



Our aims and objectives are...

- For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
- To develop London further as a global hub for charitable giving and social investment.
- To be the centre of excellence within the Corporation for charitable knowledge and expertise.
- To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

Our major workstreams this year will be...

To increase the quality of our delivery by:

1. Implementing the Philanthropy Strategy—contributing to higher impact and higher value philanthropy through our role modelling in London and our support and awareness raising in the UK and internationally by implementing the Philanthropy Strategy.
2. Implementing the 2018-2023 Bridging Divides (BD) Charitable Funding Strategy through spending the charitable funding budget in full and making the most of our non-financial assets and those of our Trustee.
3. Developing the social investment market by supporting access for London’s charities via the Stepping Stones grant programme and small loan facility, and leading the continued successful delivery of the BHE Social Investment Fund.
4. Delivering the Central Grants Programme and Wembley National Stadium Trust contract to an excellent standard.
5. Implementing a Learning and Impact strategy and communications plan to underpin and increase the impact of all our work.
6. Progressing the review of all charities, including Bridge House Estates (BHE).

Central Grants Unit

- a. To continue to manage and develop the Central Grants Programme and its 4 primary themes.
- b. To ensure a consistent approach to grant-making activities by the City Corporation (in its various capacities, including as trustee of a number of charities which form part of the CGP).
- c. To develop and manage the CIL Neighbourhood Fund.
- d. To explore the consolidation and rationalisation of charities associated with the City Corporation as part of the wider Charities Review.
- e. To provide advice and make recommendations to the Finance Committee about where to distribute the International Disasters Fund (IDF)
- f. To manage the annual benefits in kind reporting process to Finance Grants Oversight and Performance Subcommittee.

Impact and Learning

Vision: CBT uses evidence and learning strategically and flexibly to drive its work to reduce inequality and grow stronger, more resilient and thriving communities in London and beyond.

CBT aims to achieve 3 major organisational cultural changes:

1. Become more evidence and data driven, using learning and data at all levels of the organisation to improve philanthropic solutions and approaches.
2. Grow our organisational learning culture, creating a culture of shared learning and reflection within the CBT team and Committee.
3. Adopt an equitable approach to impact and learning that considers questions of diversity, equity and inclusion, and the current power imbalances between funder and funded organisations, in its design as well as implementation.

Annual budget— top level summary

	£
Activities of the charity team hosted by CBT	(3,587,000)
Wembley National Stadium Trust Income	116,000
Central Grants Unit Support	85,000
Community Infrastructure Levy Support	114,000
Charity Finance Team Recharge	188,000
CoL Charities Review Recharge	164,000
Social Investment Income	409,000
Grants budget (central risk)	(27,438,333)
Central recharges & depreciation	(121,000)
	(30,070,333)

Grant Monitoring and Evaluation

40

Learning visits to CBT Grantees to be delivered annually

15

unannounced visits to be delivered annually

Corporate Charities Review Objectives

Lead a Charities Review to achieve: a charities portfolio that:

1. Has been fully reviewed to ensure regulatory compliance
2. Is drawing on good practice at governance and managerial levels
3. Has been rationalised to ensure exceedingly small, dormant or inactive charities are closed down or merged
4. Is efficient in its management and governance, making the most of any potential operational economies of scale
5. Is effective in delivery: making the most of strategic connections; quantifying and communicating its impact
6. Operates systems which adequately support the on-going effective administration of the charities, individually and collectively (including maintaining a central database of cross-departmental records and historic data).

Bridge House Estates Strategic Review

To lead a review to enhance and improve the effectiveness of the charity’s governance and administration to achieve maximum impact in support of its beneficiaries.

What's changed since last year...

Projects

1. The existing grant making software that supports the Trust has been upgraded to 'BlackBaud Grant-making'. With its installation comes the opportunity to improve the day to day workflows and processes of the Trust. This includes a drive to making the Trust as paper free as possible and more effective in its operations.
2. CBT is providing expertise to deliver a charity review of the charity portfolio of the Corporation to ensure regulatory compliance; rationalise the portfolio to ensure exceedingly small, dormant or inactive charities are closed down or merged; investigate operational economies of scale; making the most of strategic connections; quantifying and communicating its impact and implementing systems which adequately support the on-going effective administration of the charities, individually and collectively.
3. CBT has increased learning/impact and communications skills and capacity and has begun to further embed these approaches as part of its core business.

Risks

4. A new risk added to the register relates to the possibility of an increase in applications related to a change to socio-economic condition as a result of Brexit. In order to support Londoners, CBT is primed to focus existing staff resources on Brexit related priorities such as: - mobilising the consultancy pool to increase staff capacity; increasing the rate of grant spend; and collaborating through the umbrella body, London Funders, and potentially utilise their pooled funds software platform to maximise the effective and efficient distribution of charitable monies to where there is greatest need, in line with the agreed CBT funding strategy, 'Bridging Divides'.

Staff

5. The Bridging Divides staffing structure agreed by CBT committee has now broadly been implemented. The Data Officer and Charity Operations manager are yet to be recruited, however, it is expected that these posts will be filled by early 2020. The most recent staff additions were the Head of Impact and Learning and the Head of Charity and Philanthropy Communications, both posts are adding great value to the team.

Alignment with Corporate level KPI's

Corporate Plan High-Level Activity reference	Corporate Performance Framework Measure
HLA3a: Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.	# organisations benefitting from CBT funding
HLA2d : Provide inclusive access to facilities for physical activity and recreation.	% people who report increased quality of life after relevant interventions
HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money	% increase in number of volunteering hours across City Corporation
HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money	Monetary amount/equivalent of philanthropic activity delivered by City Corporation
HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money	Number of staff taking part in the Employee Volunteering Programme in last 12 months
Effectiveness	% customer satisfaction

Plans under consideration

Change Action	Time Scales
To continue to review and improve committee meeting and reporting processes to ensure maximum efficiency.	December 2020
To begin implementation of the Impact and Learning strategy.	2020/21
To finalise the Funder Plus pilot and instigate a system of tailored and effective support to CBT grantees.	January 2021
To implement the recommendations of the BHE review	2020/2021
To implement the recommendations of the Charities Review	2020/21

Equalities & Inclusion

Part of CBT's mission is to reduce inequalities; and We have 6 core values, two of which are inclusion and representation, and we are looking at how these values permeate all our activities, internal and external.

Our funding programmes are cross-cut by two priorities: Reducing Inequalities & Enabling Voice and Representation.

Two members of our team share the role of Diversity, Equity and Inclusion Champion;

We are participating in a DEI Coalition, an initiative involving 14 independent trusts and foundations, aiming to address many of the systemic inequalities which currently exist in the way foundations operate.

Audiences & stakeholders

Communications Audiences

- Londoners/Public, Media (London/specialist & national)
- Applicants/Grantees, Social Investors, Central and Local Government, Policy Makers, Opinion leaders, GLA, Mayor of London, Funders, Business Leaders, Livery companies, Regulators
- Internal—the City of London Corporation staff, volunteers and elected Members.

CBT Risks

Grant not used for its intended purpose	
Financial loss through fraud or theft.	
Negative publicity and reputational damage	