



**City Bridge Trust  
Business Plan  
2017/19**

City Bridge Trust: Summary Business Plan 2017-19

<b>Vision:</b>	<ul style="list-style-type: none"> <li>• A fairer London</li> </ul>
<b>Strategic Aims:</b>	<ul style="list-style-type: none"> <li>• To be a strategic and collaborative funder</li> <li>• To maximise the impact of the funding available from the underlying charity Bridge House Estates.</li> <li>• To develop the social investment market</li> <li>• To tackle disadvantage in London and make it a fairer place to live and work</li> <li>• Encourage more charitable giving and the effective giving of time, talent and money across London. To ensure the Trust is led by strategic decisions, is customer focused and is resourced appropriately to deliver quality outcomes and use experience to deliver effective grant-making throughout the CoLC and related charities.</li> </ul>

Our <b>Key Performance Indicators</b> are:		
<b>Description:</b>	<b>2017/18 performance</b>	<b>2018/19 target</b>
Develop the Trust's role as a strategic, collaborative and influential funder.	Draft 2018-2023 funding strategy completed. To manage the external contract for Wembley and the Central Grants Unit.	2018-2023 funding strategy launched and implemented.
Maximise the impact of the funding available from the underlying charity Bridge House Estates.	Approx. £24M awarded in a range of different grants of which up to £4M in strategic initiatives. Funder plus options developed.	£21M awarded in a range of different grants of which up to £4M in strategic initiatives. Funder plus options implemented.
To develop the London social investment market	£3M committed for social investments.	£3M committed for social investments.
Encourage more charitable giving and the effective giving of time, talent and money across London.	'Head of Philanthropy Strategy' post developed and recruited. Joint CBT /CoLC Philanthropy Strategy developed City Philanthropy project	Joint CBT /CoLC Philanthropy Strategy implemented. 4 new London borough Local Giving schemes are developed and an evaluation

Our <b>Key Performance Indicators</b> are:		
<b>Description:</b>	<b>2017/18 performance</b>	<b>2018/19 target</b>
	learning integrated into City of London	of London's Giving started.
Fit for purpose: To ensure the Trust is led by strategic decisions is customer focused and is resourced appropriately to deliver quality outcomes.	Strategic Review completed. New programmes designed and written. Staffing and CBT resource review undertaken in light of the Strategic Review. Zero-based budgeting exercise completed.	New funding programmes launched. Staffing and CBT resources review implemented.

### City Bridge Trust: Summary Business Plan 2017-19

	<b>2015/16 Actual</b>	<b>2016/17 Original Budget</b>	<b>2016/17 Revised Budget</b>	<b>2016/17 Forecast Outturn (latest)</b>	<b>2016/17 Comparison to 2015/16</b>	<b>2017/18 Original Budget</b>	<b>Refer to note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>£000</b>	
Employees	806	1,144	968	961	19	1,181	1
Transport	3	4	6	4	33	6	
Supplies & Services	338	226	501	420	24	393	2
Grants	18,342	20,000	21,510	16,881	(8)	21,000	3 & 4
<b>Total Expenditure</b>	<b>19,489</b>	<b>21,374</b>	<b>22,985</b>	<b>18,266</b>	<b>(6)</b>	<b>22,580</b>	
Total External income	309	107	107	307	(1)	108	5
<b>Total net expenditure before recharges</b>	<b>19,180</b>	<b>21,267</b>	<b>22,878</b>	<b>17,959</b>	<b>(6)</b>	<b>22,472</b>	
Support services and capital charges	145	137	158	142	(2)	171	
<b>Total net expenditure</b>	<b>19,325</b>	<b>21,404</b>	<b>23,036</b>	<b>18,101</b>	<b>(6)</b>	<b>22,643</b>	

#### Notes on Financial Information:

1. The expected outturn for the employees' budget for 2016/17 compared to original budget reflects the fact that 4 vacancies existed within the Grants Team

during the year, alongside the delayed recruitment of the Head of Charity and Social Investment Finance. The 2017/18 budget plans for a full team to be in place throughout the year.

2. The Supplies and Services budget covers a variety of expenditure headings, with consultancy being a key contributor. With several vacancies being carried during 2016/17, the team had to draw upon interim consultants hence the higher spend compared to 2015/16 and original budget. Approval is to be sought from the Chamberlain and Resource Allocation Sub-committee to carry-forward £42k of budgeted spend relating to specific projects yet to take place.
3. The revised grants budget for 2016/17 comprised the standard grants programme of £15m, the Prince's Trust allocation of £1m, an additional allocation of £4m from the surplus income of the Bridge House Estates plus a carry forward of £1.51m from 2015/16. Approval has been sought under urgency to carry-forward to 2017/18 the underspend of £4.448m allocated for the employability and the infrastructure programmes.
4. The grants budget for 2017/18 comprises the standard grants programme of £15m, the Prince's Trust allocation of £1m and an additional allocation of £5m from the surplus income of the Bridge House Estates. A request for the unspent element of the Investors in London programme, of £181k will be requested via the normal carry-forward process.
5. External income comprises that received from the Wembley National Stadium Trust (WNST) contract (£107k in 2016/17) plus £200k from UBS towards the Stepping Stones grants programme, the latter not having been included in the budget. The 2017/18 budget includes solely income from WNST at present.

### **City Bridge Trust: Summary Business Plan 2017/18**

#### **CBT Staffing:**

This section will be completed by the CBT HR Business Partner and will include data analysis on current staffing levels, sickness and absence rates and the levels of diversity within the department. Information to follow.

#### **Notes on Staffing Information:**

To be completed.

#### **Learning & Development:**

The Trust is strongly committed to the development of its staff team. As well as formal training opportunities, there are a wide variety of ways in which staff can learn 'on the job', including:

- Attendance at and active participation in funders' networks where issues relevant to our funding priorities, as well as good practice in grant-making,

are discussed.

- Attendance at and active participation in conferences and seminars on topics relevant to our grant-making.
- Opportunities for administrative staff to accompany Grants Officers on assessment and monitoring visits.
- As board members of organisations, including London Funders, the Association of Charitable Foundations and NCVO.
- Making presentations on the Trust's work to London's voluntary sector.

During the year, a number of team training sessions will be planned, following consultation with staff members.

### Key Improvement Objective Template

<b>Objective 1</b>	Develop the Trust's role as a strategic, collaborative and influential funder.
<b>Priority and rationale (why are you doing it?)</b>	As London's largest independent funder, the Trust has a responsibility to London's communities, especially those most disadvantaged.

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Strategic Review stakeholder consultations completed and final draft of strategy submitted to CBT Committee for approval	May 2017	<ul style="list-style-type: none"><li>• Committee approve the 2018/2023 funding strategy.</li></ul>	Chief Grants Officer	Officer time; local risk and grants budgets.
Strategic Review submitted to Court of Common Council for approval.	July 2017	<ul style="list-style-type: none"><li>• Court of Common Council approve the 2018/2023 funding strategy.</li></ul>	Chief Grants Officer	Officer time; local risk and grants budgets
Strategic Review implementation timetable and resources plan developed and agreed	July 2017	<ul style="list-style-type: none"><li>• Committee presented with the implementation timetable and associated resource requirements.</li></ul>	Chief Grants Officer	Officer time; local risk and grants budgets.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
To develop an Evaluation and Learning plan to underpin the delivery of the strategy.	December 2017	<ul style="list-style-type: none"> <li>How staff use the knowledge gained through the Learning and Evaluation Plan and how this is disseminated to other stakeholders.</li> </ul>	Chief Grants Officer	Officer time; local risk and grants budgets.

<b>Objective 2</b>	Maximise the impact of the funding available from the underlying charity Bridge House Estates.
<b>Priority and rationale (why are you doing it?)</b>	The needs of Londoners are greater than the resources available and it is essential that the Trust aims to maximise its impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
The grants budget is expended in full.	March 2018	<ul style="list-style-type: none"> <li>Even grant spend throughout the year meeting notional targets (50% deployed by October 2017)</li> </ul>	Chief Grants Officer	Full team supported by Chamberlain's.
Strategic Initiatives continue to complement the Trust's responsive grant-making.	On-going	<ul style="list-style-type: none"> <li>20% of the grants budget is committed to strategic initiatives.</li> <li>Funder Plus initiatives developed.</li> </ul>	Deputy Chief Grants Officer.	Full team supported by Chamberlain's.
The Grants Manual is in place.	October 2017	<ul style="list-style-type: none"> <li>The quality and consistency of grants assessment and management is improved.</li> </ul>	Deputy Chief Grants Officer and lead Grants Officer.	Staff time.
The Central Grants Programme is managed effectively on behalf of the CoLC.	April 2017 onwards.	<ul style="list-style-type: none"> <li>To continue to provide appropriate resources to deliver the Central Grants Programme.</li> </ul>	Chief Grants Officer and the Senior Grants Officer lead.	Staff time supported by City Solicitors and the Chamberlain's teams.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
		<ul style="list-style-type: none"> <li>Members and Officers continue to understand the grants that may be applied for.</li> </ul>		
Learning and development plan developed.	December 2017 and on-going	<ul style="list-style-type: none"> <li>Members of grants team actively participate in external networking and learning events.</li> <li></li> </ul>	Deputy Chief Grants Officer	Staff time.
The Trust continues to develop its relationship with London Funders as a strategic partner.	On-going	<ul style="list-style-type: none"> <li>London's Giving continues to grow in at least 4 more boroughs.</li> <li>The Trust identifies initiatives to fund under the infrastructure support strand of its uplifted grants budget.</li> </ul>	CBT Management team	Staff time.
Resource and staffing plan developed for Phase 2 of the website redevelopment.	July 2017	<ul style="list-style-type: none"> <li>Positive feedback of user-friendliness of new site; up-to-date and dynamic nature of content, feedback incorporated from users.</li> </ul>	Communications Officer	Staff time (including I.S. team); budget.

<b>Objective 3</b>	Grow the London social investment market
<b>Priority and rationale (why are you doing it?)</b>	To diversify and increase the funding available to achieve social impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
At least a further £3m of the Social investment Fund	March 2018	Social Investment Board meetings will approve	Chief Grants Officer	Officer time and Bridge House Estates charitable

committed.		investment commitments of a further £3m by the end of the financial year		assets.
A further round of Stepping Stones grants is awarded.	September 2017	<ul style="list-style-type: none"> <li>£0.55m Stepping Stones Fund is fully committed.</li> <li>The Partnership with UBS continues.</li> </ul>	Principal Grants and Social Investment Officer	Officer time and grants budget, UBS employee time and grants resource.
Board Strategic Away-Half Day	31 October 2017	Discussions on the day lead to improvements to strategy and related activity.	Chief Grants Officer	Officer time, external speaker time.

<b>Objective 4</b>	Encourage more charitable giving and the effective giving of time, talent and money across London.
<b>Priority and rationale (why are you doing it?)</b>	To increase the resources available to civic society

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
To develop a joint Giving strategy that covers the Trust and The City of London Corporation and links with the work of other key stakeholders.	January 2018	<ul style="list-style-type: none"> <li>A Giving strategy is agreed and this is understood and informs working across the Trust/ColC/and Mansion House</li> </ul>	Chief Grants Officer.	Officer time and consultancy budget.
To recruit a 'Head of Philanthropy Strategy'	July 2017	<ul style="list-style-type: none"> <li>To have recruited to the post.</li> </ul>	Chief Grants Officer.	Officer time and grants budget

<b>Objective 5</b>	Fit for purpose: To ensure the Trust is led by strategic decisions, is customer focused and is resourced appropriately to deliver quality outcomes.
<b>Priority and rationale (why are you doing it?)</b>	The extent of disadvantage in London is greater than the resources available to tackle the problem: it is essential that the Trust maximises its impact by making best use of all of its assets.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
----------------------	-------------	--------------------	----------------	-----------



Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
A programme of themes is continued for each Committee meeting – to include one focused meeting on strategic initiatives.	May 2017 onwards (Strategic initiative focused meeting November 2017).	<ul style="list-style-type: none"> <li>Members feel better informed about the focussed areas of the Investing in Londoners programme (including strategic initiatives).</li> </ul>	Chief Grants Officer	Officer time and grantee speaker time.
The Trust's Committee Members are able to play their full part in the governance of the Trust's work.	On-going and March 2018	<ul style="list-style-type: none"> <li>All new Members receive a full induction within 2 months of joining the Committee.</li> <li>Each Member attends at least 2 grantee visits/events and strategic away-half day.</li> </ul>	Chief Grants Officer	Officer and Member time.
The Trust's staffing resource and structure is reviewed in light of the Strategic Review and Central Grants Programme.	December 2017	<ul style="list-style-type: none"> <li>The grants team has clear lines of accountability in place.</li> <li>The Central Grants function is integrated and working efficiently as part of the CBT team.</li> </ul>	Chief Grants Officer	Officer time (including additional HR).