

Opportunity Outline

This document is to be used for all new ideas / initiatives as an initial assessment / scope



Title: Grants

Name of Business Sponsor	Susan Attard	Directorate	Town Clerk's Department
Author of document	Sue Baxter	Date	6 th October 2014

<input type="checkbox"/> Mandatory	<input checked="" type="checkbox"/> Sustainability	<input checked="" type="checkbox"/> Improvement
<i>Compliance with Legislation, Policy and Audit</i>	<i>Essential for business continuity</i>	<i>New idea / opportunity that improves or increases Service Levels</i>

Case for Change / Objective

Explanation as to why the proposal has come about (e.g. Audit Requirement; new idea, Service Improvement; Business Plan).

As part of the service based review exercise it was proposed that there was potential to improve the many different grant giving functions across the City of London Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. An exercise to review the Corporation's grant giving functions could also offer insights into the activities of the various charities for which the Corporation (or one of its elected members) is a Trustee, to enable Trustees to make better informed choices going forwards.

Opportunity Description

What is the proposed solution you are putting forward, describe in 50 words (couple of sentences)

A senior officer steering group will drive the detailed scope of the review and ensure that all grant streams are reviewed along common lines of enquiry in each department. Each departmental review will then be scrutinised for rigour and consistency before being amalgamated into a broader dataset for comparative analysis. On the basis of the comparative analysis plus steering group observations, recommendations will be drafted to improve governance and priority setting, due diligence and organisational management and administrative support. Some of the recommendations will be of direct relevance to the various charities in which the Corporation (or one of its elected Members) is a Trustee, so a set of general observations will also be prepared with suggested improvements as to how the Corporation (and/or its charitable Trustees) might wish to consider their approach to governing the relevant charities.

Expected Outcomes

What is the scope of what will be delivered

1. Initial outputs would establish a 'baseline' (currently not available), to identify:
 - All existing direct grants made by the Corporation and the annual value of each
 - All live and dormant charities for which the Corporation or one of its elected members is a Trustee and the annual value of each
 - The extent and organisational location of the range of management and support services provided to both direct grant giving activities and City-related charities across the Corporation
 - A clear definition of a Corporation grant, with subsequent recommendations for the reallocation to more appropriate budgets of expenditure currently made as 'grants' but not conforming to that definition (leading to improved consistency of approach and greater accountability of spending).

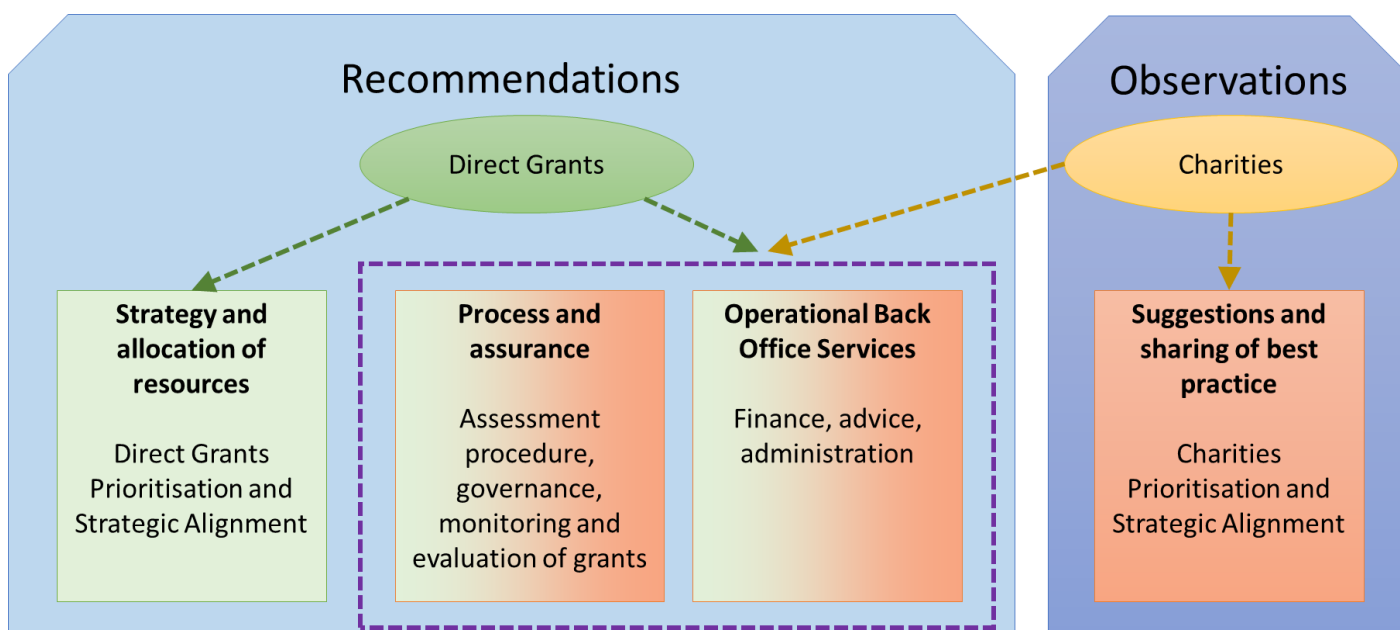
2. Once the evidence base is established, the review will examine the processes of
- Strategic priority setting, decision-making and for City’s Cash and City Fund grants, alignment with corporate goals
 - Governance procedures, due diligence, monitoring and evaluation
 - Management and support services

This will be completed on a departmental basis, so the information will be able to inform future business planning within each department.

3. A final report containing recommendations for improvements based on an analysis of the amalgamated departmental reviews will be presented to the Service Based Reviews Steering Group. This will cover:

- Strategic priority setting and decision-making for all grants made directly by the Corporation
- Processes and procedures relating to the assessment, governance, monitoring and evaluation of those grants
- The organisation of the management and support services for grants directly awarded by the Corporation and also to support the Charities for which the Corporation or one of its members is a Trustee

4. Observations for Corporation-funded charities about comparative best practice and how best to access the Corporation’s expertise.

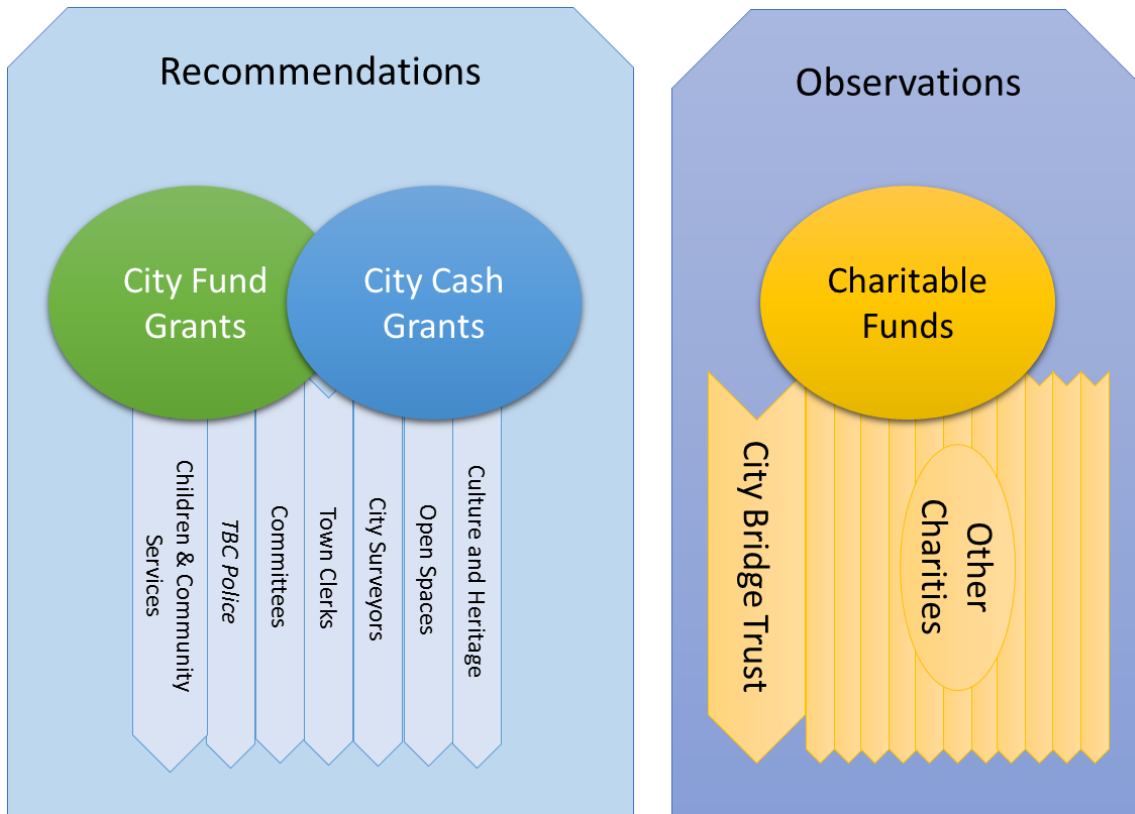


Impact Analysis

What departments, teams and services are impacted and how

<input type="checkbox"/> In-Service	<input checked="" type="checkbox"/> Multiple Services	<input type="checkbox"/> Whole of Corporation
<i>Solely impacts the department</i>	<i>Impacts more than one department.</i>	<i>Impacts all areas within City of London Corporation</i>

Details on next page



Outline Costs

Rough costs, for equipment, software, staff time, contractors

Description	Estimated Cost
Sue Baxter (Internal)	30% of time
Laura Donegani	10 days in total

Potential Benefits

Cashable and non-cashable benefits

Benefit	How you will measure
Improved corporate grasp and transparency of the Corporation's range of grant giving activities	Establishment of definitive lists of grants, charities and the Corporation's contribution to supporting them
Grants from City's Cash and City Fund better strategically aligned with corporate objectives	Greater synergies able to be demonstrated between grant funded activities and the City Corporation's objectives on an annual basis
Best practice identified and spread in terms of the prioritisation, assessment and governance of grants	Clear and consistent guidelines identified on decision making, assessment, monitoring and evaluation of grants
Consolidation of expertise within the Corporation to administer and manage grants, especially where these involve handling charitable grants	Identification of virtual core 'team' of grants and charitable expertise across the Corporation
Reduction in operating costs resulting from the rationalisation of administrative services managing grants	Reduction in FTE staffing and/or overall operating costs of administering grants
Financial savings arising from the potential rationalisation of some City's Cash and City Fund grants	Reduced expenditure from City's Cash and City Fund

Budget / Funding Source Identified

Will this be funded departmentally, corporately via capital budget request or a combination of both

Source of funds	Amount	Status
Departmental Budget	£N/A	
Additional Funding Required (Capital budget)	£N/A	
Total	£N/A	N/A

Resources / Delivery Team & Assurance

Will this be funded departmentally, corporately via capital budget request or a combination of both

Name	Role	Service
Sue Baxter	Review co-ordinator	Town Clerk's
Laura Donegani	Review support	Town Clerk's
Steve Telling	Financial management	Chamberlain's
Neil Davies / Cheryl Bennett	Corporate performance & development	Town Clerk's
Michael Cogher or Anne Pietsch	Legal advice	Legal
David Farnsworth	Charities	City Bridge Trust
David Pearson	Culture, Heritage & Libraries grants	Culture, Heritage & Libraries
Laura Davison	Policy Initiatives Fund and EDO grants	Economic Development
Neil Hounsell	Community & Children's Services grants	CCS
Paul Beckett	Unallocated Community Infrastructure Levy	Built Environment
Linda Cross	Aldermanic charities	
Jennifer Allott	Open spaces grants	Open Spaces
Angela Murphy or Joshua Burton	Education grants	Education
Angela Roach / Alistair MacLellan	P&R Committee process and Member engagement	Town Clerk's
<i>tbc</i>		<i>Audit</i>
<i>tbc</i>		<i>Police</i>

Timescales

Is there an inflexible timescale this is needed by? If yes then provide specific reasons. Or is it simply as soon as possible? What would the project milestones look like? Eg. Weeks 1-4, Preparation of project PID

- Substantive research, background work to be completed by end December 2014
- Approval by Service Based Review Steering Group
- Approval by Summit Group
- Approval of final report by Resource Allocation Sub Committee 22 January 2015
- Updates and information provided to all committees as appropriate
- Recommendations to be subject to the Court of Common Council and Court of Alderman's approvals process and to be implemented during financial year 2015 – 2016 .

Risks

Type = Project, Service, Corporate, Regulatory

Likelihood = High, Medium, Low

Impact = High, Medium, Low

Mitigating Plan = Proposed options to address the risk

Description of Risk	Type	Likelihood	Impact	Mitigation Plan
Reputational damage - if it is revealed that the Corporation cannot account adequately for its range of grant funds or if the Corporation's charities lose their charitable status due to negligent management	Regulatory	Medium	High	Implementing the recommendations of the review
Wasted finances – potential for improved value for money and administrative efficiencies to be lost if the Corporation does not take a more rigorous approach to managing its grant giving activities	Corporate	Medium	High	Implementing the recommendations of the review

Assumptions

What assumptions have been made whilst constructing this Opportunity Outline?

Dependencies

Is this opportunity dependent or linked to other projects or initiatives?

For Mandatory/Compliance proposals only

Is this opportunity dependent or linked to other projects or initiatives?

Compliance Type	References	Penalty for non-compliance
Statutory		
Audit Recommendation		
Council Policy		
Contractual obligation		

Authorisation

This must be completed by the Author and the Senior Responsible Officer and Head of Department

Name	Position	Date Approved
Sue Baxter	Project Lead	
Susan Attard	Project Sponsor	
		SBR Steering Group – 10.11.14