

OUR AIMS AND OBJECTIVES FOR 2022/2023 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 of the financial and non-financial assets of BHE and its trustee, working collaboratively, to achieve our ambition.

OUR MAJOR WORKSTREAMS THIS YEAR WILL BE..

1. To finalise the implementation of the Interim Review of the Bridging Divides Strategy, distribute c£100m in funding to London's voluntary sector and community to continue framing and scoping work around the "distribution of the amount held within grant-making designated fund".
2. To embed the BHE strategy across BHE's ancillary object following governance and TOM structural changes to deepen links across the whole charity.
3. To finalise the TOM structure across BHE's ancillary object and to recruit and induct any new team members.
4. To continue our contribution to the multi-agency Covid recovery work and manage the allocation to the Collaborative Action for Recovery (CAR).
5. To review the existing CRM provision and undertake a procurement exercise to establish a new contract.
6. Implementation of the Philanthropy Strategy, Diversity, Equity and Inclusion (DEI) Strategy, and Climate Action Strategy.
7. To undertake a website review and implement a new website - including a redesign of how we describe and present our work.
8. To embed learning across all the BHE's ancillary object and use evidence and learning to influence good practice more widely (internally and externally) by implementing the Impact and Learning Strategy.
9. To support the implementation of the Communications Vision and increase the volume and quality of communications and engagement work with funded organisations (e.g. learning events, bulletins).
10. To develop new and support existing philanthropy- focused partnerships, leveraging time and talent from our corporate trustee and wider networks to further BHE's ancillary object.
11. Development of Social Investment workstream following any possible governance changes.
12. Delivery of the Wembley National Stadium Trust contract.
13. Collaboration with the Corporate Charity and Funding Unit (formerly CGU) to develop a centre of excellence for good practice in charities and charitable giving.

CHARTS FOR KEY PERFORMANCE INDICATORS

CBT TARGET KPI'S	Progress update to follow
To distribute the annual CBT grants budget in full	0%
To achieve 15% increase in number of volunteering hours across City Corporation	15%

CHART DATA FOR KEY RISK SCORES

Risk Title	Likelihood	Impact
Grant not used for its intended purpose	2	2
Financial loss through fraud or theft	2	2
Negative publicity and reputational damage	2	2
IT failure	2	2
Staff Capacity	3	3

CBT'S SUMMARY BUDGET CHART 2022-2023

ANNUAL BUDGET TOP LEVEL SUMMARY	
Activities of the CBT and teams hosted by CBT	-£ 4,150,000
Community Infrastructure Levy Support	£ 90,000
Corporate Charity and Funding Unit (formerly CGU)	£ 123,000
Wembley National Stadium Trust Income	£ 73,000
Social Investment Income	£ 166,000
Voluntary Income (Donations received from third- parties i.e., Cornerstone)	£ 100,000
Central Risk (Total-grants cost and non-grants expenditure) i.e. budget for grant making excluding operational low risk costs.	-£ 103,553,000
Central Recharges and Depreciation	£ 359,000

WHAT'S CHANGED SINCE LAST YEAR..

1. Learning from the "London Community Response" has been captured via internal and external learning reports, and recommendations embedded in future plans.
2. Scoping and framing plans for distribution of uplift have been developed.
3. Establishment of a BHE Leadership team including the new role of Chief Funding Officer.
4. Development of a Diversity, Equity and Inclusion (DEI) Working Group and production of a Race Action Plan and DEI Strategy.
5. Governance changes: Establishment of a BHE Board and BHE Grants Committee.

THE CORPORATE PLAN OUTCOMES WE HAVE DIRECT IMPACT ON ARE..

- HLA3a: Promote and Champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- HLA3A: Advocate and facilitate greater levels of giving of time, skills, knowledge and money.
- HLA2d: Provide inclusive access to facilities for physical activity and recreation.

OUR STRATEGIC COMMITMENTS ARE..

- BHE Strategy -Bridging London**
- To deliver against our primary object by supporting and maintaining our five Thames bridges, and to use any available surplus income to advance our ancillary purposes.
- To meet these objectives by taking a values-led approach of aiming to be a charity that is catalytic, sustainable and impact driven.

Bridging Divides Strategy

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

- Implementation of the DEI Strategy through all of Bridging Divides.

Climate Action Strategy

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

Philanthropy Strategy

- To role model high impact philanthropy which is impactful and strategically aligned: supporting 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 and thought leadership.

Responsible Business Strategy

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

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.

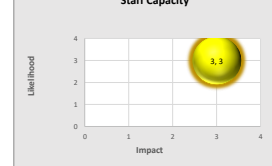
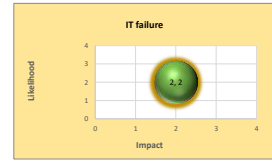
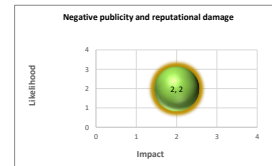
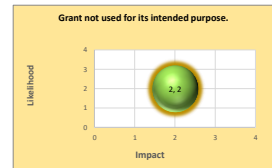
Communications Vision

- To develop enhanced, collaborative communications to more effectively engage our target audiences and support delivery of our mission and vision.

Learning Vision

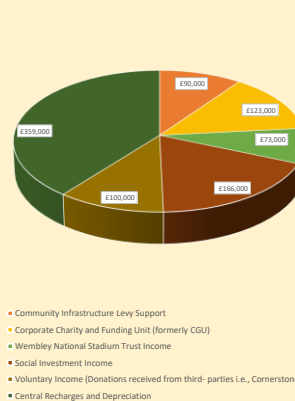
- To embed learning across all the BHE's ancillary object and use evidence and learning to influence good practice more widely (internally and externally) by implementing the Impact and Learning Vision.

KEY RISK- OUTCOME SCORES



CBT'S INCOME & EXPENDITURE CHARTS 2022-2023

INCOME ANNUAL BUDGET TOP LEVEL SUMMARY



EXPENDITURE ANNUAL BUDGET TOP LEVEL SUMMARY

