the quinquennial review.
A Stronger Profile for Grantees Work & CBT		
<ul style="list-style-type: none"> Launch new communications plan and develop new elevator pitch and logo 	Achieved	20 special unrestricted grants agreed to early-funded, successful charities. This used to both profile the work of those charities and the work of the Trust. This led to some increased media coverage including Radio London.
<ul style="list-style-type: none"> Amplify/co-brand/partner on events 8-12 	Achieved	

Communications

14. A table showing our recent publicity is set out below:

Charity	Publication	Circulation	Description	Reach	Date
City Bridge Trust	Charity Times	Bi-monthly 8,500	City Bridge Trust is referred to in a Charity Times blog by Richard Litchfield, CEO of Eastside Primetimers, on the need for charitable funders to adopt a 'grants plus' approach.	National & Online	15/08/2016
Various	Charity Times	Bi-monthly 8,500	David Farnsworth, Director of City Bridge Trust is quoted in Charity Times as the Trust announces that it has awarded grants totalling £312,100 to organisations to help Londoners engage in the performing arts.	National & Online	29/07/2016
Thames 21	Kensington Chelsea & Westminster Today	Weekly 10,000	City Bridge Trust is mentioned in an article on the work of charity Thames21 in Kensington, Chelsea & Westminster Today . The Trust's funding for a training programme is highlighted.	West London	23/08/2016

Central Grants Programme

15. The Central Grants Programme (CGP) webpage [www.cityoflondon.gov.uk/centralgrantsprogramme] launched on Monday 15th August and all four funding themes opened to applications.
16. From an operational perspective the launch went smoothly, with no issues having been reported to date from applicants in terms of the website, electronic application form functionality or PDF downloads, which is good news. We shall continue to monitor all incoming feedback and make any necessary changes.
17. Since going 'live' the CGP webpage has been visited over 400 times. We have received a steady flow of phone calls and emails into the CGP inbox, primarily from students seeking reassurance that they are eligible to apply for funding, but also from organisations requesting further information on the other funding themes.
18. In terms of next steps, we shall continue to generate interest in the CGP and ensure that a good range of quality applications are received for grant-giving committees to consider in due course.
19. Should you have any enquiries, please do get in touch with Scott Nixon, Grants Project manager.

Stepping Stones

20. The third round of the Stepping Stones Fund is currently underway. This is a partnership programme between UBS and the Trust, offering grant funding to charities and social enterprises in Greater London who wish to engage with the social investment market. The Trust received 77 applications; far higher than the 41 and 36 who submitted proposals in previous rounds and, we think, attributable to the extensive promotional work done by the Trust, UBS, and the organisations who participate in the programme's steering group. The total application value in this third round was £3,882,206, and with only £700,000 available, officers worked to short-list the strongest proposals before the interview stage. 47 applicants were rejected (summarised elsewhere in your papers), one withdrew, and the remaining 29 were invited to submit a full proposal.
21. The Trust will offer guidance for those shortlisted applicants (as well as feedback for unsuccessful applicants) and UBS will run surgery sessions to help organisations prepare their detailed bids. Full proposals are expected by September 23rd before panel assessment meetings at the bank in mid-October. Following this, grant recommendations will be made to agree the distribution of round three of the Stepping Stones Fund. The Trust continues to discuss the programme with a range of possible co-funders, some of whom will participate in the panel meetings at UBS. Given the application levels seen for round 3 of Stepping Stones, there appears to be strong continued interest in the scheme.

LGBT Seminar – Supporting sustainability of services

22. You will recall that officers were asked by your Committee to organise a seminar – in conjunction with Trust for London and London Councils – for LGBT organisations to consider current funding threats to that sector and how it can be made more robust and key services maintained. The half-day event, kindly chaired by Edward Lord, took place in the Basinghall Suite on 21st July.
23. Of the 60 confirmed attendees only 4 failed to show, which is a remarkable turn-out for an event of this kind. Those present contributed honestly and positively and, in the workshop session, delivered a clear set of issues and suggestions as to how funders, commissioners and organisations themselves could help build the sustainability of services to this community. Feedback from delegates was very positive, with all welcoming the initiative taken by the Trust
24. Your officers, with Mr Lord's guidance, are keen to take forward some of the key suggestions which arose, in conjunction where possible with Trust for London, London Councils, and other key supporters. To this end it is envisaged that a report will be presented at a future Committee for your consideration.

Wembley National Stadium Trust

25. The Wembley National Stadium Trust, which members will recall is managed under contract as an independent grant-maker by the City Bridge Trust, continues to develop and expand its work. (WNST is funded through a "top slice" 1% of the Stadium's annual income). To date, the Trust has delivered two grants programmes, one funding community sports work in LB Brent (where the stadium is located) and a second working across London to expand the opportunities available for disabled people to play sport in the capital. It has always been the Trustees' intention to introduce a third strand outside of London, in recognition that Wembley is, of course, the English national football stadium. A new grants programme "Every Player Counts" has therefore been developed over recent months to fulfil this ambition.
26. "Every Player Counts" is a formal partnership between WNST and the EFL Trust (the umbrella body for the community trusts associated with the 72 football league clubs ie those outside of the Premier League), with input from the FA, to deliver a wide-ranging programme of disability football across the country. WNST will be providing £1m over three years to fund grants to 25 of the club community trusts up and down the country – from Portsmouth to Carlisle, Plymouth to Peterborough. Each project will focus on the specific gaps in disability football provision in their locality. Some, such as Shrewsbury Town, will run general, pan-disability, activities in areas not previously served; others will offer an impairment specific project - for example Barnsley will focus on autism, Milton Keynes Dons on mental health. Another model promoted by Leeds United and Reading, will work with

local grassroots clubs to develop their own, very local, disability football expertise.

27. For its part, the EFL Trust will provide a programme manager from its own resources, who will oversee the scheme on a day-to-day basis. The programme manager will work closely with the WNST Chief Executive, who is seconded from CBT. Colleagues at the EFL Trust already know each of the club trusts well and can use these relationships to ensure that this programme delivers to the maximum. They also have existing monitoring and evaluation systems in place with the clubs from previous grants programmes, which can collect and collate all of the information WNST needs to ensure that each grant is performing as it should.
28. This is an exciting new development for WNST, which will both greatly extend the Trust's reach and directly connect the Stadium into a large part of the "football family".
29. More details of the programme and a full list of the grants awarded can be found at <http://www.wnst.org.uk/every-player-counts/>

CBT Volunteering Day

30. Two weeks ago, your officers spent their annual team volunteering day at one of your grantees: Sutton Community Farm. The farm sits on a beautiful 7.1 acre smallholding in the quiet hills of Surrey, with views towards the skyline of central London. It cultivates over 100 varieties of vegetables using organic principles. Its purpose is to increase access to fresh, healthy sustainable food and provide a shared space for people to cultivate skills get exercise and make new friends. The organisation received a grant of £90,000 over three years in July this year towards the salary of Head of Production and a contribution towards the General Manager's post.
31. The staff team of fourteen (including two from the City Surveyor's team which manages Bridge House Estates) were able to provide help to prune the Farm's tomato vines. These were housed in one of their many polytunnels which greatly increase production and allow the farm to grow a variety of vegetables.
32. After lunch team members moved onto harvesting the potato crop and dug up around 150kgs of fresh potatoes, many of which would later go to into the Farm's vegetable boxes which it delivers across South London.

360 Giving

33. 360Giving was set up in 2013 to support funders to publish their grants data in an open, comparable format that anyone can freely access and use. It aims to improve transparency amongst grantmakers and importantly to make sure grants data shared can be easily used and compared to inform better grant-making. In September 2016 City Bridge Trust published details of over 500

grants made between September 2013 and July 2016 in the project's open data format.

34. Whilst our grant-making has always been in public, this takes our commitment to transparency to a new level, allowing our data to be easily compared alongside other funders including Big Lottery Fund, Esmee Fairbairn Foundation and BBC Children in Need. This will help those interested in the sector to identify trends such as shared areas of giving, geographic 'cold-spots' in giving and the average value of grants. To make this easier, at the end of September 360 Giving will launch GrantNav – a new search platform which will allow users to easily search all the 360 data for which funder is funding what, where and for how much.
35. The City Bridge Trust data can be accessed here:
<http://www.citybridgetrust.org.uk/learning-resources/360-giving/>
36. More details about 360 Giving including the GrantNav tool are available here:
<http://www.threesixtygiving.org/>

Grant Applications Summary

37. Your meeting today will consider 132 applications, including 20 grant recommendations as well as 19 grants to be noted as approved/ being considered by delegated authority, for a total recommended sum of £2,485,167. If all recommendations are approved you will have spent 47% of your total grants budget for 2016/17 which is in line with targets. The implications of today's recommendations are shown in Table 1 against the grants budget for 2016/17.
38. Your 2016/17 grants budget was increased by £4,000,000 at the Court of Common Council in July 2015. Table 1 shows how this has been allocated to the core grants budget and additional funding schemes.

Table 1: Overall spend against 2016/17 budget

	Grants budget	Grants spend	% spend of annual budget
Core 2016/17 Investing in Londoners grants budget			
Original Grants Budget	£14,950,000		
20th anniversary budget uplift (20%)	£800,000		
Write-Backs & Revocations	£386,370		
Total Budget Available	£16,136,370		
Previous Committee meetings			
May 2016		£3,312,925	21%
July 2016		£1,810,650	11%
Sub-total approved spend		£5,123,575	32%
Remaining budget	£11,012,795		
Today's recommendations			
September 2016		£2,485,167	15%
Total annual spend		£7,608,742	47%
Remaining budget	£8,527,628		

Additional funding streams			
Anniversary programme: employability (20th anniversary budget uplift (40%))			
2016/17 budget	£1,600,000		
Carry forward 2015/16 (subject to approval)	£1,200,000		
Spend at previous meetings		£0	
Recommended spend today		£0	
Total spend		£0	
Balance	£2,800,000		
Anniversary programme: infrastructure support (20th anniversary budget uplift (40%))			
2016/17 budget	£1,600,000		
Carry forward 2015/16 (subject to approval)	£850,000		
Spend at previous meetings		£0	
Recommended spend today		£0	
Total spend		£0	
Balance	£2,450,000		
Annual funding for Prince's Trust funding (agreed Oct 14)			
Budget	£1,000,000		
Total spend		£1,000,000	
Balance	£0		

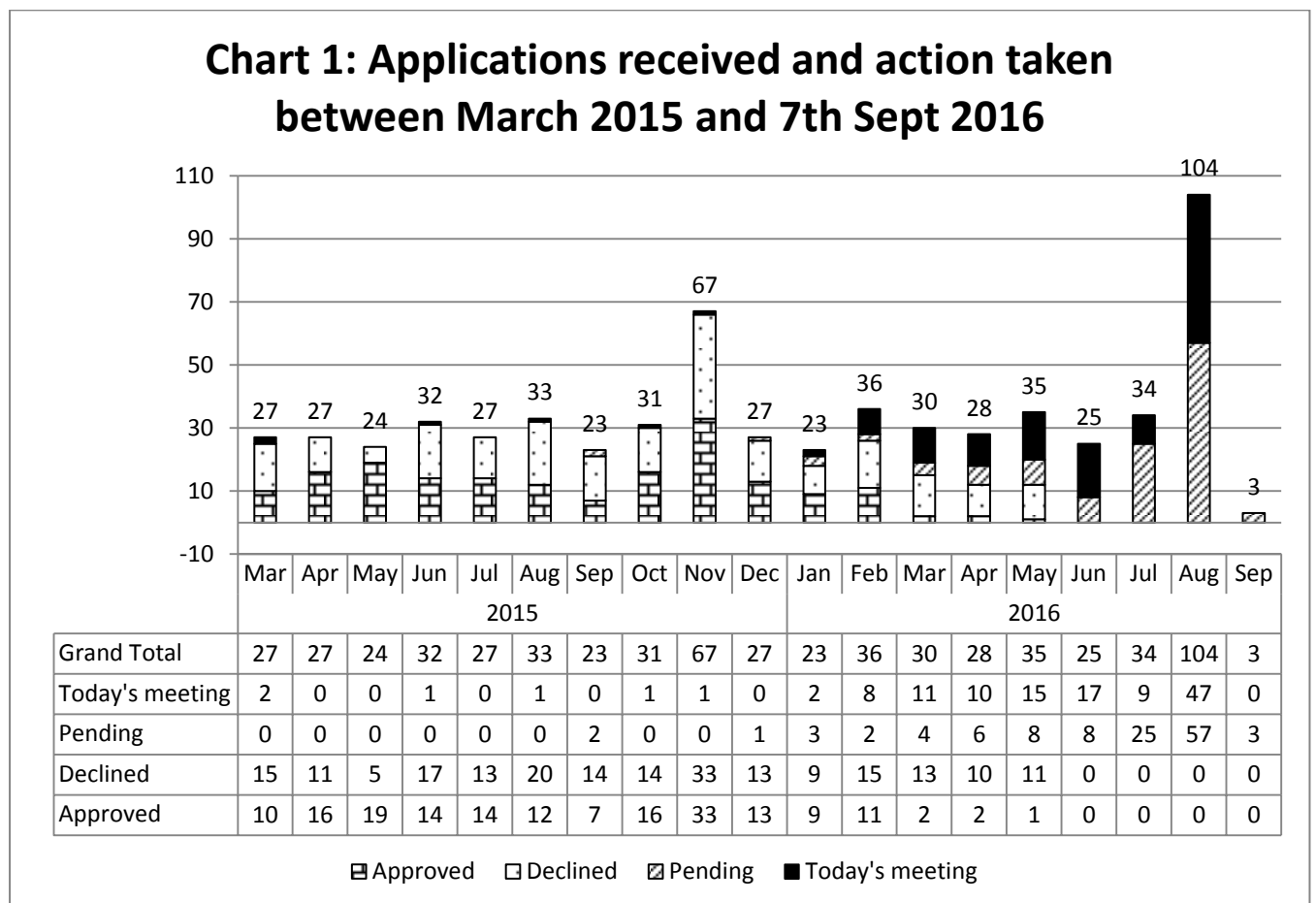
39. Table 2 shows the grant awards you have made this financial year under Investing in Londoners and today's recommendations by programme.¹

Table 2: Investing in Londoners awards and recommendations by programme

Fund/Program	Number of grants				Value of grants			
	Year to date	Today's meeting	Total	% total grants	Year to date	Today's meeting	Total	% total value
English for Speakers of Other Languages	1	2	3	3%	£94,500	£198,900	£293,400	4%
Improving Londoners' Mental Health	9	3	12	12%	£868,620	£462,470	£1,331,090	17%
Improving London's Environment	3	1	4	4%	£187,800	£88,840	£276,640	4%
Making London More Inclusive	7	9	16	16%	£615,490	£729,690	£1,345,180	18%
Making London Safer	2	0	2	2%	£320,560	£0	£320,560	4%
Older Londoners	7	4	11	11%	£774,600	£205,500	£980,100	13%
Reducing Poverty	8	3	11	11%	£1,016,250	£267,600	£1,283,850	17%
Resettlement & Rehabilitation of Offenders	1	2	3	3%	£90,000	£249,970	£339,970	4%
Stepping Stones	0	0	0	0%	£0	£0	£0	0%
Strengthening London's Voluntary Sector	5	0	5	5%	£449,520	£66,750	£516,270	7%
Strategic Initiatives	13	8	21	21%	£695,555	£197,047	£892,602	12%
Eco-audits	1	7	8	8%	£2,600	£18,400	£21,000	0%
Access Audits	3	0	3	3%	£8,080	£0	£8,080	0%
Grand total	60	39	99	100%	£5,123,575	£2,485,167	£7,608,742	100%

¹ Making London More Inclusive excludes access audits which are shown separately.

40. Chart 1 shows the flow of applications received over the last year and action taken, allowing any seasonal variations to be seen. This excludes Strategic Initiatives as they are usually solicited rather than open programmes.



41. Between March 2015 and 7th September 2016 636 applications were received for the Investing in Londoners programmes. 179 applications have been approved and 213 declined (the remainder are pending). The spikes in applications seen in November 2015 and August 2016 are due to the closing date for rounds of the Stepping Stones Fund. Otherwise applications are fairly evenly spread across the year, which is comparable to previous years.
42. Officers are asking you to consider 132 applications at this meeting. Of these, 20 are recommended for a grant and 19 are reported at this meeting as having been approved under the scheme of delegations. A further 84 are recommended for rejection. 6 applications have been withdrawn by applicants and 3 have been lapsed following several unsuccessful attempts by officers for further information (see Table 3).

Table 3: Action to be taken on applications today

Investing in Londoner's applications		
Action to be taken	Number	Amount
Applications recommended for grant to Committee	20	£2,146,650
Funding approved by delegated authority up to £10,000 (to note)	10	£35,310
Funding approved by delegated authority from £10,001 - £25,000 (to note)	2	£41,030
Funding approved by delegated authority from £25,001 - £50,000 (to note)	7	£262,177
Applications recommended for rejection	84	n/a
Withdrawn applications (to note)	6	n/a
Applications lapsed (to note)	3	n/a
Total Investing in Londoners applications	132	£2,485,167
Additional funding stream applications	0	£0

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