

<b>Committee</b>	<b>Dated:</b>
The City Bridge Trust Committee	24 <sup>th</sup> November 2016
<b>Subject:</b> Strategic Initiative Grants in management	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

### Summary

This report provides an overview of the 18 larger and currently active 'Investing in Londoners' strategic initiatives which collectively amount to £5,137,650.

Each grantee has provided a report on their progress to date, specifically focusing on the key outcomes and impact of the project; learning points to share; their plans for the remainder of the funding period and also their plans for when the grant comes to an end.

### Recommendation

- That the report be noted.

### Main Report

#### Background

1. At the July 2016 City Bridge Trust (CBT) Committee, Members requested that a report summarising the current state of play of all current strategic initiatives in receipt of £60k or more be presented to this Committee in November 2016.
2. Up to 20% of this Committee's annual grants budget is currently reserved for spend on Strategic Initiatives.
3. The Committee agreed an approach to assessing Strategic Initiatives, making use of a standardised assessment template. The 5 year strategic review is an opportunity to consider and improve how these active grants are targeted, assessed and managed.

#### Active Strategic Initiative Grants

4. There are currently 18 active Strategic Initiative grants supported by CBT of 60k or more. These grants collectively amount to £5,137,650.
5. In September 2016, each of the 18 organisations in receipt of strategic initiative funding was provided with a standardised report template, requesting the information outlined below. Their reports are compiled at Appendix A.

- A summary on progress to date, specifically focusing on the key outcomes and impact of the project.
  - Details on particular learning points they wanted to share.
  - Their plans for the remainder of the funding period.
  - Details of what will happen at the end of the grant period.
6. Note – A report from the East London Community Foundation is still awaited.

### **Management of Strategic Initiatives**

7. In the first instance the author of the report/recommendation to Committee for the funds will be the manager of any grant awarded – as is the case for your general grants.
8. Whereas the reporting requirements of those grants made under your general Investing in Londoners programmes follow a set and similar process (eg a standardised report must be completed and returned by the grantee at the end of each grant year), management of Strategic Initiatives is more bespoke, to take account of the structure of these projects and their intended outputs and outcomes. For example, you would usually expect to see a publication or formal report for funds awarded to commission research; or for an initiative which does not follow the usual linear, annual, pattern (eg your funding through Buttle UK) then reports may be required of varying frequency. In some instances the managing officer will be closely involved with the project supported and will have a more hands-on overview (eg as is the case with the co-funding of the Moving on Up initiative with Trust for London).
9. Whilst some funds for Strategic Initiatives are awarded through the delegated authority process most do come before full Committee and all require a full report. Where this process could be improved, perhaps, is that the reports so presented in future should contain a summary of the key outputs and outcomes expected and a statement as to how progress will be monitored. You are advised to adopt this.
10. At each meeting of the Committee you are provided with a summary progress report of two active Investing in Londoners grants. It may also be appropriate, therefore, to present a short progress update on a Strategic Initiative at each meeting. You are advised to consider this.
11. The following table provides an overview of the Trust's active Strategic Initiative grants over £60,000.

## STRATEGIC INITIATIVES – OVERVIEW

Organisation Name, Grant and Date approved	Recommendation
<b>Barbican Centre Trust Limited</b>  Grant: £400,000 Approved: 26/11/2015	£400,000 over three years (£150,000; £130,000; £120,000) towards the Barbican Centre Trust's creative learning projects in East London. The grant will support the launch of new projects for schools and help young people enter employment and increase their reach in disadvantaged communities in the outer boroughs of Barking and Dagenham, Newham, Redbridge and Waltham Forest.
<b>BeyondMe</b>  Grant: £71,750 Approved: 10/04/2014	£71,750 over three years (£31,000; £25,750; £15,000) towards the cost of expanding the Young Philanthropy projects staffing to a complement of four FTE and associated costs. The project enables it to expand its work in City Firms and to become self-financing by 2017.
<b>Buttle UK</b> Grant: £634,000 Approved: 27/11/2014	A grant of £634,000 over 18 months to continue the Anchor Project, supporting families in London who have experienced domestic violence to resettle and live independently.
<b>East London Community Foundation</b> Grant: £172,500 Approved: 13/05/2015	£172,500 over 3 years (£57,000, £57,500, £58,000) as a Strategic Initiative to develop Hackney, Newham and Tower Hamlets Giving. This project supports a place-based giving approach that provides a simple, effective and coordinated way for people and businesses in these boroughs to give something back to the community.
<b>Lemos and Crane Re-imagine project</b>  Grant: £190,000 Approved: 09/07/2015	£190,000 towards Re-imagine: improving access to the arts for adults with learning disabilities.
<b>Barnardo's Child Exploitation Funders Alliance</b>  Grant: £208,000 Approved: 09/07/2015	£208,000 over 3 years (£67,000; £69,000; £72,000) for the salary of one FTE 'Spoke' post within Barnardo's as part of a wider initiative to address child sexual exploitation (in London).
<b>Cripplegate Foundation</b>  Grant: £220,000 Approved: 12/02/2014	£220,000 over 2 years (£100,000; £120,000) to support the further development and roll-out of the Islington Giving model which encourages giving money, time and talents to improve Londoners' lives. It also enables the successful model to be shared and developed with other London boroughs.

<b>Organisation Name, Grant and Date approved</b>	<b>Recommendation</b>
<b>London 360</b>  Grant: £240,000 Approved: 13/03/2014	£240,000 over three years (3 x £80,000) to enable the Media Trust to further develop its London360 initiative, giving voice to communities across London; engaging young people in inter-generational and inter-community reporting and story-telling; and putting London's communities' issues and stories firmly on the map through partnerships with mainstream media.
<b>Trust for London</b>  Grant: £400,000 Approved: 25/09/2014	£400,000 to Trust for London towards the Moving On Up Project which aims to increase the employment rates amongst young black men in London by funding work that will improve the support offered to them and increase their pathways into employment.
<b>London Legal Support Trust</b> Grant: £450,000 Approved: 13/03/2014	£450,000 over three years (3 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence in Greater London. LLST is part of a network of seven Legal Supports Trusts across England and Wales that to support pro bono and advice agencies, ensuring funds can be distributed where most needed.
<b>Access Europe Network</b>  Grant: £60,400 Approved: 27/11/2014	£60,400 over 30 months to enable Access Europe Network, to run a pilot programme of capacity building support designed to enable voluntary organisations in London take up funding opportunities offered by various European funding streams.
<b>Federation of London Youth Clubs</b>  Grant: £216,000 Approved: 13/03/2014	£216,000 over three years (£68,000; £112,000; £36,000) for the revenue costs of delivering the Inclusion project which supports its membership of 400+ youth clubs better accommodate and provide for young people.
<b>Federation of London Youth Clubs</b>  Grant: £279,000 Approved: 28/01/2016	£27,000, over 3 months, for the development phase of the City Leaders project; £240,000 over one year for the pilot phase, subject to the satisfactory completion of the development phase, including the demonstrable commitment of the in-coming CEO; plus an additional £12,000 by way of external evaluation.
<b>Habinteg Housing Association Ltd</b>  Grant: £311,000 Approved: 14/07/2016	£311,000 over five years (£61,000; £61,000; £62,000; £63,000; £64,000) towards the salary and associated running costs of the Access and Sustainability Advisory Service, with the grant subject to external evaluation after three years.
<b>Hampstead Heath Charitable Trust</b>  Grant: £400,000 Approved: 26/11/2015	£400,000 over three years (£220,000; £130,000; £50,000) towards an environmental learning programme designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector-specific evaluation.

<b>Organisation Name, Grant and Date approved</b>	<b>Recommendation</b>
<b>Human Trafficking Foundation</b>  Grant: £225,000 Approved: 26/11/2015	£225,000 over three years (3 x £75,000) towards the core costs of the Human Trafficking Foundation. This grant builds on CBT's contribution to date and further enables the organisation to achieve progress in the work against Human Trafficking.
<b>Legal Education Foundation</b>  Grant: £320,000 Approved: 18/03/2016	£320,000 over three years (£80,000; £160,000; £80,000) to the Legal Education Foundation to support the provision of six Justice First Fellowships in London. The scheme aims to support the next generation of students committed to public interest and social justice issues who want to pursue a career in social welfare law.
<b>Thames21 Ltd</b>  Grant: £340,000 Approved: 10/04/2014	£340,000 over three years (£134,000; £102,000; £104,000) for the salaries and operational costs of a Development Programme to increase and sustain London volunteers' involvement in protecting the capital's waterways.

12. The overview demonstrates the range and depth of the Strategic Initiative work the trust funds: From a core grant aiming to influence policy and practice through to the work of the Human Trafficking Foundation to influencing major cultural institutions in the capital to improve their access to those with learning difficulties.

13. Of course, as with grants made on your general programmes, some will deliver the outcomes and outputs expected whilst others may not. For those that fall in the latter category this is not always a negative as the learning derived from projects which don't go to plan is often invaluable. One such example might be found in the Moving on Up initiative where you are co-funding with Trust for London a series of pilot interventions to support young Black men into employment. In the first year of this project several of the funded groups failed to involve the number of young men they had envisaged.

14. This prompted closer involvement by the Trust for London lead officer, together with other specialists to determine what might be happening. The outcome of that work now means that we have a better understanding of the role played by the Job Centre system; of the importance of other factors in the young men's lives; and of how to communicate better with employers.

15. Equally, the value of many of the Strategic Initiatives is as much in their positive influence on the policy and practice of others (as well as ourselves) as it is in their delivery of specific services. The Re-imagine initiative is a good example of this, where it has sought from the beginning to involve the Arts Council and the Heritage Lottery Fund so that they will be better informed and more likely to use their position as funders to ensure that major arts institutions are better at providing for adults with learning disabilities.

**CITY BRIDGE TRUST – Strategic Initiative progress report**

**Barbican Centre Trust**

**Ref: 12990**

**Grant Amount:** £400,000

**Purpose of grant:**

£400,000 over three years (£150,000; £130,000; £120,000) towards the Barbican Centre Trust's creative learning projects in East London.

**Project Start Date:** 23/3/16

**Projected End Date:** 22/3/19

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

Over the last six months our Creative Learning projects have had a great impact in the outer boroughs of East London. Key outcomes and highlight activities included:

• **Community engagement**

- Waltham Forest Community Master classes – 5 sessions delivered between March and October covering funding, marketing, and branding to 80 individuals and organisations.
- Ideas Kitchen – 2 community dinner events held in Waltham Forest in June and September, where local creatives pitched to attendees. 2 winners were awarded a cash prize and the chance to perform at Walthamstow Garden Party and OpenFest.
- OpenFest – a weekend that aimed to bring in artists and a diverse audience from across East London. A range of free creative learning activities and performances were programmed in the Barbican Foyers. Over 3,000 people attended, with coaches bringing around 200 people from Barking and Dagenham.

• **Schools' programme**

- Barbican Box – 745 students were engaged from 30 schools, providing learning on different art forms, developing confidence and transferable skills. 61 teachers also benefited from Continued Professional Development.
- Associate Schools – our partnership programme is working with three schools: Greenleaf Primary School (Walthamstow), Sydney Russell Secondary School (Dagenham), and the Garden School (SEN school, Hackney.)  
We have adopted a new focus to work with different types of schools, as opposed to just secondary schools. We will work with over 2,000 participants this year.
- Big Barbican Workshops – 299 children from 5 schools benefited from one day workshops, where they could experience all the art forms on offer at there.

• **Attracting people to the Barbican**

- Barbican Ambassadors – 23 Ambassadors are now supporting community engagement with community organisations, children's centres and libraries across East London. The youngest is 16 and the oldest 60, 65% are BAME and 80% are female.
- Family bundle days – a new initiative piloted in the summer to encourage families to visit the Barbican. The pilot found over 90% of participants had never visited the Barbican before, with 100% stating they would likely return again.

• **Young Artists Progression**

- Young Creatives (formerly Young Arts Academy) – over 900 registered members are benefiting from a range of development opportunities. Building greater

knowledge of pathways to employment in the arts our recent 'Creative Careers' events included: 'Commercial careers in the music industry', 'An Introduction to Producing', and 'Careers in the arts'.

- Future Artists – over 250 young people have engaged in our ensembles. Active groups include Barbican Young Poets, Young Visual Artists, and Future Band East.
- Sound East – In May Creative Learning co-produced an event bringing together over 350 young people from our East London music hub partners. This unique collaborative concert, gave participants the chance to perform in the Barbican Hall.

### **Do you have any particular learning points to share?**

Following consultation for the 5-year Creative Learning strategy, we are revising plans for the Associate Schools programme. It will now focus on three schools (primary, secondary and special education needs) over three years to ensure higher quality engagement and learning. The original proposal reflected plans for three additional schools each year, reaching nine by year three. We believe the revised programme will have greater impact. We will be better positioned to dedicate resources to achieve the transformation with these school communities, rather than potentially pushing beyond the team's limits to achieve greater participant numbers. Please note, alongside this programme, we will continue to deliver a range of other projects with schools to achieve wide reach.

While we will work with fewer Associate Schools in the short-term, the focused programme will also support greater learning about the model. We will evaluate the process and results of each programme – for a primary, secondary and special needs school.

The Youth Advisory pilot provided insights and informed the development of projects. For example, they renamed the Young Arts Academy to ensure it was more inclusive. In January we will launch a Youth Board to ensure the involvement of youth voice is involved in the continued development of the Barbican.

### **What are your plans for the remainder of the period funded:**

We will continue building on and delivering the range of Creative Learning activities set out in our original proposal encompassing: community engagement activities, attracting more people to the Barbican from across east London, our Young Creatives and Artists progression programmes, and our newly focused Associate Schools programme. We are starting to implement the strategic plan, and are involving an external evaluator to develop our existing models. This will help to inform the development of our own and our partners' models of working.

### **What will happen at the end of the grant?**

A key aspect of the programme is to continue developing sustainable models of working. By working within communities, sharing learning and building capacity we are planting the seeds for programmes to be taken on at a local level. Over time, the Barbican will have more targeted interventions in these places, enabling us to focus resources on other communities with needs.

The Barbican Centre Trust is also diversifying income sources for this work, incorporating philanthropic gifts, major grants, and corporate sponsorship. Through fundraising and the Barbican's wider business plan, we will ensure the sustainability of the Creative Learning programme for the long-term.

## CITY BRIDGE TRUST – Strategic Initiative progress report

**Beyond Me**

**Ref: 12251**

**Grant Amount:** £71,750

**Purpose of grant:** £71,750 over three years (£31,000; £25,750; £15,000) towards the cost of expanding Young Philanthropy to a staffing complement of four FTE and associated costs.

**Project Start Date:** June 2014    **Projected End Date:** May 2017

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

BeyondMe seeks to engage business professionals so that they have a better understanding of the genuine needs of the social sector and its diverse set of organisations.

- In February 2015, Kawika Solidum succeeded founding chief executive Adam Pike, joining after three years at Impetus-PEF.
- Adam Pike joined fellow co-founder Michael Harris on the Board of Trustees, both complementing each other as co-chairs. During 2016, also appointed and inducted the following three trustees: Aman Bahel, Heather Morgan and Shefaly Yogendra
- BeyondMe completed its first theory of change, codifying its vision, mission, target population and the programme activities it believes leads to the impact it represents. The new chief executive, working with the co-chairs and the executive team, articulated this logic – placing at the heart of the BeyondMe mission and model the business professionals with the desire and ability to give their time, money and skills and the charities with the genuine need for committed, skilled volunteers.

Impact-focused achievements

- In 2015, 37 BeyondMe teams launched and partnered with a charity in the BeyondMe portfolio, which at the time represented 55% of the total number of BeyondMe teams ever launched. A total of 58 charities entered the BeyondMe portfolio in 2015, bringing the total number of new projects available on the BeyondMe platform to 78.
- These BeyondMe teams donated approximately £82,000 to charity through the BeyondMe digital platform. (This does not capture additional fundraising activities that may have occurred and match-funding provided by employers or other contacts.)
- Approximately 8,400 skilled-volunteer hours were pledged by this set of BeyondMe teams.
- In 2015, BeyondMe published a longitudinal study of a sample of its participants and found that 73% agree that BeyondMe had helped them understand the benefits of long-term giving to the sector.

Income-focused achievements

- Three of the Big 4 accountancy firms (founding corporate partners: Deloitte, EY and PwC) renewed their financial commitments to BeyondMe, which were each stewarded by the new chief executive.
- The final firm comprising the Big 4 (KPMG) signed as a corporate partner.



- The first business outside of the accountancy sector, Allen & Overy, the law firm, signed a 12-month contract to test a BeyondMe partnership.
- Agreements in 2016 with the following new corporate partners: Ben & Jerry's UK, CBRE and New Quadrant Partners

In 2015, the BeyondMe Board of Trustees approved the five-year strategy that would position the organisation as the first choice for business professionals seeking to have a meaningful social impact. In order to achieve this, there would be four strategic priorities:

- 1) Achieve a sustainable income mix, with a systematic and strategic business development function.
- 2) Enable better matches between BeyondMe teams and charities in order to form meaningful BeyondMe partnerships, which BeyondMe could efficiently safeguard and service.
- 3) Create a first-class programme, notably through investing in a socially orientated leadership curriculum, that enhances the offline BeyondMe experience.
- 4) Build one of the largest communities of actively engaged millennial business professionals with an affinity to BeyondMe's brand and a commitment to its mission.

Underpinning success overall also requires building capacity to support four critical enablers to BeyondMe:

- 1) Achieve a high-performing Board of Trustees, actively fulfilling fiduciary responsibilities and also able to act strategically and as ambassadors of the BeyondMe movement.
- 2) Pursue game-changing partnerships that can increase brand visibility, programme reach or learning; and build a framework to engage with a diverse set of allies who can be helpful to our mission and objectives.
- 3) Invest in data collection, learning and innovation that will mean BeyondMe has the growing evidence base from which to understand potential pivots to the BeyondMe model or continually improve its work delivering its mission.
- 4) Build a high-performance culture within the executive team that seeks to encourage and empower staff to be creative, challenge and support one another.

### **What are your plans for the remainder of the period funded?**

Over the next three months:

- Launching a peer advisory panel with representatives from the business professional community active (and potentially active) in BeyondMe and the charity professionals interested in engaging them
- Developing partnerships with Young MCA and The Funding Network in order to extend reach to new business professionals
- Working with team of junior economists to extrapolate the total value generated to the social sector by BeyondMe teams and provide the executive team with a tool to track on an ongoing basis

### **What will happen at the end of the grant?**

Following on from the theory of change exercise, a five-year strategy was devised in order to increase the capacity of the organisation to offer its model more widely.

## CITY BRIDGE TRUST – Strategic Initiative progress report

**Buttle UK**

**Ref: 12593**

**Grant Amount:** £634,000

### **Purpose of grant:**

A grant of £634,000 over 18 months to continue the Anchor Project, supporting families in London who have experienced domestic violence to resettle and live independently.

**Project Start Date:** October 2015

**Projected End Date:** March 2017

### **Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

The funding of £634,000 is the second grant towards the Anchor project - City Bridge Trust approved a grant of £470,000 towards the costs of the first 18 months of this project. The aims of the project overall are to:

- Provide children and young people in affected families with financial support (up to £2,000 per family)
- Generate new learning about the needs of children when transitioning to independent living after living with abuse, and the effective ways of supporting these needs.

Since May 2014, the project has:

- Awarded 381 grants, at an overall value of £476,652.29. The average grant is currently £1,100
- Supported over 750 children through these grants, mainly in the 0-14 age range.
- Made grants in 32 of the 33 London boroughs (i.e. all except City of London)

The grants are designed to support families in the transition to independent living following abuse. They can fund basic household items to help the family establish a new home but they also retain a unique focus on the child – helping them to overcome trauma, rebuild self-esteem and settle into a new community. Grant applications are made by local organisations already working with the families and are assessed in their ability to meet 3 outcomes:

- Child is growing up in a safe, healthy well-equipped environment. Here the grant typically funds: cookers, children's beds, washing machines, fridge/freezers, children's clothes.
- Child is not excluded from education or educational activities due to financial barriers. Here we are funding: tutoring lessons, homework clubs, uniforms, educational toys.
- Child is not excluded from social or other activities that support their personal development due to financial barriers. Here we are funding after school clubs, swimming lessons, football, drama clubs, karate lessons, play therapy, counselling.

A recent independent cost-benefit analysis, published in our Turning Points report, found that for an Anchor grant of £1,500 there was a saving of £7,650 of public expenditure savings and additional public revenues to the state over a 15-year period.

### **Do you have any particular learning points to share?**

Our learning through the development and delivery of the Anchor project over the

last 2 and a half years has been that there is a very clear need that the grants are meeting. They become a hugely important resource with benefits not only to the primary target of the funding - children affected by domestic abuse - but also their parents and the referring organisations. This value has increased in recent times given both that it is a unique offer within the domestic abuse sector, but also in an environment of diminished services and limited budgets.

The organisations that refer cases have identified how the grant enables them to more creatively address the families' needs by matching resources from other agencies with the Anchor grant. They also report more trusting relationships with the families as a result of the credibility of having secured the grants. Our evaluation of the families themselves is helping us to demonstrate both that our assumptions on how the grants can improve children's outcomes are being borne out, but also how they are having an impact on the wider wellbeing of the family. This is both in terms of the quality of their relationships but also their financial situation and their feelings about the future. All of this is being achieved very cost effectively, and we are very excited about the results of our Turning Points research which suggests impressive long-term financial benefits of this approach to both the family themselves and the state.

Children and young people affected by domestic abuse not only often suffer material deprivation but they are also socially deprived. Their families are unable to afford even a limited range of the social activities enjoyed by most children and young people. The funding of 'extra-curricular' activities builds confidence, self-esteem and socialisation skills. Therefore, alongside meeting material needs, this type of support offers a very cost effective intervention if used for children who are experiencing developmental issues and isolation. They may be sufficient on their own to address these needs, or act as a preparatory stage to more formal therapy or counselling.

### **What are your plans for the remainder of the period funded?**

We would like to now formalise the learning we are generating. We have commissioned an independent evaluation of the work, which will be complete in May 17. From here we will begin a concerted programme of dissemination in 2017 to share our learning with domestic abuse services and the wider social care sector. At the same time we will maximise the availability of the remaining funding to families across London – with a particular emphasis on boroughs where the rate of applications to date has been lower than reported levels of domestic abuse.

### **What will happen at the end of the grant?**

As a new and innovative approach to support, we did not know when we originally agreed the period of the grant with City Bridge Trust how many grants it would realistically be able to fund each year, or their average value. The grant is due to finish in March 2017, at which point we anticipate having around £390,000 still to spend (based on total value of the grant from City Bridge, i.e. £1.1m). Our proposal is to extend the project for another year with a target to continue distributing grants to at least another 200 families. This is currently being discussed with the Grants officer.

As part of the dissemination activities described above we would like to introduce a wide range of prospective funding partners to the work, and the results being achieved. Our aim will be to secure longer-term funding for London, but also to make this type of funding available in other areas of need across the UK.

## **CITY BRIDGE TRUST – Strategic Initiative progress report**

**Re-Imagine CIC**

**Ref: 12946**

**Grant Amount:** £190,000

### **Purpose of grant:**

A grant of £190,000 over three years (£55,000, £69,000, £66,000) to deliver the Re-imagine project to improve access to the arts, galleries and museums for adult Londoners with learning disabilities.

**Project Start Date:** September 2015 **Projected End Date:** September 2018

### **Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

Re-imagine grew out of a paper published in 2015 (funded by City Bridge Trust) on the need to improve access and participation for adults with learning disabilities to the arts, museums and galleries. This paper reported that there were some excellent small specialist organisations (Heart n Soul, Corali, IntoArt and others, but with a few honourable exceptions, mainstream arts organisations in London were doing little or nothing to improve access for this group. Predictably, there was no body of established good practice, so even if there was a will, there wasn't a well-trodden way.

Since receiving the three year funding and establishing the project we have been pleasantly surprised by the enthusiasm of larger arts organisations to work with us on developing exemplars of good practice which can form the basis of a body of good practice for wider dissemination. We have worked with LSO with adults and in special schools, V&A and the National Gallery. We are planning projects with Tate, Donmar Warehouse and, through the Donmar, hopefully with the National Theatre.

The outcomes already established after the first year are:

- A lack of information among supported housing and adult social care organisations about how to get involved with large mainstream arts organisations.
- A total absence in mainstream arts organisations of regularly informing and updating adult social care and supported housing organisations about what they are doing, so either they are doing nothing with people with learning disabilities or even if there are on-going projects, they tend to focus on a longstanding small group of participants with consequently high unit costs.
- Strong demand from adult social care and supported housing to do more in the arts and develop this area of innovative working because of strong service user and staff interest. Awareness is also growing.
- Considerable interest and enthusiasm for the arts from individual service users and their families.
- High satisfaction among service users of the experience of engaging with large arts institutions, galleries and museums.
- A strong positive engagement by service users with 'difficult' or challenging artistic material in several art forms e.g. self-portrait of a mastectomy by Jo

Spence; nude photographic portraits; 17th century Dutch painting; music by Britten and Ligeti. We have not compromised on artistic quality or excellence.

- Virtually no marketing activity, expertise of track record among mainstream arts organisations specifically targeting people with learning disabilities.
- Little expertise, though growing interest and enthusiasm, among arts organisations in direct work with people with learning disabilities.
- Few existing networks or partnerships between arts organisations and adult social care and supported housing organisations. Again awareness and interest is growing.

### **Do you have any particular learning points to share?**

- We need to get much better much at cross-sector working in particular information-sharing and dissemination.
- We need to develop new cost effective methodologies which reach much larger groups of participants than is possible in short programmes of small workshop based activities, for example using web platforms for sharing artistic content and cascade models of skills development for frontline practitioners.
- Mainstream funders of arts activities (Arts Council, HLF) need to do more to make this activity mainstream otherwise these activities will always quickly time expire.

### **What are your plans for the remainder of the period funded:**

We intend to:

- Complete the programme of exemplar projects
- Build a large database of arts organisations, museums and galleries as well as adult social care and supported housing organisations who want to do more in the arts.
- Establish and validate a model of good practice.
- Develop web-based content on this model, along with examples of good practice
- Disseminate widely both online and face-to-face.

### **What will happen at the end of the grant?**

Our hope is that arrangements for ensuring access for adults with learning to arts, museums and galleries will have become much more mainstream and part of business as usual for both arts organisations and organisations supporting people with learning disabilities, rather than a special short term initiative funded by trusts and foundations. That has been the trajectory for schools-based work by arts organisations, which started off as one off, short-lived programmes and is now part of the mainstream work of all arts organisations.

## CITY BRIDGE TRUST – Strategic Initiative progress report

**Barnardo's Child Exploitation Funders Alliance**

**Ref: 12944**

**Grant Amount:** £208,000

### **Purpose of grant:**

£208,000 over 3 years (£67,000; £69,000; £72,000) for the salary of one FTE 'Spoke' post within Barnardo's as part of a wider initiative to address child sexual exploitation (in London).

**Project Start Date:** April 2016

**Projected End Date:** March 2019

### **Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

The first 6 months of the project has focused on four key areas:

- **Outcome 1 - More children at risk of sexual exploitation become involved**

We focused on boys and young men as we have identified a real need for a shift in both public and professional awareness of the risks of CSE to males for whom there is limited support in London. The model takes into account the complexities and historic difficulties in engaging young males and recognises the need for parents to receive support and information in order to facilitate sustainable systemic change. The Local Authority are currently reviewing cases that are appropriate for this provision and we envisage future referrals will be received from the VCS.

- **Outcome 2 – more sexually exploited children are supported to recover**

The project has developed two models of working with VCS organisations:

- An in-depth 4-6 session programme that can be adapted for each organisation's individual needs and delivered within an agreed time frame for direct work with young people and their families
- A 10-12 session model of intervention comprising of assessment and focussed CSE intervention tailored to the young person's individual needs

The model has been designed to up-skill VCS workers and cascade their learning throughout their organisations, including the young people and families they work with. Additionally there are monthly team meetings with NSPCC and are planning to deliver parent awareness groups in partnership across all six spokes to begin in Q1 2017.

- **Outcome 3 - More at risk children receive direct or indirect multi-agency support**

The practitioner is embedded in the current CSE systems in the Local Authority. Central to our work with the VCS community will be facilitating effective, borough specific safeguarding practice, along with our work with young people. We have ongoing dialogue with service leads and team managers across the Social Service spectrum, as well as an in-depth exploration of the current Local Authority CSE picture. Multi Agency Sexual Exploitation meetings have been attended, with further core meetings in the pipeline to integrate this service further into the current structures. Relationships with Young Hubs have been developed and the Local Authority are pleased with the integration and recognise the need for this project.

We have planned with the support of the local authority a multi-agency Project launch on 10th November to consult with stakeholders, VCS, parents and young people.

**Do you have any particular learning points to share?**

In our discussions with the Local Authority it is clear there is currently a considerable deficit in referrals they receive from VCS community. Contributing factors include: variable skill-sets of staff and volunteers, safeguarding knowledge and complexities in relationships with the Local Authority. This considerable gap in the safeguarding process will be addressed within our provision as we up-skill this sector. We expect a healthy increase in referrals from VCS as a result of our project. We decided to take our initial cohort of referrals from the Local Authority as a result of our dialogue and learning and they are currently establishing a first cohort of young people and parents to undertake this provision. Additionally, as we have fostered effective relationship, the Local Authority are keen to up-skill their own workforce in CSE learning, particularly in relation to boys and young men.

**What are your plans for the remainder of the period funded?**

We plan to bring about a systemic and cultural shift in recognition, prevention, and early intervention to CSE as a whole and in relation to boys and young men. We will equip VCS workers through support and training with the skill-set and confidence to understand and act effectively in relation to CSE and general safeguarding. Our specialist intervention with boys, young men and their parents will provide them with the skills to understand and keep safe from CSE. In particular it will help them understand how their vulnerabilities could lead to exploitation by others. We will share learning between with NSPCC to further develop and enhance the spoke implementation.

**What will happen at the end of the grant?**

We will support the VCS to identify and secure alternative sources of funding to continue our work.

If this is not achievable there will still be a legacy of trained front line workers who will be able to identify and support young people and families who are vulnerable to CSE. As a result of our engagement the VCS will have acquired greater knowledge of the signs of CSE and how best to safeguard young people. This gained knowledge will lead to an increase in referrals and early alerts to the local authority of children at risk of exploitation and more support at the “coal face”

## CITY BRIDGE TRUST – Strategic Initiative progress report

**Cripplegate Foundation: Islington Giving**

**Ref: 12162**

**Grant Amount:** £220,000

**Purpose of grant:**

£220,000 over 2 years (£100,000; £120,000) to support the further development and roll-out of the Islington Giving (IG) model

**Project Start Date:**

**Projected End Date:**

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

City Bridge Trust joined IG as a Coalition member in 2011. CBT's involvement has included active membership of the Islington Giving Board, bringing energy, wider knowledge of grant-making in London and opportunities for development. CBT has been an ambassador and champion for IG. An important feature of CBT's involvement has been the kudos and connections it has brought to support IG. This has been as valuable as CBT's grant investment because it has provided stability and knowledge, helping IG attract more funding and investment to test and embed robust projects in the borough. CBT's role in strengthening connections with the City has enabled IG to harness the resources of City businesses and to establish and grow Businesses for Islington Giving (BIG), which now has 15 members giving time and skills to Islington.

CBT's initial grant to IG in 2011 of £119,500 supported *Giving Time – Giving Help* which focused on supporting isolated older people. An independent evaluation cited the model as being one that works through a bottom-up approach, focusing on local need and bringing organisations together. This project helped IG form a partnership with the Arsenal Foundation in 2013 for 3 years to support activities for older residents (the Saturday Socials programme) and for young people at the weekends (the Friday Night Out programme). In 2014 CBT contributed £220,000 to IG for two years to support the further development of Islington Giving. £120,000 of this funding was earmarked to support the Saturday Socials programme for older people. £100,000 was dedicated to supporting the London's Giving movement, an initiative to seed and scale place-based giving in other areas in London. IG is seen as innovating and being an exemplar in this developing area of philanthropy. CBT's investment has provided the resources for IG to share learning and experiences to inspire and support 16 new initiatives such as Barnet Giving and Camden Giving.

**Do you have any particular learning points to share?**

The Saturday Socials programme for older people brought together four organisations to deliver and promote the schedule of activities (All Change, Cubitt Education, North London Cares and Age UK Islington). Each partner brings particular expertise across the arts, delivering social activities and support to older people, and reaching the most isolated. Across the three years of the partnership so far (2014-2016), these organisations have been getting to know one another and have been developing the model of working to play to each organisation's strengths so that the programme has become much more than the sum of its parts through



sharing knowledge, networks, ideas and insights and by being able to connect older residents to new, trusted activities. A key learning point has been that while one of the aspirations of the programme has been to open up new opportunities and venues to older people (including Sadlers Wells and Arsenal's Emirates Stadium) participants have fed back that they value familiarity and regularity and that this regularity supports ongoing participation and provides an anchor in people's lives where social connections may otherwise be fragile.

London's Giving has been identified in CBT's review of its strategic initiative on philanthropy (June 2016) as a focus for future investment and support to promote place-based fundraising. It is a new model of 21<sup>st</sup> century philanthropy, which is tailored to local need. There is no single blue print for a Giving Campaign. Key learning includes the importance of genuine cross sectoral collaboration from 'unusual suspects', the need for extensive local knowledge and a shared vision which brings additional resources into a borough. Shared values underpinning Giving campaigns include reciprocity, building on positive assets in a borough and consultative grant making.

### **What are your plans for the remainder of the period funded?**

We are nearly at the end of the current period of funding (as at end-2016). The evidence from the period of activity since 2014 will inform our strategy and plans for the continuation of our work both with older people and in supporting the Giving movement in London which has been identified by CBT in its Philanthropy Review as one of its key priorities.

### **What will happen at the end of the grant?**

IG is committed to further embedding the Saturday Socials programme over a new 3 year phase from January 2017. An application was submitted to CBT in September 2016 to support this ongoing programme with IG.

IG has also been invited to submit an application to CBT early in 2017 for further strategic investment. This will be to support our plans across three strands:

- To increase the involvement of residents in giving time, expertise and financial contributions to their community in Islington
- To build on the success of Businesses for Islington Giving by expanding reach and participation by SMEs
- To continue IG's role in London's Giving for mutual benefit both of new areas and Islington. Already we have seen that IG has gained access to new resources for the borough through its involvement in London's Giving. In September 2016 Big Lottery Fund made a substantial contribution to IG over the next 3 years, and has joined IG's Grants Committee. The BIG Lottery see IG as ' a grant giving programme which is a model of what sector support will look like in the future, now being adopted in other London boroughs and potentially other parts of the UK too'.

## CITY BRIDGE TRUST – Strategic Initiative progress report

**Media Trust: London 360**

**Ref: 12216**

**Grant Amount: £240,000**

**Purpose of grant:**

240,000 over three years (3 x £80,000) to enable the Media Trust to further develop its London360 initiative.

**Please complete the below information on your City Bridge Trust funded work:**

**Project Start Date:** August 2014

**Projected End Date:** July 2017

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

Media Trust has been delivering London360 (previously known as London Community Reporters) since April 2011. With the help of The City Bridge Trust we have ensured the capital's communities enjoy the full benefits of engaging with London360 for a fifth year; giving voice to communities across London; engaging young people in inter-generational and inter-community reporting and story-telling; and putting London's communities' issues and stories firmly on the map through partnerships with mainstream media.

To date we have engaged over 600 hundred 18-25 year olds, training them in community journalism, giving them a voice and enabling them to tell the stories of our capital's communities through a dedicated online space, regular television programmes and three flagship media partnerships in TV, radio and print. Of the young people we have worked with we have provided intensive full-time training to 75 in-house community reporters, with groups of ten during series one to three, groups of five series four to six, and groups of six in series seven to ten.

London360 is a key initiative for Media Trust and continues to be very successful, enabling stories from communities and charities across London to be seen and heard by an audience of millions, and also giving young people the skills and confidence to tell these stories and progress their careers in the media.

The key objectives for Year 5 (Series 9 and 10) were:

*1. To provide 110 18-25 year olds work and media experience as well as training and mentoring to increase their skills and knowledge of community journalism.*

- In Year 5 we have engaged with 110 community reporters and young journalists to increase their skills in media production and create vlogs, blogs, TV and radio content for London360 on Community Channel, London Live, YouTube, a new-look London360 website, a dedicated Tumblr page, and for our associated media partners: BBC London Radio and Westside FM.
- 12 of these joined London360 as in-house reporters, 17 of these attended Art of Vlogging workshops, 47 took part in Art of Vlogging training as part of the London360's Creativity Works: Multimedia Genius Training scheme, 25 young people took part in a vlogging taster session as part of a media experience day in partnership with Yahoo, and 9 joined the London360 team for work experience.
- Based on a sample of the young people trained, we observed gains in key outcomes including ability to voice opinions publically and vlogging skills.
- 93% of young people who attended the workshops left with increased motivation to find work in the media industry. 100% of participants felt more confident in finding paid work.

- The young people created content on a variety of local subject matters that mattered to them as young Londoners e.g. health issues, pollution, commuting
- 2. *To give London's communities a voice and the opportunity for their stories and campaigns to be heard through access to the community reporters, a dedicated programme on Community Channel, and access to mainstream media platforms.*
- In Year 5 we have publicised 700 stories through 5 media partnerships reaching audiences across the UK.
- Through our main platforms of Community Channel and London Live, broadcast and online, we have reached 1.2 million people. Through our wider media partners including MTV, Westside FM and BBC London, we have distributed London360 content to potential audiences of nearly 15 million.

### **Do you have any particular learning points to share?**

At each vloggers training workshop, we ask attendees to tell us what they've learnt and what they plan to do next. In particular, we give them new skills in media and journalism skills, and new ideas, motivations and knowledge to progress their careers.

We have learnt that the workshops are highly valued and recommended by our young people, with over a third giving it a perfect score of 10. No young person gave a score below 6, indicating a high proportion of positive promoters.

All 12 of our in-house reporters told us how much they learnt and have grown during their six months working on London360. Again this year, we have seen how the scheme installs confidence and motivation to find work. Some of our series 9 and 10 reporters are already in paid work or other form of positive outcome:

- Fred is now a production assistant at Discovery TV Networks
- Jordaan is now a runner at Princess Productions
- Ikran is now a writer for BuzzFeed
- Farhat is now studying for a degree at university
- Laurelle is now on an internship with BBC Weather
- Daryl is now a reporter for BBC Sport

We follow-up with the reporters, six months after they've left London360. We have learnt that London360 continues to impact the reporters' career motivations, as well as providing them with a valuable insight into the media industry. Upon completing London360, most of the reporters are now in a strong position to find work. One year on, this is what our Series 8 reporters have gone on to:

- David is now at Sky TV as a media management coordinator
- Hanan is now at London Live and also recently became a mother
- Fisayo is working as a freelance journalist, producer and videographer. Her credits since leaving London360 include BBC Newsnight
- Sofia is on a trainee reporter programme at CNN
- Yasmine is now a production assistant at ITV

### **What will happen at the end of the grant?**

We will run a further two rounds of the Creativity Works: Multimedia Genius Training scheme. We will also be working closely with London Live and Community Channel to further shape London360's new show format and its brand. Each new episode will be featured in the Evening Standard newspaper, providing the reporters a great opportunity to be a public-facing advocate for the brand and the subjects/communities they are investigating e.g. housing, LGBTQ, ageing, London's hidden ethnic communities, employment, disability, mental health and immigration. The project will continue to collaborate with its media partners: Westside FM and BBC Radio London.

## CITY BRIDGE TRUST – Strategic Initiative progress report

Trust for London

Ref: 12490

**Grant Amount:** £400,000

**Purpose of grant:**

£400,000 to Trust for London towards the Moving On Up (MoU) Project.

**Project Start Date:** 1 November 2015    **Projected End Date:** 31 March 2017

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

Grants were awarded to 6 projects Action West London; Elevation Networks; Hackney CVS; London Youth; Making the Leap; and Step Ahead to support young black men into employment. The Social Innovation Partnership have been commissioned to evaluate the programme, and BTEG is a strategic partner, with a specific focus on policy work and employer engagement.

**Outcomes:** *150 jobs have been secured to date* (August 16) in a range of sectors, although this is below the target set for the two years (550). This is partly explained by the late start for some of the projects, and the difficulties of getting young black men to complete the job outcomes survey, as well as the challenging nature of the work. One of the projects – Build It (London Youth) – has decided to close, mainly because they were unable to scale up their model by making it financially sustainable. This has proved impossible due to the pressures on housing associations and the competitive nature of the construction industry.

**Outcome:** *The profile of young black men as a specific group in the labour market needing attention has been significantly raised amongst policy makers.*

A London Advisory Group has been established including representatives from DWP, JCP, London Councils, GLA, employers, and the funders. The Advisory Group has agreed an ‘*Ambition to increase the employment rate for economically active young black men in London by 20 percentage points, from 64% to 84%, by 2020*’. Strong links have been established with senior civil servants in DWP and JCP, and the new Minister of State for Work and Pensions, Damian Hinds has expressed an interest in visiting the MOU initiative.

**Outcome: Improved data analysis on the performance of Young Black Men in the labour market.** Black Training and Enterprise Group has produced regular policy briefings on YBM in the labour market. Its most recent briefing (No. 5 September 16) highlighted that the gap in employment rates for YBM and young white men has decreased since 2014 from 20 percentage points to 12 percentage points, however it is concerning that the unemployment rate for YBM with a degree is currently 28% compared with 8% for YWM.

**Outcome: Better insights into the best messages to influence employers** - as a result of commissioning YouGov to undertake three focus groups with private sector employers. The results will help to create new messages to persuade employers about the benefits of employing Young Black Men, through a number of employer engagement events. These are being organised by BTEG in conjunction with local JobCentres.

### **Do you have any particular learning points to share?**

The projects meet every few months for a learning session, and together with the interim report findings, the following are the key lessons learnt to date:

1. Young black men face more challenges than most jobseekers. They are more likely to have been excluded from school, lack key qualifications, live in low income households and to have a criminal record. They often lack the confidence and motivation to seek a job and the resilience to deal with the setbacks that all jobseekers encounter. They face negative stereotyping from the media and often from employers.
2. There are no 'quick fixes'. Young black men need intensive and long term support to help them into employment. Many young black men lack a career focus or vision for what they could do. Many need support to help them develop ambition and a sense of direction.
3. It has become difficult to get Jobcentre Plus referrals. All MoU projects have established links with JCP but because of changes in JCP structures, they have found that JCP is referring fewer young black men than on previous programmes.
4. Early intervention is vital. The longer that young black men are on Job Seekers Allowance the more difficult it is to retain their engagement on specialist support programmes like MoU.
5. A personalised approach is key. The MoU projects are providing the time and space that young black men need to develop the confidence and mentality to look for a job. The MoU providers are delivering flexible, personalised services, taking the time to listen to and support clients.

### **What are your plans for the remainder of the period funded:**

For the last 6 months of the Initiative, the projects will continue to engage with young black men actively seeking work, and provide the support they need. The evaluation will continue to collect data from the projects, but this will be enhanced with more qualitative evaluation of the various interventions used. The aim would be to identify the critical success factors of each model, and how they best address the underlying needs of the young black men being worked with. An element of this will be focus groups with young black men who are participating in the projects, to hear their perspectives on the work and their experience of the searching for jobs.

There will also be greater focus on employer engagement. As already mentioned, this will involve three roundtable events including one in west London, one in east London and a construction sector event. These will draw together employers, the MOU projects and the local jobcentres to discuss how they can build better pathways for employment to meet everyone's needs.

### **What will happen at the end of the grant?**

Addressing the long standing and entrenched gap in the employment rates of young black men and their white counterparts, in two years, was always ambitious. Over the next few months, further discussion will be needed between the funders and the strategic partners about the merits of continuing with the MOU initiative, and if so, what form that could take.

## **CITY BRIDGE TRUST – Strategic Initiative progress report**

**London Legal Support Trust**

**Ref: 12218**

**Grant Amount:** £450,000

**Purpose of grant:**

£450,000 over three years (3 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence (CoEx) in Greater London.

**Project Start Date:** September 2014    **Projected End Date:** August 2017

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

- 21 organisations have now reached a CoEx pass
- 25 organisations are actively engaged in the process
- Structural support to improve upon areas identified is being provided through funded consultancy, pro bono consultancy and peer support where possible.

In the past year over £460,000 has been distributed in grants to CoEx.

A number of additional positive initiatives have led from the scheme leveraging further funds and support including:

- A joint bid for funds with the Legal Education Foundation to start a network of “Justice First Fellow” in London CoEx. This has resulted in pledges being secured to provide six fully funded training contracts in social welfare law in these agencies.
- A desire by centres to engage further with their pro bono volunteers and alumni was identified, with the obstacle being a lack of expertise in fundraising, marketing and operational knowhow. London Legal Support trust (LLST) worked with Future Advice Fund to devise a pilot programme combining training with some one-to-one coaching in how to develop a supporter system, as well as resource creation. The sessions took place in March and June 2016 with four CoEx involved and the ideas generated are being followed up, with LLST providing further assistance where possible.
- Cost cutting work continues to grow with needs identified throughout the CoEx process. LLST has built a bank of knowledge on areas such as: charity reliefs and discounts available.

e.g. found Lewisham Migrants Network had been overcharged on VAT and Climate Change levy on their energy bills, earning them a £2,500 credit as well as cheaper ongoing bills or preferential pricing frameworks with key suppliers

e.g. saved RCJ Advice Bureau between £12,000 - £15,000 annually by moving their previously server based I.T. systems and support contract to a hosted desktop cloud based solution

e.g. saved agencies a few hundred pounds at a time negotiating bulk purchases of computers

Learning is being shared via the Legal Voice website as well as through presentations at the Legal Voice Conference, at NCVO and to various funders and groups interested in utilising this knowledge. Plans are underway to share this further through a partnership with London Funders amongst others.

### **Do you have any particular learning points to share?**

A major challenge has been getting agencies to accept where improvement can be made and to explain that we offer free management consultancy to help them to improve those areas. By amending the style of our reports we have made the advice easier to accept. Furthermore, consultation with Centres who have gone through the process has led to a plan to alter the communications around the scheme, which should help manage expectations.

There is great resistance to change in I.T. set ups. Agencies are tied to large servers driving their computers and that leads to large maintenance fees as well as other disadvantages. We are working with those willing to change so that we can show rather than tell what benefits the effort of modernising can bring and spread the message.

After trying to involve a number of very small organisations in the process, we soon realised it wasn't suited to voluntary organisations with less than two full time casework staff. We have continuously sought to make sure that anything we ask of the centres is proportionate to their size and resources, and below that minimum level we struggled to meaningfully contribute and they struggled to engage with it. We continue to support those smaller organisations through our events fundraising and small grants programme.

A very positive impact has been the interest shown by other funders and their willingness to engage with us in developing ideas to support the Centres further. Reactions to the MOT reports also showed us how isolated some organisations and their managers feel, despite links to the wider advice sector. They have faced, and continue to face, very challenging times and we hope to spread awareness of their great work and all of our appreciation for it. Some of our plans (below) aim to address this.

### **What are your plans for the remainder of the period funded:**

We are currently focusing on consolidating and streamlining the process through

- improving communications at every stage in response to feedback
- developing the report format to identify where support may be offered from the first reading of it and also what a good standard looks like in practice
- development of the annual questionnaire to refresh our knowledge on agencies that were assessed more than 12 months previously into a self-assessment tool that helps charities and their trustee boards to focus on where we can provide support but also where they can take action themselves
- building a wider base of where support can be sought from. To this end LLST is developing partnerships and relationships with entities that provide services to the legal sector, as well as gaining support from the sector itself
- identifying barriers to people taking up support and addressing these
- holding learning and networking events for CoEx managers

### **What will happen at the end of the grant?**

LLST is hoping to seek further funding to continue developing this work. Many opportunities and tangible benefits have arisen throughout the past two years and in the final year of the grant we will seek to identify which of these may be able to help the project draw in further resources to ensure it carries on improving and expanding its reach.

## CITY BRIDGE TRUST – Strategic Initiative progress report

**Access Europe Network**

**Ref: 12491**

**Grant Amount:** £60,400

**Purpose of grant:**

£60,400 over 30 months to enable Access Europe Network, to run a pilot programme of capacity building support designed to enable voluntary organisations in London take up funding opportunities offered by various European funding streams.

**Project Start Date:** *January 2015*

**Projected End Date:** June 2017

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

Progress to date:

- We have worked intensively with 19 organisations to develop European funding strategies, an action plan to take the strategy forward with specific funding targets.
- We have organised eight seminars and five application workshops on the programmes most accessible to smaller VCS organisations: 250+ attended seminars and 25 the application workshops
- We have identified transnational partners where required, using our contacts across the EU.
- We have provided intensive, one-to-one support with drafting applications. To date, this has resulted in grants totalling €695,000:
  - The Law Centres Network won €520,000 for a project supporting migrants coming to the UK. We are now working with them to help manage and evaluate the project.
  - The Kensington & Chelsea Volunteer Centre won €38,000 for their First Step to Volunteering project
  - The Royal London Society for the Blind is on the reserve list for €137,000 for a project helping disabled young people into the labour market: depends on available funding
- The following proposals have been submitted and are awaiting decision.
  - Iranian and Kurdish Women's Association – awaiting the result of an Erasmus+ proposal
  - Learning Unlimited – submitted a proposal to the Asylum, Migration and Fund (AMIF) to support the active integration of migrant women, with four EU countries
  - The Wonder Foundation: AMIF proposal to support the integration of migrant women through language support, volunteering and mentoring



- The Uganda Community Relief Association submitted a proposal to AMIF to help migrant women enter the UK labour market, working with three other countries

### **Do you have any particular learning points to share?**

- Small organisations take longer than we expected to get to a point where they are able to develop funding proposals: organisational capacity is an issue. We would like to be able to provide more intensive support with drafting applications but our resources on this project allow for a limited amount of time, which is sometimes not sufficient.
- Most EU programmes require organisations to provide some funding themselves to match the EU funding or because total project costs are not covered. Organisations may also have to provide working capital, since final portions of grants may not be paid until some months after project end. This is very difficult for small organisations and is a real barrier even when relatively small amounts are needed, sometimes less than £5000. An ideal solution would be a small grants fund to match European funding and to provide a small cashflow buffer. This would make it possible for more organisations to engage with EU funded projects.
- Some of the work we have done has indirect benefits. For example, we worked with the Evelyn Oldfield Unit to develop their EU funding strategy, suggesting the European Social Fund as a route for them as a sub-contractor. They then worked with LVSC and jointly won an ESF Technical Assistance project.

### **What are your plans for the remainder of the period funded?**

Our project ends in June 2017. We will continue until then on the basis of providing increasingly intensive support through programme seminars, application workshops and one-to-one support.

Several organisations have now attended two or three seminars and one application workshop: it has taken this level of support to get them to the point of beginning to develop an application. We now have five organisations interested in bidding for the Rights, Equality and Citizenship programme; and three developing Erasmus+ applications.

Future plans include:

- A Rights, Equality & Citizenship application workshop in November
- One or two Erasmus+ seminars in December (depending on demand)
- Erasmus+ workshops in January and February
- Providing one-to-one intensive support to organisations bidding for funding

### **What will happen at the end of the grant?**

Government has now announced that several EU programmes will continue to the point that the UK leaves the EU, and it is quite possible that the UK will continue to engage in funding programmes. On this basis, there remain opportunities for VCS organisations to win EU funding; and there will continue to be opportunities to win domestic funding, too. We would like to continue this project and to extend it to offer support to access domestic funding as well as EU programmes. However, it is very difficult for small organisations to pay for this level of support and we will need to look for further support if the project is to continue.

## **CITY BRIDGE TRUST – Strategic Initiative progress report**

**London Youth**

**Ref: 13221**

**Grant Amount: £216,000**

### **Purpose of grant:**

Delivering London Youth's Inclusion project, £216,000 over three years (£68,000; £112,000; £36,000) towards the revenue costs of the project.

**Project Start Date:** March 2014

**Projected End Date:** March 2017

### **Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

The City Bridge grant has enabled London Youth to achieve our goal of making the organisation more inclusive for disabled young people. As a result of the grant we've also achieved a range of positive outcomes across all our strategic areas:

#### 1) Opportunity – ensuring London Youth programmes engage disabled young people

We've improved our offer for disabled young people at our residential centres Hindleap Warren and Woodrow High House. This included creating wheelchair level signage, pictorial programmes, and new accessibility equipment. We delivered three free residential for over 100 disabled and non-disabled young people from our member youth clubs.

Our sports development team have supported disabled young people into regular sport with many gaining a formal qualification (210 disabled young people participated in 2014-15 with 75 gaining qualifications for example).

We also now count the number of disabled young people who participate in our programmes (1,413 in 2014-15, our most recent analysed results), measure our impact on young people, and monitor young people's satisfaction levels. In 2014-15, disabled young people aged 11 and over scored their satisfaction levels with London Youth programmes at an average of 8.66 out of 10, compared to an average score of 8.39 out of 10 from their non-disabled peers.

#### 2) Membership Development - supporting our members to share inclusive practise

We ran a major event for 235 youth work practitioners to look at inclusive practise. 86% said the event improved their understanding of inclusive youth work. We also established an Inclusion Network for youth organisations to regularly share best practise.

#### 3) Voice - ensuring disabled young people are represented and heard

We increased disabled young people's involvement in our youth advisory board. Out of 22 young people currently on Dare London, eight have a learning difficulty or disability. We also created a new accessible website and inclusive branding.

#### 4) Best we can be – ensuring London Youth stays inclusive long term

Integral to this work, has been a group of 12 Inclusion Champions who led the delivery. The Champions commissioned accessibility audits at Hindleap, Woodrow and Pitfield Street, and used the funding to implement the recommendations. They also sourced on-going inclusion training for London Youth staff.

### **Do you have any particular learning points to share?**

The Inclusion Champions were a group of 12 delivery, management and back office staff who representing our collective work as broadly as possible. Across London

Youth there has been a clear consensus that the 'champions' model has been a powerful way of making our organisation more inclusive and one that we would recommend for other change initiatives.

Our key learning:

- Take recruitment seriously – ask interested staff to apply against a set role description getting buy-in from their manager
- Breadth is key – getting a range of staff from different teams and roles allows for a range of expertise and helps spread the message and work across the organisation
- Sub-groups enabled Champions to take work forward in-between meetings
- We also involved other teams and staff when needed. If you want to change the whole organisation then involve the whole organisation
- And experts too – while the Champions will be committed they may not have all the answers so seeking external expertise is vital too
- Top level buy-in is important – the Board and Senior Team need to set a clear brief and terms of reference, but the group should also be given autonomy to shape their own work
- Our Champions also use internal communication channels to keep the rest of the organisation informed and interested

#### **What are your plans for the remainder of the period funded:**

Our year three delivery mainly came to a planned end in August 2016. This is because we treated the first year's funding as covering the delivery period March - August 2014, year two as covering the delivery period September 2014 - August 2015, and year three the delivery period September 2015 - August 2016. However we have developed a clear plan to embed this work in London Youth's on-going delivery and many areas of work are continuing (see below).

#### **What will happen at the end of the grant?**

Director level responsibility for our Inclusion agenda will remain. As the original Director with responsibility for this work, our Programmes Director Phillip Kerry will keep it as an objective and 'hold' the agenda at London Youth Senior Team.

We'll keep inclusion alive in management processes - all managers will include it in their one-to-one agendas. We'll continue to view this as a whole staff responsibility - and have added "contribute to ensuring London Youth is inclusive" to all staff Job Descriptions.

We're embedding inclusion into each team's annual planning and budgeting process, and in our governance work - Inclusion is now a regular item at the Board's Assurance Sub-Committee.

We'll also continue to deliver inclusion specific programmes with young people - staying on the look out for inclusion specific sports, centres and employability opportunities and continuing the annual residential as part of our youth leadership offer. In 2017, we're also in the early stages of planning another one day Inclusion event.

This would bring young people together around sport, theatre, dance, and social action, and enable London Youth to further build the network of inclusive youth clubs, bringing more members together to meet, share and learn.

## **CITY BRIDGE TRUST – Strategic Initiative progress report**

**London Youth**

**Ref: 13221**

**Grant Amount:** £279,000

### **Purpose of grant:**

£27,000, over 3 months, for the development phase of the City Leaders project; £240,000 over one year for the pilot phase including the demonstrable commitment of the in-coming CEO; plus an additional £12,000 by way of external evaluation to evaluate the pilot as it progresses.

**Project Start Date:** 1 June 2016

**Projected End Date:** 31 September 2017

### **Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

Thanks to the support of CBT, we are confident of delivering our City Leaders flagship youth leadership programme for 300 young people in 30 youth clubs, as per our targets. We have made good progress against our milestones to date, and our key highlights from the past four months include:

- We have recruited 29 clubs to date and have one more club nearly ready to sign up. The recruitment process has been fairly smooth, with much interest coming from our network. We have been able to limit participation to clubs who have either already received a quality mark, or have made a commitment to do so over the next 6-9 months. Participating clubs are diverse, both in terms of geography with a good spread across London and in club type with a good range of traditional, focused and religious or cultural members.
- We have delivered youth worker training to most clubs and have arranged alternative dates with the remainder. Youth workers have been positive about the sessions.
- We have contracted Shepherd & Moyes as our external evaluator and they have already prepared evaluation paperwork to measure success against outcomes. The evaluation timelines have also been signed off and agreed with clubs.
- Our mentor offer has been established and promoted across our network and we have trained our first group of mentors ready to be allocated to their closest participating club.
- Timelines and key milestones have been established for the entire programme including: start and end dates for the project's 'Team', 'Club', and 'Community' phases; pitch events; and final phase residentials.
- We have started outlining the curriculum for the final 'Futures' stage, including how we might best work with external partners and further embed our mentor offer.
- All programme staff have been recruited and on board, with work allocated across the team.

### **Do you have any particular learning points to share?**

- Mentor recruitment has been more difficult than anticipated. We do not feel it is a problem with our contacts per se, but with the opportunities taking place outside work hours and being long-term. These additional barriers also lead to the offer being quite complicated. We are starting to focus our

efforts on networks that may be more likely to sign up and are aiming to have a mentor in place for all clubs who want one at Community stage.

- We have encountered some clubs that are not ready to participate for various reasons including not having sufficient staff time or additional funding to support young people through the stages. We have thought about increasing support costs to clubs to guarantee quality time spent on the ground by youth workers and minimising the expense of the programme for participating clubs.
- In terms of evaluation, we've had some issues balancing outcomes with inclusivity – for example, making monitoring forms easy to understand for young people with English as a second language or learning difficulties. We are working with Shepherd & Moyes to maximise inclusivity of this element.
- Targets are often different in reality compared to those originally built into the bid. For example, there will be a variation between number of clubs and number of young people, with some clubs signing up more than 10 young people and some less than 10. We are focused on achieving our overall target of 30 clubs and 300 young people for Team and Club stage, but there may be some variation from 24 clubs/240 young people at Community stage.
- After conversations with Shepherd & Moyes, we have slightly shifted our outcomes. These changes are around focus more than fundamentals, so have not changed to any great extent against those outlined in the bid.

### **What are your plans for the remainder of the period funded:**

Immediate priorities include:

- Ensuring quality delivery of Team and Club stages for 300 young people and 30 clubs, which will be completed by Christmas; and Community stage starting in January and running through to Easter.
- Actively seeking venues and panellists for community pitch events in February.
- Finding, training and allocating mentors, with the vision that every club that wants a mentor will have one by Community stage.
- Embedding the evaluation plans into programme delivery to ensure a robust report at the end of this year's programme.

Longer term plans include:

- Reviewing the programme so far with youth workers in January to ensure learning is used to improve programme design and delivery on an ongoing basis.
- Building an engaging and high quality curriculum for the Futures stage, feeding in outside expertise and high profile events.

### **What will happen at the end of the grant?**

At grant end we hope to have:

- Programme continuity with a variety of funders including City Bridge Trust.
- A completed evaluation and the report circulated to all stakeholders.
- Held a celebration event at a high profile City venue to highlight the fantastic work across the programme and attended by young people, youth workers, mentors, partner organisations and funders.

## CITY BRIDGE TRUST – Strategic Initiative progress report

Habinteg Housing Association Ltd

Ref: 13494

**Grant Amount:** £311,000

### **Purpose of grant:**

£311,000 over five years (£61,000; £61,000; £62,000; £63,000; £64,000) towards the salary and associated running costs of the Access and Sustainability Advisory Service, with the grant subject to external evaluation after three years.

**Project Start Date:** July 2016

**Projected End Date:** July 2021

### **Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

Since January 2016, the Access and Sustainability Advisory Service (ASAS) has supported 34 new charitable organisations in understanding and interpreting access audits and inclusive service provision. The Access and Sustainability Advisor is working with around 60 charities on an ongoing basis, all of which are either prospective or successful City Bridge Trust *Making London More Inclusive* applicants for the Access Audit and/or Capital Costs grants.

Transferring the learning gained from Charity Evaluation Services training, the Access and Sustainability Advisor has supported Capital Costs grant applicants to draft robust Monitoring and Evaluation frameworks. This helps charities to appropriately identify, anticipate and measure how their accessible building works benefit local service users.

Regardless of whether or not City Bridge Trust applications are successful, ASAS provides guidance to facilities managers and volunteers on implementing 'quick fixes' for access to the built environment (eg. management procedures, inclusive communication tools, signage and wayfinding, website information). ASAS helps all charity contacts to understand relevant access legislation, particularly as many stakeholders still refer to the DDA although it has been superseded by the Equality Act 2010. Going beyond Part M of the building regulations, the Access and Sustainability Advisor also introduces applicants to the Sign Design Guide, government guidance on inclusive information and fire safety for disabled people, and signposts to other City Bridge Trust grantees such as Ethical Property Foundation and Inclusion London where applicable. This knowledge has enabled organisational decision makers to more confidently communicate with architects, quantity surveyors, access auditors and service users about plans for the building and future programming.

ASAS' exposure is continually increasing through Twitter as well as Centre for Accessible Environments' website and membership newsletter, funding fairs, attendance at the City of London Access Group and Access Association meetings, and ASAS updates to the National Register of Access Consultants.

### **Do you have any particular learning points to share?**

The Access and Sustainability Advisor can provide retrospective advice and support, but this delays a charity's grant application process, and can also be time consuming for the City Bridge Trust Grants Committee.

If anyone who contacted City Bridge Trust to inquire about a Capital Costs grant were automatically signposted to ASAS, this could give charities the opportunity to ensure that their access audits were sufficient before applying for the grant. Furthermore, similar to City Bridge Trust's *Eligibility Quiz* (<http://www.citybridgetrust.org.uk/eligibility-quiz/>), if applicants were asked whether or not they had received support from ASAS before completing the online Capital Costs application, and advised to do so before submitting it, this could help to make the process smoother.

Although many of the charities that ASAS works with have staff members, volunteers and visitors who are deaf or have hearing loss, there seems to be an overall lack of deaf awareness across *Making London More Inclusive* grant applicants. An integration of accessibility awareness training into the grant programme through the ASAS service could equip charities with the tools needed to manage their buildings more inclusively, and also to think about their overall service provision with inclusion in mind from the outset.

### **What are your plans for the remainder of the period funded:**

Expanding upon City Bridge Trust's 2007 *Opening Doors* publication, ASAS will create a guidance publication in both downloadable and print format for all prospective grant applicants in London. This will comprise updated factsheets that are currently given to grant applicants, and will cover access legislation, commissioning and interpreting access audits, quick access wins in the built environment, inclusive communication (face-to-face, print and web), management, case studies, and monitoring and evaluating inclusion. New case studies can be added to the CAE website on a rolling basis.

Alongside the publication, ASAS plans to develop a quarterly training offer for applicants on access awareness (including physical, sensory, learning and hidden disabilities) and inclusive building management. ASAS currently sends bi-monthly emails to its contacts on fundraising and accessibility tips and events. This will be formalised as an ASAS e-newsletter.

For the first time, ASAS will follow up with Capital Costs grantees to assess accessible building works. An online and hardcopy survey will also be conducted with all charity contacts following the submission of their applications in order to monitor and evaluate the ASAS service in more detail and shape the abovementioned plans.

### **What will happen at the end of the grant?**

The Access and Sustainability Advisory Service could not exist without City Bridge Trust funding. Continued funding is essential to ensure that Access Audit and Capital Costs applicants receive relevant advice from an Access and Sustainability Advisor based in a leading inclusive design organisation (CAE), particularly in a time of political, legislative and economic uncertainty.

## CITY BRIDGE TRUST – Strategic Initiative progress report

Hampstead Heath Charitable Trust

Ref: 13003

Grant Amount: £400,000

### Purpose of grant:

£400,000 tapering over three years (£220,000; £130,000; £50,000) towards an environmental learning programme (Improving Londoner's Environment policy strand) designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector-specific evaluation.

**Project Start Date:** 1<sup>st</sup> April 2016

**Projected End Date:** 31<sup>st</sup> March 2019

### Please summarise your progress to date (up to 14/10/16), specifically focusing on the key outcomes and impact of the project:

We commenced our project by recruiting a new team of 11 dedicated project staff to deliver the programme, with a wide range of skills and expertise in learning, volunteering and community engagement. We have invested time in training and embedding an outcomes-focused culture within the team.

Our work with schools through the Green Space Friendly Schools project has been a success. Over 4200 students have participated in booked sessions at both Hampstead Heath and Epping Forest. New sessions focus on heritage and geography and feedback from schools has been positive. Teachers attending have reported that students have learned and developed a deeper understanding of green spaces. For example, a teacher from a visiting school commented, *"The session was informative and provided children with the first-hand experience of seeing natural habitats."* Further, our in-depth work with schools begins this week at Park Primary, one of our target schools at West Ham Park, with a week-long programme of assemblies focusing on what it means to be a friend to your local park.

Our project engaging under-5s and their parents saw 140 participants attending our events over the summer holiday period. The events were designed to introduce children and their parents to the project, inspire them to attend weekly sessions in the future, and build their confidence in being outdoors. Feedback from the sessions was positive with many parents reporting their intention to return and participate, and we engaged more participants than expected.

180 people have been engaged with our Wild East Project (formerly named Guerrilla Interpretation) through outreach events in the local community. We have also newly partnered with 9 community centres and have recruited 7 volunteers to support these projects. Our partnerships with community centres have allowed us to engage with different communities which we have not engaged with before, resulting in more local people getting involved in the projects. Our volunteers supporting these events have also gained new skills and experiences. For example, one volunteer Tahir, told us *"it's my honour to be part of such a wonderful organisation which is working for the local community to preserve rare species such as sky lark and many others, I gained lots of information about plants as well more specifically ginkgo."*

Our projects are gaining pace and already providing some positive outcomes for the community. In particular, our volunteering opportunities are attracting a diverse range of volunteers. Additionally, we have built new relationships with the local faith community in Newham who are interested in supporting the project. We are very pleased with progress so far and are on track in delivering our outcomes.



### **Do you have any particular learning points to share?**

A key piece of learning for us is that passionate and dedicated project officers are the driver of success in community engagement projects. In particular, our Wild East Project has taught us that investing time and resource into getting to know your community allows your project to deliver better outcomes to local people. Through the Wild East Project, we have engaged with the local faith leaders and trusted messengers in the community and this has allowed us to reach local people that we have not previously been able to connect with.

We have developed a vision for volunteering which has been adopted across the whole Open Spaces department. The vision allows us to position volunteers as both a support and a beneficiary of our work. Thinking of volunteers as a beneficiary has prompted us to carefully consider the types of roles and how they are presented to reduce barriers to volunteering. As a result, we have engaged volunteers from parts of the community who have not previously engaged in volunteer opportunities and our new volunteers are from a wide range of backgrounds and ages.

Our programme started with the development of a brand new team of eleven members of staff. The challenge of recruiting, inducting and developing a new team within a few months has delayed the delivery of our projects slightly. While we have learned lessons about the timescales in setting up a new team, we are proud of setting up the team to start delivering within 3 months of our programme start.

### **What are your plans for the remainder of the period funded:**

Our goal is to make a positive impact in our local communities through connecting them with green spaces; this is a challenging goal. We will engage with a further 25,300 students, 1860 under-5s and their parents, 3800 people through our interpretation bicycles, 150 young people, and 80 volunteers. At the end of each year, we will review our targets to ensure we are continuously improving and challenging our ability to make an impact in our community.

Through engaging with our communities, we hope to create a greater understanding of the importance of green spaces and build individual people's confidence in using green space. We also hope to increase involvement from our community and through this involvement foster improved wellbeing. Finally, we also want to create a sense of connection with green spaces through our legacy.

In particular, we are keen to continue developing our evaluation framework to capture data on our success. We are in discussion with the University of Derby's Nature Connectedness Research Group to support our evaluation project. We hope this collaboration will allow us to robustly measure whether we are achieving the impacts we have articulated above. We are also committed to engaging with our sector partners to develop a sector-specific evaluation toolkit.

### **What will happen at the end of the grant?**

All our projects are designed to create lasting legacies within the communities we serve. For example, the legacy of the Wild East Project will be a group of dedicated volunteers who have the skills, knowledge and experience to continue to deliver events and engage the communities they live in with their local green space.

We will also look to continue developing new projects and opportunities for our communities to engage with our green spaces. We will seek to build on our CBT funding and find new supporters to continue projects that are successful and replicate them across the green spaces. We will also continue to innovate as we learn; through reviewing and reflecting on our projects so that we are always striving to connect more people to their local green space.

## CITY BRIDGE TRUST – Strategic Initiative progress report

**Human Trafficking Foundation**

**Ref: 13055**

**Grant Amount: £225,000**

**Purpose of grant:**

£225,000 over three years (3 x £75,000) towards the core costs of the Human Trafficking Foundation.

**Project Start Date:** January 2016

**Projected End Date:** December 2018

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

**Ensuring recovery for survivors of trafficking**

**‘Day 46’- Research and report** - In October we published a report ‘Day 46’ with 4 key recommendations based on the expressed needs of 30 survivors of trafficking whose post trafficking support had ended.

**Recommendations to influence policy** - We have established a coalition of over 20 stakeholders, including the Salvation Army, who hold the Government Contract for victim support, Together we are creating recommendations for improving long-term provision for victims, which the Home Office will then consider.

The Foundation has secured membership of the Home Office’s Modern Slavery Strategy and Implementation Group (MSSIG) which meets with the Minister. We were asked to lead on the issue of long term support in the first meeting of the group and we met with the new Home Secretary Amber Rudd MP following her appointment.

**Pan-London work** - There is very little awareness, besides in a small handful of boroughs, on how to identify or support victims. However we have started working with 16 councils across London in the first six months of the project. We are assisting in developing their response. For example, we are helping draft Hackney’s protocol on trafficking; assisting Hounslow to draft a trafficking referral pathway and review their response systems in each department; and arranging a training event for frontline workers in Enfield. To inform this work, we have established a London Working Group (LWG), with 40 members, made up of anti-trafficking NGOs based in London, diaspora organisations, sex work and homeless projects, police, and lawyers. We update the group on our work with councils, and on new projects, and ask for their feedback and involvement. –Stakeholders welcome this work and this is in effect the first pan-London partnership.

We are lobbying City Hall to keep trafficking on the agenda, and so far the Police and Crime Committee have agreed to question the Deputy Mayor and Police on our and the LWG’s concerns.

**National Networks Coordinators Forum and NGO Advisory Forum** - We continue to coordinate the quarterly NNCF forum meetings. There are now 17 regional partnerships and we receive feedback that these are a useful source of information and support. We are trying to establish how the information from within the Forums can be used to evaluate trafficking trends. The NGO Forum has around 90 attendees from around the UK - this provides a unique opportunity to share best practice and avoid silo-ed work.

**Awareness Raising** - We hosted our annual Media and Outstanding Contribution to Combatting Slavery Awards in Speaker’s House in Parliament on Anti- Slavery Day this year. The Home Secretary and the Speaker presented present awards.

Together with partners we co-organised a [day long conference](#) evaluating the process the UK has made in addressing slavery following the Modern Slavery Act. We have a large number of experts presenting including The Independent Anti-Slavery Commissioner and Fiona Mactaggart MP.

We are providing awareness sessions at various council and NHS events across London – for example at an event for all community safety leads in London and at a conference for all GPs in Southwark.

Informing Parliamentarians -The APPG, which we organise, continues to meet regularly and has recently made recommendations to ensure provisions of the Modern Slavery Act are properly implemented around Child Trafficking Advocates and Transparency In Supply Chains

Parliamentarians Against Human Trafficking - In September we held a successful conference with the Romanian Parliament, with attendance of parliamentarians heading Committees from Bulgaria, Serbia, Hungary and UK. There was agreement to explore establishing parliamentary structures (such as slavery subcommittees) to ensure human trafficking remained high on each country's agenda.

### **Do you have any particular learning points to share?**

Securing hard data regarding victims and what happens to them remains challenging. Funding for national partnerships is fragile and mostly dependant on engaged PPCs, which may be subject to change due to election outcomes. There is a huge discrepancy between local authorities and police forces in engagement and commitment. In spite of earlier assumptions that partners would prefer to work remotely there has been a real demand from coalition partners for physical meetings.

### **What are your plans for the remainder of the period funded?**

In addition to our core work the Foundation plans the following:

**Long term support** – Building on the reports 'Life Beyond the Safe House' and 'Day 46' and work with London Councils we are considering if we can establish a best practise pilot project of long term support for male and female victims in London. We hope to promote and support more pan- London anti- trafficking structures, this will be influenced and informed by our work with Diaspora communities. We will also be publishing recommendations and policy asks based on our coalition work with NGOs and lawyers who support victims in practise.

**London Conference** – This will be run in 2017 together with ECPAT UK and the Shiva Foundation and will be aimed at engaging commitment from local councils.

**European work** – Working with more countries across Europe and helping develop steps and supporting the European MPs to set up permanent parliamentary structures in the countries.

**Police-** We sit on HMIC Inspection of Modern Slavery and Human Trafficking Expert Reference Group.

**NRM and support structures-** We will be publishing and promoting our joint recommendations with the Anti- Slavery Commissioner's Office and the ATMG

### **What will happen at the end of the grant?**

We are hopeful that, by the end of the grant, the recommendations for long-term support will be examined by the Home Office; the majority if not all London Councils will have anti – slavery structures in place and there will be a Pan-London partnership; and the European parliaments will have or will be setting up anti-trafficking parliamentary committees. The Foundation is constantly re-evaluating its role and priorities to ensure we add value where it is most needed.

## **CITY BRIDGE TRUST – Strategic Initiative progress report**

**Legal Education Foundation**

**Ref: 13259**

**Grant Amount:** £320,000

**Purpose of grant:**

£320,000 over three years (£80,000; £160,000, £80,000) to the Legal Education Foundation to support the provision of six Justice First Fellowships in London.

**Project Start Date:** Dec 2017

**Projected End Date:** Jan 2020

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

The Justice First Fellowship is an initiative of The Legal Education Foundation to support the next generation of social welfare lawyers to deliver justice in their communities. Through the scheme, aspiring social welfare lawyers are fully funded for two years during which time they (i) complete the compulsory training contract and qualify as specialist solicitors in this area of law; (ii) get responsibility for a project that advances access to justice and provides a valuable chance for the Fellow and their host organisation to develop a new area of work; and (iii) are brought together to receive additional support and training.

Over the course of three years, City Bridge Trust will co-fund with The Legal Education Foundation six Fellows in specialist Centres of Excellence advice agencies in London. Centres of Excellence, also supported by City Bridge Trust, is an initiative where specialist social welfare advice agencies serving Londoners go through a rigorous assessment of their management and sustainability. The initiative is helping to identify an infrastructure of effective advice agencies across the capital. Funding Fellows in these organisations supports this infrastructure to increase its provision of immediate legal help to disadvantaged communities as well as help these agencies to invest in meeting future needs.

Grant expenditure will begin in December 2017 when the first three Fellows have been recruited and begin work but preparation for this is well underway.

- An open, competitive host recruitment process was run and three specialist London advice agencies were selected– Islington Law Centre, Royal Courts of Justice CAB and South West London Law Centres.
- With funding from the Legal Education Foundation plus further co-funding this year from seven other partners, the three London organisations will be part of a wider cohort of 13 organisations hosting Fellows in this round. This will take the total number of Fellows funded since the start of the project to 31.
- Applications for Fellows closed in September and candidates are currently being short-listed prior to interviews in late October / November.
- Planning is underway for the Fellows conference in February 2018 when the new cohort of Fellows will be brought together for the first time.
- Preparation for Round 4 is also underway. Applications for hosts are now open and the Foundation has notified London Legal Support Trust and encouraged it to publicise the opportunity to Centres of Excellence.

- Unbound Philanthropy has been a key partner since the scheme was established and has just agreed a second grant to Foundation of £120,000 over two years. This contributes to the administration of the scheme and to the support provided to Fellows.

### **Do you have any particular learning points to share?**

The scheme received 116 applications this year, compared to 158 last year despite increased comms activity. We are exploring the reasons for this. It may be the scheme is settling on its natural number of graduate lawyers that want to focus on this specialist area of law. Increased pressure on student finances and the low salaries of social welfare lawyers is no doubt also a factor. We are examining the quality of candidates carefully and, so far, this remains high. We have analysed where applicants heard of the scheme and the majority received information via their law school and we plan for the next round to do more promotion in law schools. The ratio of opportunities to applications is still **higher** than comparable Fellowship schemes in the US.

We have commissioned respected legal services consultant Vicky Ling to carry out an independent review of the scheme so far. Early conclusions are very positive. We will use Vicky's findings particularly to enhance the wider support offered to Fellows to ensure they have the right skills to progress in their work after the scheme. We are also looking at whether the Solicitors Regulatory Authority 'equivalent means' process offers a more flexible alternative to the standard training contract.

### **What are your plans for the remainder of the period funded:**

We are in discussions with Chartered Institute of Legal Executives (CILEx) about creating a legal executive route within the Fellowship.

We will proceed with the annual cycle of recruiting hosts and Fellows, delivering the wider support events, developing links with co-funders and publicising the scheme to stakeholders.

### **What will happen at the end of the grant?**

The grant will have supported six new specialist social welfare lawyers to complete their compulsory training and gain valuable wider experience that will help them move on into long and effective careers delivering much needed legal help to vulnerable and disadvantaged Londoners. The projects established by the Fellows will have delivered valuable benefits to Londoners and potentially created new services that will continue to provide support.

We hope that the role and value of social welfare law will be increasingly widely acknowledged within the legal community and wider stakeholders, including funders.

## **CITY BRIDGE TRUST – Strategic Initiative progress report**

**Thames21 Ltd**

**Ref: 12252**

**Grant Amount:** £340,000

**Purpose of grant:**

£340,000 over three years (£134,000; £102,000; £104,000) for the staff and operational costs of a Development Programme to increase and sustain London volunteers' involvement in protecting the capital's waterways.

**Project Start Date:** May 2014

**Projected End Date:** Sept 2017

**Please summarise your progress to date, specifically focusing on the key outcomes and impact of the project:**

The Strategic Group of this Development Programme has produced the 5-Year plan (2016 to 2021). The staff team contributed in its production to ensure the message was joined-up and coherent.

Investment in a CRM database (Customer Relations Management), plus staff induction and training, has allowed Thames21 to illustrate who engages with the organisation; where they live, their ethnicity, age and gender. Once the data is fully captured from the whole team, Thames21 will use this information to plan strategically to ensure that Londoners are better represented in future activities.

Taster sessions were run where Thames21 has not traditionally engaged with the community; including areas within Barking & Dagenham, Barnet, Brent, Haringey, Havering, Hillingdon, Newham and Thurrock. Sessions included discovery and nature walks, family fun days, clean ups, 'paddle and pick' clean ups and a photography competition. The impact of this resulted in new volunteers sign-posted to other Thames21 activities, including: Thames River Watch, the accredited Training Programme, and education sessions with schools.

These sessions also provide the evidence that certain project ideas are viable and additional funding has been applied for. In one instance, following successful taster sessions on the River Frays in Hillingdon, Thames21 recently began a new project to focus on community engagement around that river.

Promotional items have been designed or purchased to promote Thames21 at events, presentations and fairs, e.g. posters, PowerPoint templates, branded guidelines, banners, a photographer and staff training on social media. This has increased audience participation amongst Thames21's activities, and a new method of recording information across the organisation is producing useful statistics.

Development of a new volunteer role to support staff at events: the Waterway Engagement Volunteer. This team of volunteers are fully trained and assist by ensuring that volunteers complete the new registration form and can engage with passers-by.

**Do you have any particular learning points to share?**

The waterways around London have an appeal about them that continues to attract people. The waterways offer a selection of opportunities so most people can find an event that suits them: e.g. through improving their personal skills in training courses, through increasing their activity with clean ups and walks, which is also a proven method to improve levels of mental health. As well as those who wish to improve their local environment and decrease the impact of their actions.

The new database is proving to be a vital investment. This asset will continue to assist Thames21's growth and activity. It is an involved and time consuming procedure to induct and train staff to the stage that they are competent and confident in using it. But the long term benefits will outweigh the time it takes to induct and learn how to use the system.

**What are your plans for the remainder of the period funded:**

- To evaluate the location of Thames21's existing work and locate new opportunities.
- To evaluate the data to show the true picture of audience engagement across London and beyond.
- To use the statistics from the database to focus engagement with a wider cross section of Londoners.
- To use the Annual Survey to analyse how involvement with Thames21 helps to change behaviour in matters that affect the waterways and local environment.
- To continue to offer taster sessions.
- The Development team will fundraise to continue the development of new opportunities and to also sustain the projects which are establishing.

**What will happen at the end of the grant?**

The grant has enabled the organisation to work where there was demand from the community and where Thames21 saw an area that had the potential for impact. It is expected that these local demands and needs will continue as the waterways around London continue to engage and inspire residents to improve their local environment.

The Development team has used this time:

- to establish connections with community members and stakeholder groups;
- to explore new areas and waterways, running taster sessions and building new relationships;
- to respond to enquiries in areas where it has not had much previous impact; and
- to build a picture of who the Thames21 audience is.

The outputs of this work are showing that there is definite potential to continue the range of Thames21's work in current and new areas. This vital information will be used to sustain and grow the work of the organisation.

It is planned that by the end of the Programme, Thames21 will have successfully fundraised to continue where these opportunities have become apparent.