

Action No.	Description	Date	Milestones/Next Steps (with progress shown in bold)	Status
Objective 1 - Evidence-based Learning & Convening: To use the Trust's position as London's largest independent grant-making trust, and the related learning, expertise and convening power to best effect in tackling disadvantage in London.				
1.1	Implementation of the Trust's Learning Plan	From April 2015 onwards (revised date September onwards)	The Trust's work during 2015/16 will be underpinned by its Learning Plan, comprising a programme of activities for the year.	A
1.2	The Trust will build on its external links with organisations such as London Funders and the Association of Charitable Foundations as well as other funders, to improve all of our understanding of need in London.	Throughout 2015/16.	London's Giving becomes a recognised brand; and Local giving schemes are established in at least 4 new boroughs.	G
1.3	The Trust will improve the knowledge and evidence base that informs its grant-making.	From April 2015 onwards (revised date September onwards)	Each grants officer will be the designated lead in at least one broad topic area and will deepen their knowledge in that area; each grants officer will cascade their learning by making at least one presentation to the Committee and updating the team on key policy changes; and each grants officer will develop at least one strategic initiative in their subject area.	A
1.4	The CBT team will identify gaps in our knowledge relative to the needs of Londoners, and commission research accordingly.	Throughout 2015/16.	The CBT team will be better informed about the needs of Londoners, and therefore, better able to target resources more effectively.	G
1.5	Review the effectiveness of the Trust's approach to programme evaluation and implement any changes as appropriate.	September 2015	The Trust has the evidence with which to adapt the delivery of its grants programmes to make them more effective	G
1.6	Each grants officer actively participates in external networking and learning events.	Throughout 2015/16.	Grants officers' knowledge and experience is used to inform the wider policy debate; the Trust's reputation as a thoughtful and progressive funder is maintained and enhanced.	G
1.7	The Trust will work more closely with other departments to leverage the expertise of the City of London Corporation as a whole.	Ongoing	Other departments will better understand the work of CBT and how to use CBT to access London's communities.	G
Objective 2 - Grant-making: To maximise the impact of the funding available from the Trust.				
2.1	Awareness of the Trust's grants programmes is maintained through the website and funding presentations.	Throughout 2015/16	High-quality applications that meet the Trust's priorities are received, and each is subject to full assessment; applications are received from all London boroughs, including 10% from new applicants.	G
2.2	Implementation of the grants process review of CBT (as part of the CBT Resource & Impact Review)	From April 2015	That the recommendations on how the Trust can improve its grant-making processes are reviewed, revised and embedded during the year.	G
2.3	Respond to the findings of the City of London Corporation Grants Review.	June 2015	The Trust is offering its experience and expertise to help improve the CoLC's wider grant-making;	G
2.4	Review the criteria for strategic initiatives	September 2015 through to March 2016	Grants officers understand how strategic initiatives can complement the Trust's wider grant-making; grants officers are confident to put forward proposals for and to process strategic initiatives; and up to 10% of the grants spend is directed towards strategic initiatives.	G
2.5	Implementation of the CBT Grants Manual	From April 2015 onwards	The quality and consistency of grants assessment and management is improved.	A

2.6	The Trust will undertake at least one funder collaboration to tackle an issue affecting Londoners.	March 2016	There will be a greater impact on a particular issue by combining the funding and expertise of the Trust with that of its partner/s, demonstrated by robust external evaluation.	
2.7	The Trust continues to provide the grant-making and governance of Wembley National Stadium Trust (WNST).	Throughout 2015/16	A new three-year contract covering April 2015-March 2018 is in place; WNST Board is serviced to a high standard; WNST's legal requirements are met within requisite time frames; two LB Brent grant rounds are successfully completed; and an England-wide scheme is developed and agreed by WNST Board.	
Objective 3 - Social Investment: To implement the Trust's and the City of London Corporation's shared Social Investment Strategy				
3.1	At least a further £3m of the Social Investment Fund committed.	October 2015	Contracts will be signed with investees to the value of at least £1.5m by May 2015 and £3m by October 2015.	G
3.2	Grants are awarded on the new Stepping Stones programme.	Achieved. Potentially a 2nd round later in the year, depending on the amount awarded in Round 1.	£1m Stepping Stones fund is fully committed; the success of the scheme is reviewed and a successor scheme is planned; the Trust builds on the success of this fund to better integrate its social investment and grant-making processes.	G
3.3	Review the findings of the Resource & Impact Review with respect to social investment.	Achieved.	The Trust' work on social investment and grant-making are better integrated.	G
3.4	A communications plan for social investment is in place	December 2015	Trust officers and Social Investment Board Members, as well as CoLC's leading Executive officers are clear on its key messages.	G
Objective 4 - Philanthropy: To encourage more philanthropy in the City for the benefit of Londoners by developing and deepening the understanding of the Trust and the City of London Corporation's shared philanthropy strategy.				
4.1	To increase philanthropic activity amongst City professionals.	December 2015	City Funding Network (CFN) organises at least two fundraising events; each CFN event raises at least £15,000 for good causes; 'Beyond Me' is on track to have created 120 giving syndicates in City firms, investing over £720,000 in charity projects; the Beacon Award for City Philanthropy Fellow/s promote City Philanthropy and inspire those new to philanthropy.	G
4.2	The City Philanthropy strategy is communicated to target audiences within CoLC and senior ambassadors are recruited.	December 2015	City Philanthropy has taken maximum advantage of the reach and influence of the CoLC in order to raise awareness about philanthropy, its role and its relevance.	G
4.3	Review and development of the Donorwise training programme.	July 2015	Participants report increased confidence and skills to undertake philanthropic activity.	G
4.4	The City Philanthropy website is revamped	Ongoing	The City Philanthropy website is the 'go-to' site for those wishing to find out more about how to be a philanthropist.	G
4.5	Research undertaken by Cass Business School into the size, scale and value of philanthropy in the City is successfully launched.	The research has now been completed. The first part will be published in July 2015 and the second part in October 2015.	City Philanthropy has a robust evidence base against which to measure its success.	G
4.6	A learning event on philanthropy.	Autumn 2015	Well-attended event by target audience with high quality content evidenced by excellent feedback from participants.	G
Objective 5 - Strategic Resource & Impact Review: To ensure that the Trust is led by strategic decisions and is resourced appropriately to deliver quality outcomes.				
5.1	Revise the grant-making policy to separate policy from procedure.	September 2015 through to March 2016	A revised policy is developed, consulted on and agreed by Court of Common Council as recommended by the CBT Committee;	G
5.2	An action plan is drawn up to take forward the recommendations of the Review (where appropriate)	June 2015 (revised date July 2015)	The plan is time-bound and realistic; resources are identified to take the Trust's work forward (needs to be delayed until July, due to unforeseen circumstances)	A

5.3	The Trust's Committee Members are able to play their full part in the governance of the Trust's work	Ongoing	All new Members receive a full induction within 2 months of joining the Committee; each Member attends at least 2 grantee visits/events.	G
5.4	A programme of themes is established for each Committee meeting	April 2015 onwards	Members feel better informed about the needs of Londoners; Members and officers gain a deeper understanding of how the private, public and voluntary sectors can work together for London's strategic benefit.	G
5.5	A programme of activity relating to the Trust's 20th Anniversary as a grant-maker will be delivered.	Throughout 2015/16	A Funder-Plus programme will be launched to help build the resilience of organisations funded by the Trust; a new learning programme will be launched, that builds on the lessons of the past 20 years, in collaboration with other funders and our membership bodies, London Funders and the Association of Charitable Foundations.	G
Objective 6 - Communication: To develop and implement the Trust's Communications Plan (internal and external) for 2015/16.				
6.1	A Communications Plan for the Trust's 20th Anniversary is drawn up.	April 2015 onwards	The Trust is able to communicate the impact of its work to target audiences (both internal and external).	G
6.2	The Trust will redevelop its website as a simple-to-use, inclusive, collaborative tool.	September 2015 (Revised date December 2015)	The website is refreshed and is improved as a platform for sharing learning and good practice. Underlying software identified as in need of replacement before this work can be undertaken (IS Department to action by end of July 2015)	A
6.3	The work of the Trust is communicated internally through Members' inductions, induction days for new staff and departmental team meetings.	Throughout 2015	The work of the Trust is more widely understood across the City of London Corporation.	G
6.4	The work of the Trust is communicated externally to target audiences.	Throughout 2015	At least 4 presentations to target audiences; 2 publications of "The Knowledge" are produced; regular tweets of funded work.	G
Objective 7 - Performance and Corporate Management: To maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework				
7.1	The full team complement will be maintained.	Ongoing	All vacancies filled within 3 months; all new starters receive an induction upon arrival at the Trust.	G
7.2	All staff will complete required training and appraisals within specified deadlines.	Ongoing	All staff are fully conversant with the Performance Development Framework and actively participating in appropriate/required training and appraisal process.	G
7.3	The adequacy of the staffing complement will be reviewed in the light of the Strategic Resource & Impact Review.	June 2015	The Trust has adequate resources in place to enable it to meet its objectives for the benefit of London's communities.	G
7.4	The Trust will continue its annual cycle of review, planning and team-building.	February 2016	Actions from the Awayday feed directly into the Business Plan.	G

R (ed) - Off target with unresolved issues
A (mber) - Off track but with actions in hand to improve
G (reen) - On track/to plan



Status Definitions

The project/activity will not be completed within the agreed budget, timescale or specification and a decision will be required on how to proceed
The project/activity is in danger of not being completed within the agreed budget, timetable or specification but action is being taken to ensure that the project will be delivered within agreed limits
The project/activity will be delivered on budget, time and to the agreed specification