

Appendix 1: Strategic Framework for the Joint Philanthropy Strategy

1. A [Joint Philanthropy Strategy](#) (the 'Joint Philanthropy Strategy') was adopted by the Court of Common Council in June 2018 acting in its capacity as Trustee of CBF in furthering the charity's ancillary object and also for the CoLC acting in its other capacities.
2. The Joint Philanthropy Strategy's ambitions were further reinforced by the CoLC's [Corporate Volunteering Strategy 2018-2023](#). This set out the CoLC's vision for volunteering undertaken by employee volunteers, by 'community' or external volunteers who support the CoLC's work, and by volunteers who are resident within the Square Mile and City of London housing estates. It was developed by the Corporate Strategy Team and approved by Policy & Resources Committee on 6 September 2018. It aligns with the Joint Philanthropy Strategy, supporting its overall vision to role model best practice in the giving of time. The original intention had been for the HR Department to steward the Volunteering Strategy. However, as HR did not have the capacity to support direct delivery of the Volunteering Strategy at that point, CBF agreed to support direct delivery as the strategic outcomes were aligned with the charity's own agreed strategic objectives in furthering its ancillary object.
3. In October 2020, the Court of Common Council, acting as in its capacity as Trustee of CBF, approved an overarching strategy for the Charity, [Bridging London 2020 – 2045](#). This strategy provides a framework for all of CBF's activities and outlines the collective impact it seeks to have in advancing its primary object (the maintenance and support of five Thames bridges) and its ancillary object (its funding and wider philanthropic activities as encompassed in the charity's current policy, [Bridging Divides](#) 2020-2045). For CBF therefore, the Joint Philanthropy Strategy sits under the charity's overarching strategy and provides more detail on philanthropic practice and objectives for CBF.
4. In November 2022, noting contextual factors with changing senior level leadership at both Member and officer level, together with the work to revise the CoLC's Corporate Plan and CBF's own strategies and policies, the Policy & Resources Committee (for the CoLC) and the CBF Board (for CBF) agreed to extend the Joint Philanthropy Strategy by a further year until the end of March 2024. The Policy & Resources Committee also agreed (for the CoLC) to extend the Volunteering Strategy by a further year, and the CBF Board (for the CBF) agreed to continue the charity's support in direct delivery of that Strategy over that same period as continuing to be in the charity's best interests in advancing the charity's ancillary purpose.

Appendix 2: Summary of discretionary charitable giving undertaken by the CoLC and CBF 2019-2023

Activity/Fund	2019-20	2020-21	2021-22	2022-23
	£m	£m	£m	£m
City Bridge Foundation (as charity trustee)	30.5	54.7	29.8	60.0
CoLC Funding (City's Estate and City's Fund)	20.1	19.3	17.2	17.4
Sundry Trusts grants/donations/prizes/bursaries (as charity trustee of those charitable trusts)	1.2	1.2	2.0	2.4
CoLC Benefits in kind (in all capacities)	2.0	0.6	1.7	2.6
Total	53.7	75.8	50.6	82.4

Points to note:

1. The City Bridge Foundation (CBF) uplift in spending in 2020/21 relates principally to the charity's significant contribution to the pan-London collaborative funding response to the Covid-19 health pandemic; the "London Community Response". Following a post-pandemic strategic review in 2021-22 by the CoLC as Trustee, further significant funding has been distributed from the charity's funds in 2022-23, with commitments made from additional surplus income approved by Court in 2020. It is anticipated that, subject to investment returns and the level of funding required to fulfil CBF's primary object relating to maintenance and repair of the Bridges, CBF funding commitments will return to an annual amount of c£30m with effect from 2027/28.
2. The CoLC's charitable giving principally relates to its funding of the Natural Environment Charities. It should be noted that charities are sometimes commissioned by the CoLC to help it fulfil its statutory duties eg in relation to child or adult social care or for cultural provision. Money used for such commissioning purposes is not captured in the above totals which relate simply to discretionary charitable giving over and above that expected from the CoLC when divesting its Local Authority function. Giving undertaken through the Community Infrastructure Levy Neighbourhood Fund is also not reflected here for the same reason.
3. The giving undertaken by the Sundry Trusts relates to those registered charities (other than the Natural Environment Charities) of which the CoLC is the trustee or where the majority or all individual named trustees are related to, and appointed by, the

CoLC. Whilst the number of such charities has been reduced as a result of the streamlining undertaken through the Corporate Charities Review, it is encouraging to note that the giving has increased reflecting improved capacity and oversight of the funds in question and the philanthropic imperatives attaching to them.

4. Benefits in Kind (BiK) offered across the CoLC (acting in all its capacities) – e.g. the free or reduced hiring fees for event space, free accommodation, pro-bono skilled support etc are captured and reported on by the Central Grants Unit each year in accordance with the CoLC's Benefits in Kind Policy. At the request of the Chair of the Operational Property and Projects Sub-Committee, efforts have been made to better capture and interrogate BiK across the organisation, resulting in significantly increased totals for 2022/23. A refreshed BiK policy was approved by Finance Committee on 12 December 2023 to ensure a more transparent and strategic approach to BiK decisions going forward, with resourcing to support this work agreed by the Resource Allocation Sub-Committee on 24 January 2024.

Appendix 3: Positive impacts and areas of challenge for the Joint Philanthropy Strategy

There is much to celebrate in terms of the impact of the Joint Philanthropy Strategy which focuses on the giving of time, skills, assets and funding:

1. £10.5m has been donated by CBF in the last 3 years to charities specifically focused on raising the scale and quality of giving. This funding includes a particular focus on place-based giving where CBF has supported the growth of a pioneering range of place-based collaborations in 14 boroughs across London.
2. Beyond this, CBF has funded a range of pioneering multi-million-pound collaborations such as:
 - the [London Community Response](#) (in collaboration with 66 other funders focused on collaborating to unlock highly streamlined mechanisms to distribute funding during the Covid-19 pandemic at speed),
 - [Propel](#) (a £100,000m collaborative fund to which CBF has allocated £30m alongside other major funders including the GLA and the National Lottery). This builds on the excellent learning amassed from the London Community Response and takes forward the collaboration into non-emergency contexts post pandemic ; and
 - the [Anchor Fund](#) (a co-designed fund providing 10-year funding to second-tier organisations, reflecting CBF's celebrated commitment to infrastructure funding)

These collectively attempt to embody best practice in grant-making and fully reflect the 'role-modelling' aspirations of the first pillar of the Joint Philanthropy Strategy.

3. The expansion of the remit and impact of the Central Grants Unit ('CGU') which was originally developed in 2016 simply to oversee the administration of the Central Grants Programme (encompassing charitable and City's Estate funding under four funding strands, delivered across several CoLC Departments). The CGU is now directly responsible for managing funding relating to 9 further Funds, and was either directly involved with, oversaw or advised on over £9m of funding in 2022/23. By managing an increasing range of different funds across the CoLC, the CGU ensures consistency of practice, efficiencies of scale and best practice standards are provided. The CGU also serves as a central hub, providing strategic and best practice grant-making advice for Member enquiries concerning CoLC-related philanthropy more broadly. It is also now responsible for leading on the administration of a number of the charities associated with the CoLC, beyond grant-making activity (i.e. charity governance and compliance, risk management, etc).
4. The CGU has also played a key role in securing funding for and project-managing the Corporate Charities Review which ensures (where relevant) compliant, streamlined and impactful grantmaking and improved charity administration for the 59 charities falling within the scope of the Review. Since its inception in 2019, the Review has enabled the reduction in the number of CoLC-related charitable trusts from 59 to 24 charities. Additionally, steps have

been taken to ensure that each remaining charity is well governed, managed and is advancing its objects. This work was expanded further as a result of time-limited funding agreed by the Finance Committee on 12 December 2023 to support an intensive piece of cross-departmental collaboration to explore asset ownership, funding models and future fundraising potential for the 8 Natural Environment Charities.

5. Since 2016, the CGU has been responsible for collecting Benefits in Kind (BIK) data from across the CoLC annually. In 2023 the CGU conducted a CoLC-wide review on BIK which resulted in an enhanced Policy and mandate for there to be greater rigour from Departments and Institutions when approving BIK currently worth £2.6 Million p.a. The CGU will now provide an enhanced service and framework to ensure BIK are in line with Corporate and Institutional priorities.
6. The number of employees reporting participating in volunteering have increased by 530% since the launch of LEAP, the Corporation's Employer Supported Volunteering (ESV) Programme.
7. Significant support was offered by the Corporate Volunteering Manager to recruit, train and operationalise a cohort of Royal Event Supporters from across the CoLC's employee-base to support with City-based events marking both the Platinum Jubilee and, subsequently, the passing of Her late Majesty Queen Elizabeth II. The quality of this work was reflected in an award for outstanding customer service in Autumn 2022.
8. New "Guidance for Managing External Volunteers" has been collaboratively developed and approved by the CoLC's Senior Leadership Team with a view to ensuring a consistent and positive experience for the 750+ individuals who volunteer across CoLC departments, and de-risking the work accordingly.

However there have also been challenges in the following areas:

9. in generating a compelling overarching narrative around impact, noting the myriad different funding relationships and focus-areas encompassed within the scope of the Joint Philanthropy Strategy, and the varying levels of resourcing available to credibly interrogate impact across the different philanthropic areas;
10. in working towards a joined-up approach to delivery across all the relevant philanthropic areas noting that some funds are subject to public law requirements, others are charitable requiring the prioritisation of the relevant charity's best interests in determining approach, and some relate to discretionary philanthropic spend from City's Estate. There are well over 20 different committees who are engaged in this work in some shape or form which illustrates the scale of the challenge here;
11. the Covid-19 health pandemic and the Target Operating Model (TOM) restructure within the City Corporation created a challenging context in which to launch and deliver the CoLC's Volunteering Strategy, with significant disruptions to volunteering practice and preferences across the UK (albeit

within a context where informal ward-level volunteering flourished). Hybrid working arrangements have meant that volunteering options close to the workplace have been more challenging to promote to employee volunteers, raising questions about whether it makes more sense to focus on supporting employee volunteers to source their own opportunities closer to where they live.

12. As noted in paragraph 6 of the main report, with considerable resourcing constraints in play across the CoLC, it has been challenging to secure necessary funding from the CoLC to support the aspirations of the Joint Philanthropy Strategy. The not inconsiderable time required to argue for, and secure, such funding has also been largely been born by CBF.

Appendix 4: How strong working links will continue between CBF and CoLC upon the conclusion of the Joint Philanthropy Strategy

1. Links between CBF and the COLC will be reinforced through close working relationships and appropriate oversight. The CGU, which leads on operational delivery for much of the CoLC's philanthropy will continue to be physically based in the same Guildhall office space as both the CBF Funding team and the CBF & Charities Finance Team with which it enjoys highly collaborative relationships, sharing best practice, joint project work and mutual opportunities for staff development.
2. The Philanthropy Director, who reports into the MD of CBF (the CoLC's Head of Profession for Charitable activity), will continue to line-manage the Head of the CGU in order to maximise links between CBF and the work of the CGU (see organogram in Appendix 7 below) . The CGU team are also treated as part of the CBF department for administrative and management purposes which will further assist ongoing collaboration between the two teams.
3. Aligned aspirations around philanthropic excellence will also be reflected in the new Corporate Plan. In the 'impact and key facts' section of the draft Plan, the CoLC's role as a 'Committed Charitable Trustee' is referenced with associated draft performance` measures set out later in the plan. This is relevant both for CBF as well as for CoLC colleagues stewarding philanthropic efforts.

Appendix 5: The expanded scope of the CGU

The CGU was set up in 2016 to oversee the administration of the Central Grants Programme (CGP), which encompasses City's Estate and charitable funding and is delivered across several CoLC Departments.

The remit of the CGU has evolved significantly since its inception in 2016 with its responsibilities now encompassing the following:

1. Providing grant-making services and advice for CoLC discretionary charitable funding and benefits in kind

The CGU continues to provide grant management for the Central Grants Programme within City's Estate but also now provides strategic and best-practice grant-making advice across the CoLC. The CGU also provides advice and support to the Chair and Deputy Chair of the CoLC's Finance Committee making donations from its International Disaster Fund and provides an annual review of the CoLC's Benefits in Kind. A recent Finance Committee decision has given approval for the CGU to provide an enhanced service to Departments on Benefits in Kind decisions and reporting, with resourcing to support this work agreed by the Resource Allocation Sub-Committee on 24th January 2024.

2. Providing grant-making services for CoLC Statutory Funding

Since its inception, the CGU has expanded its funding remit significantly, increasing the size and scope of its work to provide a comprehensive grant funding and grant management service on behalf of a raft of internal CoLC Departments and Teams (Planning, Communities & Childrens Services, Destination City, Natural Environment, Police Authority) and external stakeholders, most notably taking on the management and delivery of the Community Infrastructure Levy Neighbourhood Fund (a local authority fund) and more recently the Safer City Partnership's Proceeds of Crime Act Funding (POCA). Both programmes are supporting City of London departments to deliver their statutory functions through well managed grant programmes.

3. Providing grant-making services and charity administration support for charities for which the CoLC (or its representatives) are trustee

In Collaboration with the CBF & Charities Finance Team and Comptroller & City Solicitor's Department, the CGU has taken on the long-term charity management and grant making of Emanuel Hospital Charity and the Sir William Coxen Trust Fund as well as providing management input for the Samuel Wilson Loan Charity. Additionally, the Central Grants Unit is now providing risk management, general charity management and administrative support to the City of London Combined Education Charity, City Educational Trust Fund and City of London Combined Relief of Poverty Charity, also in collaboration with the CBF & Charities Finance Team and Comptroller & City Solicitor's Department.

4. Project managing, in collaboration with other CoLC teams, the Corporate Charities Review and Natural Environment Charities Review

The CGU manages the Corporate Charity Review (CCR) which aims to ensure that the charities for which the CoLC is responsible or to which it has powers of trustee appointment are well governed, administered and that the Corporation is acting in the best interests of each charity. Through the work of the CCR, the

CoLC has reduced the number of charities within scope from 59 to 24. The review is also ensuring the City of London is a responsible Trustee of all its Charities and the Review will end in March 2025.

5. A scoping exercise to look at the challenges faced by eight of the Natural Environment Charities will complete by 31 March 2024. The scoping exercise – the Natural Environment Charity Review (NECR) – found key concerns around property (asset/land) ownership, funding models, and the ability to fundraise for the eight Natural Environment (NE) charities. Funding has therefore been secured to support fundamental reforms to the operational management of those NE Charities with immediate effect. The CGU will be further project-managing this review in addition to completing the wider CCR by March 2025.

Appendix 6: Proposed new name and description of the work of the CGU

Background

1. As has been outlined, the CGU has grown significantly both in the scope of its work and support to CoLC Departments and now delivers much more than grant programmes on behalf of the CoLC (as charitable trustee or otherwise). It also manages some Charities, is a central hub for advice on charities and funding and is also increasingly being used, in collaboration with other teams, as a conduit for change to support the CoLC's Funding and Charitable Management practice.
2. During 22/23 the Central Grants Unit was directly involved, oversaw, or advised on £9,070,425 of giving across the CoLC. The Team managed, with the support of the CBF & Charities Finance Team and Comptroller & City Solicitor's Department, 6 Charities, convened 10 Officer Panels and worked closely with 9 Departments and Institutions. Across the Team, reports were taken to 19 different Committees with 56 Committees attended in total across the year.

New name and description of the work of the CGU

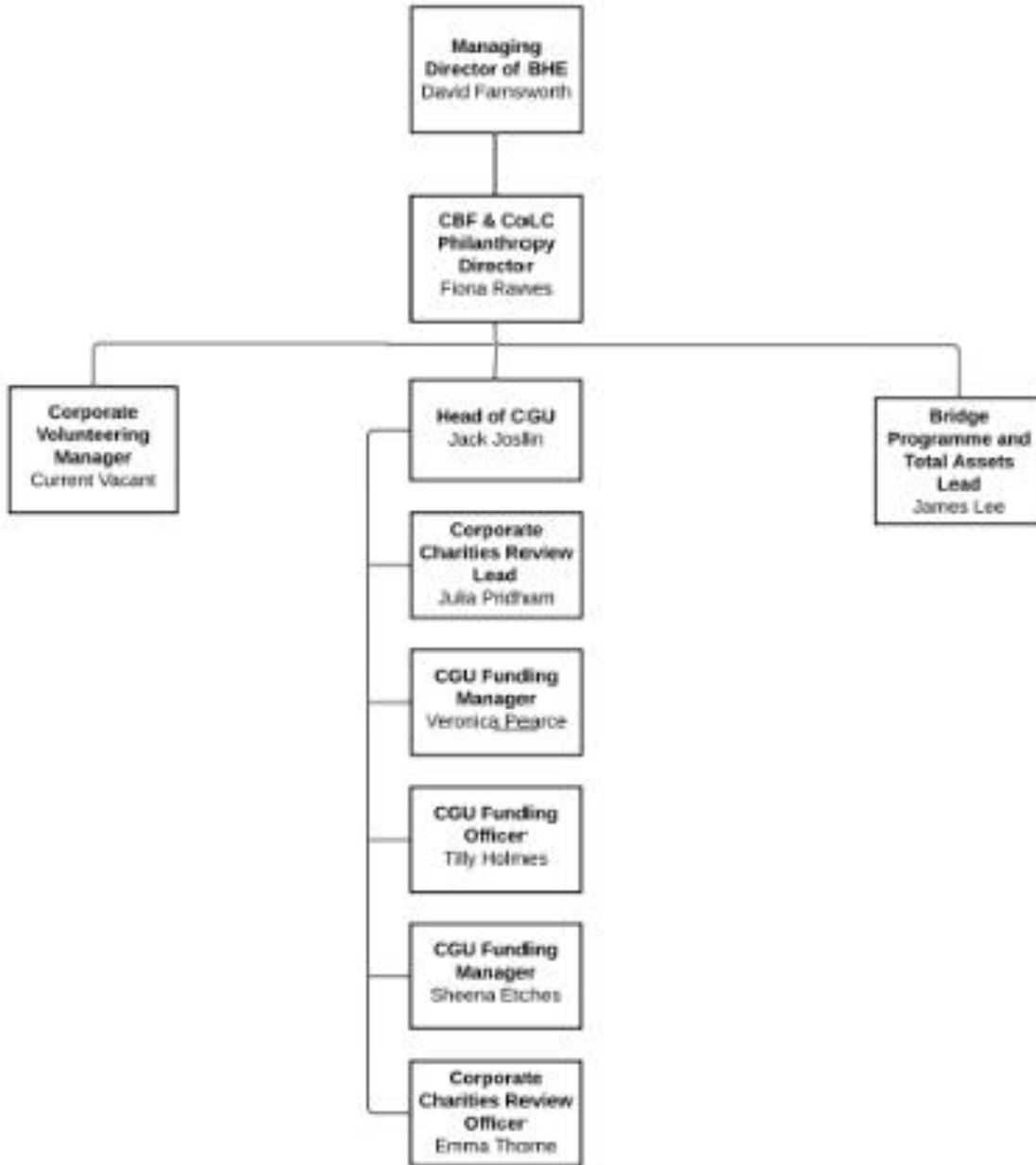
3. Within this context, the **proposed new name** for the CGU is the Central Funding and Charity Management Team (CFCMT).
4. The CFCMT will deliver, for the CoLC,
 - continued focus on role modelling high impact philanthropy and
 - inspiring, consistent, best practice charity governance and funding management across the CoLC.
5. In support of its mission to provide and harness expert support, advice and management for the Corporation's funding, charities and benefit in kind initiatives, the CFCMT will deliver **key functions** as follows:
 - a. To develop, manage and deliver funding and grant programmes across the CoLC acting in its general corporate capacity, its capacity as a corporate charity trustee (other than for CBF), and its capacity as a public body (local authority, police authority or port health authority) and its different functions as a Local Authority, a Corporation and a Corporate Charity Trustee.
 - b. To have operational responsibility for the administration of the Sundry Trusts,¹ and on-going responsibility for charities linked to the Court of Alderman (as agreed), managing funding programmes, governance, risk, and administration.

¹ Reference to "Sundry Trusts" does not include the 10 Natural Environment charities, the charities linked to the 3 independent schools, or to the Aldermanic charities.

- c. Subject to continued funding beyond f/y 2024/25, to provide a Corporate Hub for charity advice and support for CoLC, coordinating with the Comptroller & City Solicitor's Department and the CBF & Charities Finance Team to provide up-to-date advice and support to Departments.
- d. Subject to continued funding beyond f/y 2024/25, to ensure best practice governance of CoLC Charities through the delivery of an annual health check of those Charities to ensure the CoLC is acting as an effective and responsible Trustee.
- e. To monitor and review Benefits in Kind provided by the CoLC and deliver an enhanced service on Benefits in Kind advice to Departments.
- f. To oversee and coordinate the successful delivery and implementation of outputs of the Corporate Charities Review (CC Review). The CC Review aims to ensure that each charity (within scope) is well managed and governed and achieves maximum impact for its beneficiaries, and to ensure that the CoLC (or its representatives), in its capacity as Corporate Charity Trustee, meets its legal duties and appropriately adheres to best practice set out by regulatory bodies.
- g. Within the scope of the Natural Environment Charities Review (NE Review), to identify the challenges faced by the Open Spaces charities and, in collaboration with other teams, support the implementation of a programme of internal management and governance reforms to ensure best practice governance and effective delivery.
- h. To work closely with the City Bridge Foundation Team to maximise consistency of practice and community of learning wherever possible and appropriate.

Appendix 7: proposed future reporting structure for key philanthropic roles.

Philanthropy Team Structure Chart



The Interim Executive Director of HR and Chief People Officer recommends that the Corporate Volunteering Manager role should be managed by the Acting Assistant Director of Learning and Organisational Development in the People and HR Department with effect from June/July 2024. This reporting structure will otherwise remain as set out above to ensure continued strong working links between the Central Grants Unit and the CBF team.