

Committee:	Date:
City Bridge Trust	13 th March 2014
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Decision
Summary	
This is a regular Progress Report by the Chief Grants Officer.	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none"> (1) Note the report (2) Approve the draft City Bridge Trust Business Plan April 2014 – March 2015. 	

Main Report

The Work Continues

1. Since the last meeting I have continued my programme of Friday visits to see the work you are funding. Thank you to so many of you for accompanying me and other members of the team to see some of this extraordinary work and meet the inspiring people who are delivering it.
2. A recent highlight was a visit to St Giles Trust in Camberwell (www.stgilestrust.org.uk). The Trust supports an employment readiness officer to work with ex-offenders and assist them to develop the confidence and skills to (re)enter the mainstream workforce. The success rate of the project is impressive. The testimony of two female ex-prisoners was moving. The impact of the work on their lives had been transformative: both felt they had lost everything – now they have employment, a network, support, and a sense of self-worth and purpose.

Building on the Work: Pro – active grant proposals

3. Building on the work you have been able to fund this year, you will see in your papers today there are developed proposals for the pro-active grants which you received early notice of in your February papers. The proposals all relate to organisations that have a solid track-record of delivery.
4. You will recall that consideration of these pro-active grants has been possible because of the surplus monies remaining in the 2013-2014 grants budget: a result of the £2.7M carry-over from the previous year; the considerable time and resource taken up by the Quinquennial Review this year; transition to the

new grants programme; and capacity issues arising from human resource considerations and more onerous due diligence requirements.

5. Clearly the needs arising from disadvantage in London are greater than the funds available to the Trust. It is the Trust's responsibility as London's largest independent grant-giver to make best use of these resources. The pro-active grant proposals today are therefore brought with the need to ensure that monies are deployed thoughtfully, with no artificial rush to spend within the financial year; and so not compromising the quality of your grant-making.
6. Coupled with the pro-active grant proposals is therefore the recognition that there is important work that will go into the next financial year, but which can be resourced through the balance of the 2013-2014 grants budget. This was referred to in your February Committee papers and a detailed paper is being prepared, in consultation with the Chamberlain's department, for consideration by you at your April meeting. This paper will be informed by the final figure on the 2013-2014 grants budget that will be known at the end of the March committee meeting.
7. As you will recall from your last CBT Committee meeting, the intention is that this sum is set against particular purposes for spending in 2014-2015: this will form a designated reserve over and above the £15M grants budget already agreed for the coming year (subject to Committee approval).
8. The work that will be funded to address the needs of London through this designated reserve will coincide with the 20th Anniversary of the Trust in 2015. This will be a real opportunity to amplify and celebrate the extraordinary work you have enabled to date: spotlighting some of the transformative projects you have been able to support; celebrating the work of your grantees; whilst high-lighting the considerable on-going needs of London.
9. Several of the pro-active proposals before you today are to build on work/projects you currently support and where the work has been of a high standard and with good outcomes. Additionally, your officers have been working proactively with three organisations over a period of time to determine specialist areas of work which would complement your aims as a funder and make a significant contribution to London and Londoners.
10. Two of these proposals (London Youth and London Legal Support Trust) are included in your papers today for work which is new to your Committee. Both organisations occupy a unique and specialist position in the sector, and each has the sole capability to deliver the work proposed and to the standards you would expect. Work on the third proposal, for Thames 21 to run a Development Programme to increase and sustain London volunteers in protecting the Capital's waterways, was still ongoing at the time of writing this paper and it will be brought to your April Committee meeting.
10. Also included in the pro-active grant proposals is funding for your *City Philanthropy – wealth of opportunity* initiative to build its capacity to increase the number of young City professionals engaged with philanthropy and to

promote London as a global centre of philanthropy. In tandem with these development plans, your officers have been working pro-actively with two of the projects you are currently funding under this banner. One of these proposals is to continue to support the Beacon Award for City Philanthropy as a category of the Beacon Fellowship Awards which recognise and celebrate the contribution of individual philanthropists. The other is to build the capacity of Young Philanthropy. Again, work on these proposals was still ongoing at the time of writing this paper and they will therefore also come to your April meeting.

11. Officers recommend that should you agree to support these three pro-active proposals at your April meeting, they would be resourced from the proposed designated reserve, as set out in paragraphs 6 - 8.

The Future: 2014 – 2015 Business Plan

11. A particular focus of this period has been the culmination of your team's planning for the year ahead. Consideration of how the Trust can make the best use of its financial and non-financial resources to ensure it has the most impact on disadvantage in London has formed the central premise of our thinking.
12. This work began with team planning days in November last year. This was further developed through a team business planning session held in the last month, the culmination of which is the draft business plan attached for your consideration at Appendix A. If you approve the draft, the final version will be circulated to you under separate cover, as well as to colleagues in other City of London Corporation departments.
13. The context the Trust is operating in is key: 2014-2015 will see further and deeper cuts to public services and the full impact of the cuts already made will start to really bite on London's communities. This will have a consequent impact on the community and voluntary sector that you are funding and the demands on the services they provide.
14. Against this backdrop, the Trust's over-arching driver will be always to make the most of our financial and non-financial assets to have the deepest impact on addressing London's 'Tale of Two Cities': bridging that divide, but also working to close that divide.
15. The detail is contained in the draft business plan at Appendix A for your consideration, but key features will be:
 - Ensuring that the Trust spends down to zero on your 2014 – 2015 grants budget, whilst not compromising quality: working to increase our effectiveness and efficiency;
 - Ensuring the Trust makes the most of its non-financial assets: the knowledge and expertise of our 500 – 600 grantees; the macro insights the Trust's

funding role affords; the Trust's convening power, and access to networks across the sectors;

- Improving our own evaluation and learning;
- Ensuring your grant-making; the Trust's management of the social investment fund; and work to increase philanthropic giving in the City of London are further integrated with a view to increasing impact;
- Reviewing your grant-making rules and procedures (including duration of grants; quantum; spread) informed by the results of the grantee perception survey;
- Reviewing the Trust's work flow (assisted by the introduction of the online application and monitoring software);
- Reviewing the Trust's operational resources and how the Trust interacts with the resources provided through the CoL's central services function

Conclusion

16. The Trust is privileged to occupy a unique space in London: It has independent grant-giving funds second to none; it is situated within one of the oldest institutions in London at the heart of private, statutory, governmental and community and voluntary sector networks; and it reaches deep into London communities. At any one time, the Trust is connected with thousands of Londoners through its grantee portfolio.
17. Unfortunately whilst some progress has been made, there is still considerable disadvantage in London. The business plan is the practical articulation of how the Trust aims to draw on all of its assets: to be driven by need; responsive to context; and continually learning and improving to ensure we continue to address that disadvantage to the best of our ability.

Recommendation

Members are asked to:

- (1) Note the report
- (2) Approve the City Bridge Trust Business Plan April 2014 – March 2015.

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Report written: 27th February 2014