

## APPENDIX 1

**Our vision is to create a fairer London.**

**2017/2018**

### Our ambitions are:

- To tackle disadvantage in London and make it a fairer place to live and work.
- To develop London further as a global hub for charitable giving.
- To develop the social investment market.
- To be a strategic, collaborative and influential funder.
- To use our experience to enable effective charitable grant-making throughout the City of London Corporation and its related charities.

### What we do is:

#### Grant-making

We award grants totalling £21M per year to charitable organisations across Greater London. We provide support to organisations beyond the money to improve their effectiveness and resilience.

#### Giving

We encourage individuals and businesses to give more time, money and skills/benefits in kind in a way that makes a positive difference.

#### Social Investment

We manage the City of London Corporation's Social Investment Fund which aims to achieve a positive financial return and demonstrable social benefit.

#### Contract management

We manage the City of London Corporation's Central Grants Unit and the Wembley National Stadium Trust.

### Our budget is:

	Total £000
Employees	1,180
Supplies & Services	399
<b>Total Expenditure</b>	<b>1,579</b>
Total Income WNST	(108)
<b>Total Local Risk</b>	<b>1,471</b>
Grants to be issued	21,000
<b>Total Budget</b>	<b>22,471</b>

### Our top line objectives are:

#### To increase the quality and impact of our charitable funding by:

- Agreeing the 2018-2023 strategy resulting from the five year Strategic Review and putting in place the resources to implement it.
- Developing an Evaluation and Learning Plan to underpin the delivery of the strategy.
- Committing: both through making grants to applicants and developing pro-active strategic grants with expert field input.
- Making the most of our non-financial assets, from our Trustee the City of London Corporation, its networks and related charities to deliver the strategy.

#### To encourage more giving of time, money and skills in an effective way to support thriving communities by:

- Developing a joint Giving Strategy that covers the Trust, the City of London Corporation and Mansion House and links with the work of other key stakeholders.

### What we'll measure:

- Successful launch and implementation of the Strategic Review for 2018-2023.
- How staff use knowledge gained through the Learning and Evaluation Strategy and how this is disseminated to other stakeholders.
- The amount of the grants budget committed Levels of grant spend against each of City Bridge Trust's funding priorities.
- Evidence of use of the Corporation's non-financial resources to deliver the Strategy.
- Giving Strategy agreed and implemented.
- Level of giving of time, money and benefits in kind across our trustee, the Corporation.

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### To grow the social investment market by:

- Implementing a fourth round of the Stepping Stones Fund.
- Committing a further £3million of the Social Investment Fund.
- Modelling effective collaboration between sectors.

### To ensure the Trust is led by strategic decisions and is customer focused by:

- Reviewing all grant processes and Business Plan in the light of the Strategic Review.
- Developing KPIs for grants assessment and management.
- Continuing to invest in grantee feedback and implement recommendations of recent survey.
- Ensuring officers keep up-to-date with the funding context.

- Successful launch of the fourth round of the Stepping Stones Fund (to include the quality and quantity of applications relative to previous rounds).
- The financial return and social impact of the Fund's investments.
- Number of internal/external networks engaged.
- Revised grant processes and KPI's agreed and implemented.
- Level of positive/negative feedback from grantees relative to sector benchmark and previous survey performance.
- Interaction with the website and social media platforms.

### Corporate Projects and programmes

- Undertake the recruitment of an apprentice under the City Corporation Apprenticeship programme.
- Input into the City of London Corporation's new Corporate Plan.

### Departmental Programmes and projects

- Organise regular training sessions for Grants Officers for their Continuing Professional Development.
- Implement the recommendations of the Eco-Audit.
- Provide IT systems to develop paper light agile working; improve database access and improve service effectiveness.
- Actively promote the Staff Diversity Networks within the team.

### How we plan to develop our capabilities this year:

- Review the Trust's Human and IT resource in conjunction with Central Service departments to ensure it is fit for purpose.
- Maximise the input and engagement with Members of the City Bridge Trust Committee and enable any relevant training.
- Review the Trust's due diligence and financial procedures and implement recommended improvements.

### What we're planning to do in the future:

- Implement the 2018-2023 City Bridge Trust Funding Strategy and develop appropriate KPI's to monitor the impact and outcomes.
- Implement a joint Giving Strategy with the Corporation, Mansion House and key partners.
- Move towards full investment and a balanced portfolio approach to our Social Investment Fund.
- Upgrade the existing grants management database.