



Committee: Funding Committee of the City Bridge Foundation Board City Bridge Foundation Board	Date: 9 June 2025 1 July 2025
Subject: Delegated Authority Framework for Funding Decisions	Public
Report of: Managing Director of City Bridge Foundation	For Decision
Report author: Joseph Anstee, Acting CBF Head of Strategy & Governance	

Summary

This report invites the Funding Committee of the City Bridge Foundation (CBF) Board to review the charity's delegated authority policy and framework in respect of funding application decisions and agree any amendments accordingly, to be recommended to the CBF Board where necessary. It is proposed that the framework be amended so that recommendations to reject all funding applications over £500,000 can be decided by the Funding Committee, without further reference for applications over £1million to the CBF Board. This is in order to streamline the applications process and provide more timely decisions for funded organisations.

Recommendation

It is recommended that the Funding Committee of the City Bridge Foundation Board, in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation and solely in the charity's best interests:

- i) Review and agree the delegation framework in respect of new grant and social investment recommendations as set out at paragraphs 9 and 10.**

Background

1. To support the efficiency and effective delivery of CBF's ancillary object there is a longstanding and established practice of delegating authority for funding decisions of a certain level to officers. This is in line with good practice in charity administration and the City of London Corporation's governance framework.
2. The thresholds at which various funding decisions are delegated and the associated process at each level of officer and Committee delegation has been the subject of periodic review, formerly by the City Bridge Trust Committee, and following the establishment of the City Bridge Foundation Board by the Grants/Funding Committee of the Board. This is to determine that the thresholds continue to be of an appropriate level for a sufficiently streamlined and efficient approach to grant approval, are in line with usual practice across the charitable funding sector, and enable sufficient space for Members to focus on strategic work and larger-scale funding.
3. Whilst the Committee undertook a review of the delegated authority arrangements during 2022 to trial additional written consultation on delegated funding decisions



with the Committee, the financial thresholds were last reviewed in June 2023, at which time it was agreed to increase the financial threshold for Funding Committee approval from £250,001 to £500,001, with officer delegation levels increased in proportion to this. The threshold at which funding decisions should be reserved to the CBF Board (on the Funding Committee's recommendation) was set at to £1,000,001, having been increased to this level ahead of the 2023/24 civic year as part of the CBF Board's review of its governance arrangements.

4. With the Board also delegating to the Funding Committee the authorisation, disposal and monitoring of social investments, within scope of approved strategies and policies, the threshold at which social investment decisions should be reserved to the CBF Board (on the Funding Committee's recommendation) was set at £2,000,000. The Funding Committee therefore also agreed delegation framework for social investments proportionate to the arrangements in respect of grant funding decisions and the threshold for Board approval.

Current Position

5. The current financial thresholds for delegated authority to consider new grant and social investment recommendations are as follows:

Grants

Approval	Delegated Level
Funding Directors	£100,000
Chief Funding Director (MD in CFD's absence/lack of capacity)	£100,001-£250,000
Chief Funding Director (MD in CFD's absence/lack of capacity), in consultation with the Chair and Deputy Chair of Funding Committee	£250,001-£500,000
CBF Funding Committee	£500,001-£1,000,000
CBF Board	£1,000,001+

Social Investments

Approval	Delegated Level
Funding Directors	£50,000
Chief Funding Director (MD in CFD's absence/lack of capacity)	£50,001-100,000
Chief Funding Director (MD in CFD's absence/lack of capacity), in consultation with the Chair and Deputy Chair of Funding Committee	£100,001-£250,000
CBF Funding Committee	£250,001-£2,000,000
CBF Board	£2,000,001+



6. The CBF Finance Team are involved in all grants assessments over £100,000, with the CBF Finance Director approving the financial review for all above £1,000,000. The team, including the CBF Finance Director, are involved in all assessments for social investments recommended for support. The Managing Director of CBF (MD) is also authorised to take grants decisions at approval levels up to £500,000, and social investments to £250,000, with the Funding Directors and Chief Funding Director (CFD) empowered on their behalf.
7. The framework allows a more streamlined approach to sign off and enable the Funding Committee to focus on strategic partnerships, social investment, and larger-scale funding. It is also considered to be in line with expected levels of delegation to officers elsewhere in the charitable funding sector.
8. All funding awards made under delegation each quarter are shared with the Funding Committee.
9. The full wording of the current and proposed delegation framework is set out at **Appendix 1**.
10. To maintain the connection with the smaller grants made, a funded organisation is periodically invited to join the Funding Committee at the start of each meeting to present and discuss their work, thus maintaining the connection and insight into organisations funded through officer delegation.

Grant Variations

11. At the previous review of delegations, the Committee also agreed to allow officers to be able to progress variations to increase a grant amount by up to a maximum of 10% of the original grant award during the life of the grant. Any variation request to increase the total grant amount is capped at 10% of the overall approved grant award and at a maximum of £100,000, and a request is written up and sent for approval by a Funding Director in line with the delegation framework.
12. Grant variations to reduce the size of a grant or to vary the terms of the grant (in terms of length of duration, amending grant outcomes etc, within the spirit of the original award) are already within the gift of officers, although they take place fairly uncommonly. Funding Managers have authority to agree variations on a case-by-case basis, with any variation between budget lines of more than 10% being signed off by a Funding Director.
13. Grant variation requests to increase the total award amount are not common, but should be a tool of a relational and responsive grant maker: sometimes things happen, and unforeseen costs occur, and CBF's ability to be able to respond swiftly (if appropriate) is helpful to grantees.

Proposal

14. It is proposed to amend the wording of the framework in respect of application recommendations for rejection, so that the rejection of all applications over £500,001 is decided by the Funding Committee, with it no longer being required to



endorse and refer onward recommendations to reject applications of over £1,000,001 to the CBF Board.

15. This is intended to streamline the process by which rejections are agreed, so that timelier decisions can be provided to the applying funded organisation, and is on the basis that consideration by the Funding Committee constitutes sufficient Member scrutiny of a recommendation from the Chief Funding Director or Managing Director of CBF that an application should be rejected.
16. The amendment would also make the process for agreement of funding applications more consistent with the sequential approval process for other types of decisions, such as project and investment proposals.
17. Where the Committee is unclear or split on a decision to reject an application of over £1,000,001, this can be referred to the CBF Board for decision.
18. In line with the Committee's terms of reference, all decisions to apply (i.e. to approve) £1,000,001 or more for a grant, project or activity are reserved to the Board upon this Committee's recommendation.
19. It is not proposed to amend the financial thresholds for delegated approvals at this stage, pending further development of *Standing with Londoners*.

Conclusion

20. The report is intended to provide stimulus for discussion, as well as providing the framework for periodic review in the interests of good practice, and seeking approval for a proposed amendment in support of improving procedure on the agreement of application rejections. Further suggestions from the Committee are welcomed in relation to the delegated authority arrangements in respect of funding decisions, to be proposed to the CBF Board where appropriate for adoption for the charity in its best interests.

Appendices

- Appendix 1 – Delegation Framework

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Appendix 1 – Delegation Framework

Current

- a. Application Recommendations of up to £100,000 in total may be approved or rejected by the CBF Funding Directors, or in their absence, the Chief Funding Director or Managing Director of CBF;
- b. Application Recommendations of between £100,001 and £250,000 in total to be approved or rejected by the Chief Funding Director, or in their absence the Managing Director of CBF, in consultation with the Chamberlain (acting by the CBF Finance Team) for recommendations;
- c. Application Recommendations of between £250,001 and £500,000 in total to be approved or rejected by the Chief Funding Director, or in their absence the Managing Director of CBF in consultation with the Chamberlain (acting by the CBF Finance Team) for recommendations, with the decision of the Chief Funding Director (or Managing Director of CBF) being taken in consultation with the Chair and Deputy Chair of the Funding Committee;
- d. Application Recommendations of between £500,001 and £1,000,000 in total to be approved or rejected by the Funding Committee; and
- e. Application Recommendations of £1,000,001 or more to be approved or rejected by the City Bridge Foundation Board, upon the recommendation of the Funding Committee.

Proposed

- a. Application Recommendations of up to £100,000 in total may be approved or rejected by the CBF Funding Directors, or in their absence, the Chief Funding Director or Managing Director of CBF;
- b. Application Recommendations of between £100,001 and £250,000 in total to be approved or rejected by the Chief Funding Director, or in their absence the Managing Director of CBF, in consultation with the Chamberlain (acting by the CBF Finance Team) for recommendations;
- c. Application Recommendations of between £250,001 and £500,000 in total to be approved or rejected by the Chief Funding Director, or in their absence the Managing Director of CBF in consultation with the Chamberlain (acting by the CBF Finance Team) for recommendations, with the decision of the Chief Funding Director (or Managing Director of CBF) being taken in consultation with the Chair and Deputy Chair of the Funding Committee;
- d. Application Recommendations of ~~between~~ **over** £500,001 and ~~£1,000,000~~ in total to be approved or rejected by the Funding Committee; and
- e. ~~All application Recommendations~~ **to approve** £1,000,001 or more **for a grant, project or activity (£2,000,001+ for Social Investments)** ~~of £1,000,001 or more~~ to be **considered** ~~approved or rejected~~ by the City Bridge Foundation Board, upon the recommendation of the Funding Committee.