

**Our vision is for London to be a city where all individuals and communities can thrive.**

**The corporate outcomes we aim to impact on are:**

- To support a thriving economy; specifically, outcomes 5 and 8.
- To shape outstanding environments; specifically, outcomes 10 and 11.
- To contribute to a flourishing society; specifically, outcomes 1, 2, 3 and 4.

**CBT's Bridging Divides Outcomes:**

- For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
- To reduce inequality and grow more cohesive communities for a London that serves everyone.
- To develop London further as a global hub for charitable giving and social investment.
- To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

**What we do is:**

- **Charitable Funding:** We award charitable funding of approx. £20M per year to charitable organisations across Greater London. The funding can support outcomes 1, 2, 3, 4, 8, 10 and 11.
- **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. This supports outcome 5, themes b and c.
- **Philanthropy:** To contribute to higher impact and higher value philanthropy through our role modelling in London and our support and awareness raising in the UK and internationally. This supports outcome 5, theme d.
- **Strategic initiatives:** We support initiatives including research, feasibility studies and conferences, often undertaken in partnership with other bodies in support of our vision. The funding can support outcomes 1, 2, 3, 4, 8, 10 and 11.
- **Centre for excellence:** We manage the City of London Corporation's Central Grants Programme (CGP) and the Wembley National Stadium Trust (WNST). WNST work supports outcome 3, theme d and CGP work supports outcome 10, theme c; outcome 8, theme d; outcome 11, theme c; and outcome 4; themes a and b.

**Our budget is:**

<b>CBT Budget info for Business Plan</b>	
	<b>£</b>
Grants budget (central risk)	(21,337,720)
Social Investment Income	530,000
CBT operational budget (local risk)	(2,523,507)
Central recharges & depreciation	(138,000)
Wembley National Stadium Trust (admin fee)	112,950
Central Grants Unit (admin fee)	85,000
	<b>(23,272,277)</b>

**Our top line objectives are:**

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

- Implementing the 2018-2023 Bridging Divides Charitable Funding Strategy.
- Developing a Learning Plan to underpin the delivery of the strategy in conjunction with our external Learning Partner.
- Spending the charitable funding budget in full.
- Making the most of our non-financial assets and those of our Trustee, the City of London Corporation (including networks, expertise and related charities), to deliver the strategy.
- Delivering the WNST and CGP to an excellent standard.

**To grow the social investment market by:**

**What we will measure:**

- To deliver staff knowledge and learning events to support Bridging Divides. (Target: 4 per annum)
- To spend the total grants budget of £20 million. (Target: Mar-19)
- To implement the Total Assets Approach strategy (Target: Apr-19)

- Developing Stepping Stones as an on-going grants programme which supports organisations looking to become social investment ready.
- Further developing the City of London Corporation's Social Investment Fund.
- Modelling effective collaboration between private, public and voluntary sectors.

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

- Ensuring all changes to charitable funding processes of the Strategic Review are implemented.
- Encouraging and responding to grantee feedback and commission an external grantee perception survey.
- Ensuring officers keep up-to-date with the funding context.
- Ensuring all applications and inquiries are dealt with efficiently, effectively and in line with K.P.I's.
- To contribute to higher impact and higher value philanthropy through our role modelling in London and our support and awareness raising in the UK and internationally by implementing the joint Philanthropy Strategy that increases the collaboration and impact of the Trust, the City of London Corporation and Mansion House and links with the work of other key stakeholders and related charities.

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

- Continue to review the Trust's staffing resource and structure to ensure it is fit for purpose.
- Maximise the input and engagement with Members of the CBT Committee and enable any relevant training and strengthen the governance through external co-option.
- Enable attendance of regular training/knowledge exchange for Officers for their Continuing Professional Development.
- Review and implement the Trust's due diligence and financial procedures for the delivery of 'Bridging Divides'.
- To strengthen our role as in-house experts on charitable governance and management and further develop our service for internal clients.
- To deepen our knowledge of relevant City of London Corporation departments expertise to support the 'total assets' approach of the Bridging Divides strategy.
- To improve and increase the level of internal and external Communications.

To build a culture of Learning.

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

- Further embedding the 2018-2023 CBT Funding Strategy and implement the 'total assets' approach with our trustee.
- Continue to review the implementation of the 2018-2023 Bridging Divides strategy, in conjunction with our Learning partner and adjust working as a result.
- Move towards full investment and further embed the balanced portfolio approach to our Social Investment Fund.
- Continue to develop as a centre of excellence on charities and charitable funding and to share this expertise to enable others to increase their impact.
- Contribute to the Bridge House Estates charitable review to ensure good practice and high impact and more broadly to contribute to a review of all the Corporation's charities.

- WNST Board satisfied with delivery in 2018/19 and continues contract in 2019/2020 (Target: Apr-19)
- To undertake an annual review of CGP performance for submission to Finance Grants Oversight and Performance Sub-Committee. (Target: Nov-19)
- To develop Stepping Stones into an on-going grant programme. (Target: Apr-19)
- To review the grant making processes to make sure that they are fit for purpose. (Target: Feb-20)
- Delivery of the Philanthropy strategy implementation plan. (Target: To be inserted following sign off of the plan in December 2019.)
- To quantify the level of giving of time across our trustee, the Corporation. (Target: Dec-20)
- To undertake the annual benefits in kind reporting across our trustee, the Corporation. (Target: Nov-19)