

Our aims and objectives are...

1. For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
2. To develop London further as a global hub for charitable giving and social investment.
3. To be the centre of excellence within the Corporation for charitable knowledge and expertise.
4. To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

Our (six) major workstreams this year will be...

1. Implementation of an interim review of the Bridging Divides Strategy in response to the Covid-19 context (including the framing of the additional £200million spend).
2. Multi-agency Covid response and recovery work.
3. Development of the social investment workstream following any possible governance changes.
4. Implementation of the BHE Strategy and recommendations from the Corporate Charities Review.
5. CBT website review and development/implementation of a new website.
6. Delivery of the Central Grants Unit and Wembley National Stadium Trust contract.
7. Further embedding our values, for example implementation of the Race action plan.

The Corporate Plan outcomes we have a direct impact on are...

HLA3a: Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.

HLA5d: Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money

HLA2d : Provide inclusive access to facilities for physical activity and recreation.

What's changed since last year...

1. There has been an increase in the level of grant spend and related activity in relation to the Covid-19 Pandemic.
2. An overarching strategy for Bridge House Estates has been agreed.
3. Work has progressed to embed our values with the support of the Learning and Impact team.
4. There has been greater collaborative grant-making in the context of C-19 through the "London Community Response" collaboration.
5. Participating in the London Covid-19 response through the Strategic Coordination Group and associated workstreams.
6. Management of the Community Infrastructure Levy through Central Grants Unit.

Plans under consideration

Plan	Time Scale
Leadership team development with external training consultant	December – May 21
Implementation of the outcomes from governance reviews (BHE, Lord Lisvane review and Corporate Charities review)	Ongoing
Implementation of the interim review of Bridging Divides, the Charitable Funding Strategy for CBT	December- March 21

CBT Equality, Diversity & Inclusion Self Assessment scores

Monitoring and use of data/Information	3/4
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	1/4
Target setting and mainstreaming equalities into performance systems	0/4
Using procurement and commissioning to achieve equality and cohesion targets	3/4
Engagement & partnership	3/4
Employment and training	3/4

Our strategic commitments

Bridging Divides strategy

- To reduce inequality and grow more cohesive communities for a London that serves everyone

BHE Strategy

- To lead a review to enhance and improve the effectiveness of the charity's governance and administration to achieve maximum impact in support of its beneficiaries.

Corporate Charities review

- To ensure all Corporation charities have been fully assessed to ensure regulatory compliance and efficient governance; and to ensure exceedingly small charities are streamlined, closed down or merged to generate efficiencies.

Philanthropy Strategy

- To role model high impact philanthropy which is impactful and strategically aligned; support initiatives which enable higher impact and/or higher value philanthropy to be generated by others, with a particular focus on cross-sector collaboration and raise awareness of higher impact and/or higher value philanthropy through convening, research, thought leadership.

Responsible Business Strategy

- To achieve impact by delivering our operations and procuring our resources in the most ethical and responsible ways possible, by using responsible business practices through our every day work and decision making.

Climate Action Strategy

- To build climate resilience; champion sustainable growth and support the achievement of net zero

Key Risks

Risk Title	Current Risk Assessment
Grant not used for its intended purpose	
Financial loss through fraud or theft	
Negative publicity and reputational damage	
IT failure	
Impact of Brexit	
Staff Capacity	

Social Mobility Strategy

- To champion equality, diversity and inclusion and encourage the need for and benefits of social mobility
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility

Key Performance Indicators

KPI	Current Performance	Direction of Travel/ Target
To distribute the annual CBT grants budget in full	On track	N/A
% increase in number of volunteering hours across City Corporation	TBC	TBC
Monetary amount/equivalent of philanthropic activity delivered by City Corporation	TBC	TBC
Number of staff taking part in the Employee Volunteering Programme in last 12 months	TBC	TBC

ANNUAL BUDGET TOP LEVEL SUMMARY	£
Activities of the charity team hosted by CBT	(4,435,000)
Community Infrastructure Levy Support	83,000
Central Grants Unit Support Income	67,000
Wembley National Stadium Trust Income	29,000
Social Investments Income	250,000
Voluntary Income	200,000
Central risks(grants and non-grants expenditure)	(106,270,000)
Central recharges and depreciation	(121,000)