

<b>Committee:</b> The City Bridge Trust (CBT) Committee	<b>Dated:</b> 6 <sup>th</sup> February 2017
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

### **Summary**

The principal focus of the February CBT Committee meeting is the 5 Year Strategic Review rather than the usual grant-making and analysis (see separate paper below). This report includes:

- An update on the City Bridge Trust website;
- A draft CBT high-level departmental business plan; and
- Detail of a new pilot element of the next Stepping Stones grants round.

### **Recommendations**

- a) To review and provide feedback on the draft high-level CBT business plan – both its format and content.
- b) To agree the new pilot element of the next Stepping Stones grants round and that £5,000 of the agreed £500,000 be used to fund a social investment intermediary organisation to work with CBT and the selected grantees on delivering the pilot.

### **Main Report**

#### **Introduction**

#### **Draft high-level CBT plan**

1. As some Members will be aware, a new framework for corporate and business planning is currently being developed, led by Kate Smith, the Corporation's new Head of Corporate Strategy and Performance. The aims of this new approach include:
  - To align departmental business plans with outcomes in the strategic corporate plan;
  - To lay a "golden thread" such that everything we do and develop is well thought through, aligned with the corporate plan, and included within a departmental business plan, team plan, or individual work plan;
  - To have corporate strategy driving business planning and resource allocation, and;
  - To support a culture of continuous improvement, challenging ourselves about the effectiveness of our services and the value they provide.

2. As this new approach involves in-parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented. Because of this, 2017/18 is very much a year of transition. Work has started on preparing the revised corporate plan, based on outcomes identified by the People, Place and Prosperity Strategic Chief Officer Groups, leading to full Member approval of the plan before the start of the 2018/19 financial year. Revised departmental business planning documentation is being introduced to address Member concerns over the consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department.
3. Whilst the CBT business plan is drafted to deliver the CBT strategy which is driven by the best interests of the charity, it makes sense that CBT adopts the same format as Corporation departments. In the initial phase, Departments and CBT have been asked to produce a draft high-level departmental plan, to a standard template, for discussion with their Service Committees, prior to the Common Council elections, where Committee meeting dates permit.
4. The template for these high-level plans has been developed through consultation so far with Chief Officers, their business planners, and Service Committee Chairmen. As well as key information on ambitions, budget and planned outcomes, the template includes scope for departments to report key projects, development needs, and known future events that will influence service delivery. It should be noted that the format for these plans has not been finally determined, therefore Members are invited to comment on the format of the high-level plan, as well as the content. The draft high-level City Bridge Trust plan is attached at Appendix 1 for your consideration.
5. Following the elections in March, Chief Officers have been asked to present the final draft of their high-level plans to their Service Committees for approval, supported by more detailed plans for 2017/18, in the previously used format. The departmental ambitions agreed at this time will then be used to inform budget setting for 2018/19, and for the development of the 2018-23 Corporate Plan. During 2017/18, consultation will also take place on the format of the more detailed departmental plans, with a view to a standard format being introduced for 2018/19 onwards.

### **Stepping Stones Fund**

6. At your November meeting you approved £500,000 towards the fourth round of Stepping Stones and, within this programme, the end of the scheme's Risk Finance strand since it had attracted so few applications. It was noted that the Trust wished to trial a new invitation-only strand, providing bespoke assistance to CBT grantees who might be willing to consider social investment if they received suitable guidance. The organisations selected would be those who have not previously applied to Stepping Stones, but who Grants Officers think have potential to look to the social investment market in due course if they did further work on their enterprise activities.

7. The Trust proposes to commission a social investment intermediary organisation, most likely one which has had experience of supporting Stepping Stones grantees, for purposes of pilot testing the invitation-only strand. The intermediary would develop a checklist of criteria that help grants officers identify when organisations may be ready for social investment support, and then help CBT select up to ten suitable groups from the current caseload. These groups would be invited to a workshop where they would learn more about the social investment market and the ways in which other charities have used repayable finance to deliver mission.
8. Five organisations would then be selected for one-to-one support, spending half a day with the social investment intermediary to look at current and potential revenue streams as well as skills and capacities needed for loan finance. The intermediary would prepare short reports for each not only to provide them with new ideas for mission delivery but also to help planning for subsequent Stepping Stones applications. The reports would also give the Trust guidance on how to market the support to a wider range of groups. UBS, your partner for the Stepping Stones Fund, has trialled similar work in the past with positive effect.
9. Your approval is sought to pilot this invitation-only trial. It will be funded at a level of £5,000 in the fourth round. As with previous rounds this will allow the majority of funds to be used towards Stepping Stones work under the Capacity Building and Piloting Outcomes strands.

### **City Bridge Trust Website**

10. Following the re-launch of the Trust's website in July 2016, your officers have undertaken a six-month review of the new website in order to respond to feedback received from users including grantees, Members, and officers. This feedback was largely very positive, but it was recognised that the Recent Grant search tool could be improved to make it more user-friendly and intuitive. Work to update this has now begun and will be rolled out in the next few weeks. The website will continue to be updated and improved as necessary and any further Member suggestions are welcomed.
11. In December we began a review of the Trust's Parklife London ([www.parklifelondon.org](http://www.parklifelondon.org)) website which provides a searchable map of London's green spaces. The first stage of this was an audit of the existing site, which has now been completed. Your officers will be considering the results of this over the next few weeks and a further update will be presented at your March committee meeting.

### **Appendix 1: Draft high-level City Bridge Trust plan**

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