

**D R A F T**



# **The City Bridge Trust**

## **Business Plan April 2014 - March 2015**

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## **Section 1 - The City Bridge Trust**

### **a) History**

The City Bridge Trust is the grant-making arm of Bridge House Estates, a registered charity (no.1035628) the primary objective of which is to maintain the five bridges which cross the Thames into the City. Its origin can be traced to 1097 when William Rufus raised a special tax to repair the then wooden bridge spanning the Thames. In 1176, Peter de Colechurch was commissioned to build the first stone bridge. This famous "living bridge" was completed in 1209, and hence celebrated its 800<sup>th</sup> anniversary in 2009. Money for the upkeep of the bridge was raised from rents and tolls, as well as bequests from wealthy merchants. A significant fund accumulated over the centuries which the City of London Corporation (the Mayor and Commonality and Citizens of the City of London) skilfully administered as Trustee. The charity is governed by various Royal Charters, Acts of Parliament, statutory instruments, and Scheme and Orders of the Charity Commission, which set down the framework for the charity's management.

The Charity Commission is the regulatory body for Bridge House Estates. In 1995 the Charity Commission approved a Scheme to widen the objects of the Trust allowing it to distribute funds surplus to bridge requirements for charitable purposes for the benefit of Londoners. The City of London Corporation as Trustee of Bridge House Estates has an obligation to apply the income of the charity to further the charitable purposes of the charity and to follow the approved Scheme. The Corporation could be challenged and censured by the Charity Commission if it failed to do so without a justifiable reason.

### **b) Mission statement and values**

*The Trust aims to reduce disadvantage by supporting effective charitable activity across Greater London through quality grant-making and related activity within clearly defined priorities.*

The Trust's mission is underpinned by enduring values:

- Independence from Government
- Inclusion
- Fairness

Through its grant-making and related activities, the Trust wants to make London a better, fairer and more equal place in which to live. Over the years, the Trust has gained a reputation as a thoughtful and influential grant maker. Today, it is London's largest grant-making charitable trust in terms of the value of grants distributed. It therefore occupies a unique place in London's community and voluntary sector and with that position is conferred an enormous responsibility.

### **c) Context**

It is essential that the Trust remains alive and responsive to the climate within which it operates. These are unprecedented times for London's communities and its voluntary sector. The effects of the recession continue to bite, with people living on greatly reduced incomes (whether as a result of unemployment, increased cost of living, reduced salaries or cuts in benefits). The voluntary sector is experiencing ever greater calls on its services whilst at the same time facing reduced funding and fewer

new funding opportunities. London local government has taken a 33%<sup>1</sup> real term cut in service funding from central government between 2009/10 and 2013/14. Deeper public sector cuts are to come in 2015 which will hit London's disadvantaged communities hard.

#### **d) Evidence-based grant-making**

Given this context, and the Trust's responsibilities as a leading funder, it is vital that its objectives (and the activities we undertake to meet those objectives) are driven by a commitment to better understand the needs of London's communities and how it can best meet those needs. In addition to this on-going commitment, the Trust undertakes a comprehensive review of its grant making criteria and policies every five years, driven by an analysis of needs.

The Trust's third Quinquennial Review was completed during 2013/14, following a comprehensive review of our grant-making during the past five years; comprehensive research into London's most pressing needs over the next five years; and extensive consultation with voluntary and community organisations, other funders, policy makers and key commentators.

The new Investing in Londoners grants programmes were launched at the end of September 2013.

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<sup>1</sup> Source: *Hard Times, New Directions: The Local Government Cuts in London*, the interim report of the Social Policy in a Cold Climate Research of the Centre for Analysis of Social Exclusion, LSE

## **Section 2 - The Year Ahead: an Overview**

### **a) Key Activity**

In this context and informed by evidence of need, the Trust's key areas of activity for this year will be:

- Delivery of the grants programme: Investing in Londoners
- The implementation of the Trust and CoL's shared social investment strategy: with particular responsibility for the £20m Social Investment Fund (drawn from Bridge House Estates' capital) and consideration of its relationship with the Trust's grant-making
- The development of the Trust and CoL's shared philanthropy strategy through the 'City Philanthropy – A Wealth of Opportunity' initiative
- Pro-active initiatives that enable the Trust to inform and add value to its wider grant-making – including developing the shared learning and capacity building programmes
- A review of the Trust's policies, processes, and resources (financial and non-financial) to ensure it is fit for purpose.

### **b) Wembley National Stadium Trust**

Since 2012/13, the work of this independent grant-maker has been administered by CBT under contract. Three grants rounds were launched during 2013/14: two benefitting groups in L.B. Brent and the third London-wide. The current contract is due to end in March 2015.

### **c) Proactive Initiatives**

These initiatives complement and enhance the on-going grants programmes, by informing and adding value to the Trust's wider grant-making. The Trust is in the privileged position of having a 'helicopter' view of London's voluntary sector and this combined with our membership of various regional, national and international networks means it is well placed to initiate strategic pieces of work that can have a wide-ranging impact.

During 2013/14, examples of such initiatives included:

- Continued funding of an Access and Sustainability Advisory Service, within the Centre for Accessible Environments (£192,900 over 3 years). The Trust first asked the Centre for Accessible Environments to establish this service on its behalf in January 2006. The postholder provides advice and support to would-be applicants and grantees of the Trust's *Access to Buildings* programme, as well as the wider voluntary sector. For many community organisations, especially smaller ones, overseeing a building project is a one-off experience and an extremely daunting one. Organisations find the advice and expertise of the service extremely useful and this is a good example of how the Trust adds value to its grant-making.
- Support towards the merger costs of the National Council for Voluntary Organisations and Volunteer England (£50,000). These were the country's two leading infrastructure organisations. The strategic case for them coming together was very strong and it was a particularly strategic use of the Trust's funding to help them unite, achieve economies of scale and be more efficient and sustainable, especially in the current economic climate.

- A volunteer brokerage database (£6,000). Whilst there is no shortage of web-based services for individuals interested in volunteering, (every local Volunteer Centre has a web-site, for example) there is no central resource for charities looking for specific skills or for CSR departments looking for employee engagement. The Trust has funded Coalition for Efficiency to undertake a mapping exercise of all the volunteer-broking intermediary agencies to create a single database. The single, searchable digital database will make it easy to find and distinguish the types of volunteering opportunities the different intermediaries provide which are paid for, which are free etc. An example where a relatively modest grant has the potential for great strategic impact
- Continued funding of Spice's London Time Credits model of volunteering to support its roll-out across London (£385,200 over 3 years). This ground-breaking model has created a time-banking 'currency' that enables those who volunteer to exchange their time credits for trips, events, entertainment, or recreational facilities or to donate to another as a gift. The London Manager is based within the City Corporation's Community and Children's Services. The model brings the public and voluntary sector together with the business community. 'Spend Partners' currently include the Barbican, Golden Lane Leisure Centre, Millwall Football Club, the City Lit Centre for Adult Learning and many others. The model has been highly successful in opening up volunteering to new audiences, in particular, shifting a culture of passive receipt of services to active participation and development of co-produced services.

The Trust is in a uniquely privileged position of holding a mass of information gathered through its grant-making and social investment activities. As London's largest grant-maker it has a responsibility to make best use of its financial and non-financial assets: its intellectual capital, its power as a convenor, and its ability to act as a bridge between the City Corporation and London's communities.

It will be a key priority that the Trust makes the best use that it can of the knowledge and learning it derives from its grant-making and social investments to ensure that all its resources are targeted where they are most needed.

The Trust will endeavour to maintain and develop its role as an influential and strategic funder by ensuring its assets are used to achieve maximum benefit for London's communities.

#### **d) Resources [NB: Section still subject to discussion and approval]**

The financial resources available to the Trust for 2014/2015 are as follows:

The grants budget for 2014/15 is £15m. In addition to this sum, £1M has been allocated and committed to the Central London Forward initiative, and [£XM] has been designated against specific purposes for spending by financial year end, as below:

Designated Purpose	Amount £	Notes
Central London Forward (employability initiative)	1m	
London's Core	Xm	Linked to the Trust's 20 year anniversary in 2015: core support to 20 strategic organisations
Small grants programme	Xm	Linked to the Trust's 20 year anniversary in 2015: wide reach; smaller grants; particular focus on boroughs of high deprivation, lower grant spend
Pan London Successor to the Growing Localities Scheme	Xm	Building on the success of the Growing Localities programme; the focus to be informed by a shared learning conference in June 2014

The Trust's operational budget (local risk) for 2014/15 is £931,000 (after all adjustments and recharges are taken into account, including additional funding for special initiatives, [**NB still to be added:** an uplift to support the social investment work] and the full cost recovery recharge from the Wembley National Stadium Trust).

The Trust will be reviewing its use of resources and its resource needs during the course of 2014/2015. A key component will be the completion of the move to fully on-line grant applications; monitoring; and electronic monitoring of work-flow, likely to take full effect in the second half of 2014/15.

In line with the Trust's commitment to equality, there will continue to be alternative options to complement the online processes to ensure no potential applicant is excluded.

### Section 3 - Departmental Objectives 2014/15

For the coming year, the Trust has set the following 7 departmental objectives:

- 1. Evidence & Learning** – to improve the knowledge and evidence base that informs, and is gleaned from, the Trust’s grant-making and social investments.
- 2. Fit for Purpose** – to review the Trust’s policies, processes and resources to ensure it is fit to deliver its strategy.
- 3. Grant-making** – to maximise the impact of the funding available to the Trust, ensuring the full budget is committed by financial year-end.
- 4. Social Investment** – to contribute to the implementation of the Trust and the City of London’s shared social investment strategy.
- 5. Philanthropy** - to further develop the Trust and the City of London’s shared philanthropy strategy to support the ‘City Philanthropy – A Wealth of Opportunity’ work to celebrate and encourage more philanthropy in the City for the benefit of London, with a particular focus on young professionals.
- 6. Communication** - to review the Trust’s communications strategy (internal & external) and to resource and implement any recommendations for improvement.
- 7. Performance and Corporate Management** - to maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.

Actions/milestones, target dates (where appropriate), measures of success, responsibilities and resources have been identified in respect of each of these objectives, and are detailed in the following tables:



## Departmental Objective 1

**Objective:** Evidence & Learning – to improve the knowledge and evidence base that informs, and is gleaned from, the Trust’s grant-making and social investments.

**Priority and rationale:** To maximise impact, the Trust’s work needs to always be based on the best evidence of need and good practice.

Measure of Success	Actions	Target Date	Responsibility	Resources
1.1 Each Grants Officer will become the designated Trust lead in at least one broad subject area, deepening their knowledge of the policy and operating environment, and sharing this with the team.	Throughout 2014/15 each Grants Officer will: <ul style="list-style-type: none"> <li>• attend appropriate learning network(s)</li> <li>• be aware of major research pertinent to their subject area and share key points with the team</li> <li>• organise 1 shared learning event in their designated subject area, to which grantees will be invited</li> <li>• provide 1 presentation to Committee on their designated subject area</li> <li>• provide updates to the team on major changes to policy/operating environment</li> <li>• develop at least 1 pro-active grant proposal in their subject area</li> </ul>	Designation in April 2014, then ongoing throughout 2014/15	JF / Grant Officers	
1.2 External evaluations will be commissioned for 2 themes from the Investing in Londoners grants programmes with the model informing the evaluation approach to the rest of the grant scheme.	<ul style="list-style-type: none"> <li>• Evaluators contracts to be signed</li> <li>• Review meetings with the evaluators will take place</li> <li>• There will be evidence of adaption to the delivery of the grants programme on the basis of agreed recommendations from those meetings</li> </ul>	May 2014 Quarterly from July 2014 January 2015	TW / Grant Officers	

<p>1.3 The Trust's grantees' knowledge and expertise will inform the work of the Trust (either directly solicited or through monitoring and evaluation reports).</p>	<ul style="list-style-type: none"> <li>• The Trust's grants will all be coded on the database by outcome sought and these will directly inform management and committee reports</li> <li>• The Trust's grantees will be asked to share their knowledge / expertise to inform the shared learning event and presentation to Committee (at least 8 weeks prior to each relevant event or presentation)</li> <li>• Monitoring report template will have been reviewed and put online</li> <li>• All monitoring and evaluation reports for grantees will be reviewed and learning points shared with the team</li> </ul>	<p>Monthly</p> <p>Monthly</p> <p>May 2014</p> <p>On-going</p>	<p>TW / JGC</p> <p>Grant Officers</p> <p>TW / JGC</p> <p>Grant Officers</p>	
<p>1.4 The Trust's knowledge gained through its administration of the Social Investment Fund will inform the work of the Trust.</p>	<ul style="list-style-type: none"> <li>• All Investment monitoring reports will be reviewed and lessons on social impact will be shared with the team and wider investor networks</li> </ul>	<p>Quarterly</p>	<p>TW</p>	

<b>Corporate Considerations</b>			
<b>Money</b>	<b>People</b>	<b>Environment</b>	<b>Managing Business</b>

## Departmental Objective 2

**Objective:** Fit for Purpose – to review the Trust’s policies, processes and resources, to ensure it is fit to deliver its strategy.

**Priority and rationale:** Six months into the delivery of the Trust’s new grants programmes; and given the much changed external context; it is timely to review and ensure the Trust’s policies, processes and resources are in the best possible shape to support strategic delivery.

Measure of Success	Actions	Target Date	Responsibility	Resources
2.1 The Governance of Bridge House Estates (the underlying charity) and the Trust will be understood by all CoL Members fulfilling their trustee function on behalf of CoL as the sole corporate trustee of BHE.	<ul style="list-style-type: none"> <li>All new Members will receive this information as part of their inductions</li> <li>All existing Members will receive an annual refresher briefing</li> <li>All Trust reports will be worded accurately to reflect the governance arrangements</li> </ul>	As required During 2014/15 Monthly	DF DF Grants Officers	
2.2 The Policy governing the spending of BHE income surplus to the requirements of the primary charitable objects (the bridges) will be clear and relevant and any changes appropriately consulted on.	<ul style="list-style-type: none"> <li>The Policy reviewed will be completed</li> </ul>	July 2014	DF (working with CoL as Trustee of Bridge House Estates)	

<p>2.3 The Trust's processes will be straightforward, effective, relevant and user-friendly for both applicants and team members.</p>	<ul style="list-style-type: none"> <li>• The results of the Grantee perception survey (external research into grantees' experience of the Trust) will be reviewed and a timetable agreed for implementation of recommendations</li> <li>• The flow of work from point of application to rejection or conclusion of grant/social investment, and the supporting processes, will be reviewed and compared with good practice in grant-making/social investment</li> <li>• The installation of the user-friendly GIFTs database update will be completed</li> <li>• Monitoring of work flow will be undertaken through the database will be undertaken</li> <li>• The interaction with CoL central services will be reviewed and opportunities for improvement seized</li> </ul>	<p>Review: June 2014 Implementation: September 2014</p> <p>July 2014</p> <p>May 2014</p> <p>Bi-monthly</p> <p>May 2014 &amp; on-going</p>	<p>TW</p> <p>CR</p> <p>JGC</p> <p>JGC</p> <p>DF</p>	
<p>2.4 The Trust will have the resources it needs to deliver its mission.</p>	<ul style="list-style-type: none"> <li>• The team's capacity, structure, and job roles will be reviewed</li> <li>• The Social Investment Financial Analyst contract will be awarded</li> <li>• The resources for the monitoring officer will be requested from the relevant Committees and, subject to approval, an appointment will be made</li> <li>• All applications for strategic or exceptional grants will include budget lines for the required capacity from the Trust or CoL departments, where necessary</li> <li>• A review of the team's IT hardware &amp; software needs will be completed (building on the database upgrade)</li> </ul>	<p>October 2014</p> <p>May 2014</p> <p>Request: May 2014 Appointment by September 2014</p> <p>Monthly</p> <p>June 2014</p>	<p>DF</p> <p>DF / TW</p> <p>DF / TW</p> <p>Grant Officers</p> <p>JGC</p>	

<b>Corporate Considerations</b>			
<b>Money</b>	<b>People</b>	<b>Environment</b>	<b>Managing Business</b>

### Departmental Objective 3

**Objective:** Grant-making – to maximise the impact of the funding available to the Trust, ensuring the full budget is committed by financial year end.

**Priority and rationale:** The needs of Londoners are greater than the resources available, so the Trust must ensure it grants all of its available money, always maximising impact.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
3.1 High quality grant applications are received and each is subject to professional assessment.	<ul style="list-style-type: none"> <li>Awareness of the grants programme is maintained and raised in areas of under-representation (see objective 6)</li> <li>A review of the Trust's grant-making rules (including quantum, length, number held, continuation funding and the balance between reactive and proactive grants) is completed and recommendations taken to committee</li> <li>The Member's Handbook is updated following the review of policy, procedure and grant-making rules</li> </ul>	<p>On-going</p> <p>Completed by May 2014 Committee: June 2014</p> <p>September 2014</p>	<p>Full team</p> <p>DF / CR</p> <p>CR</p>	
3.2 By the end of the financial year 2015, the Trust accounts will show the full grants budget has been committed.	<ul style="list-style-type: none"> <li>The detailed plans to spend the project specific designated reserves will have been worked up for consideration by committee</li> <li>40% of the grants budget will have been committed by September 2014; 65% by December 2014; 100% by April 2015</li> </ul>	<p>September 2014</p> <p>As stated</p>	<p>DF / Grant Officers</p> <p>Grant Officers</p>	

<p>3.3 All of the Trust's grantees will have access to a comprehensive range of expertise &amp; support which they can access to strengthen their organisations and increase the impact of their grants.</p>	<ul style="list-style-type: none"> <li>• The review of the Trust's capacity building support will be completed including a gaps analysis and recommendations made</li> <li>• The Trust will have in place contracts with suppliers to provide the model recommended by the review</li> </ul>	<p>June 2014</p> <p>September 2014</p>	<p>Grant Officers</p> <p>DF</p>	
<p>3.4 The Trust will be maximising the use of its non-financial assets in support of the grant-making.</p>	<ul style="list-style-type: none"> <li>• The Trust will have identified synergies with CoL departments and be working together where appropriate (including EDO, Community &amp; Children's Services and Open Spaces)</li> </ul>	<p>March 2015</p>	<p>Full Team</p>	

<b>Corporate Considerations</b>			
<b>Money</b>	<b>People</b>	<b>Environment</b>	<b>Managing Business</b>

#### Departmental Objective 4

**Objective:** Social Investment – to contribute to the implementation of the Trust and the City of London’s shared social investment strategy.

**Priority and rationale:** to grow the social investment market and to lead by example through administering a Social Investment Fund.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
4.1 The Social Investment Fund will be appropriately resourced to deliver relevant elements of the Trust and CoL’s shared strategy.	• A contract will be signed with the part-time financial analyst	May 2014	DF / TW	
	• A Role Description for the permanent role will be developed	October 2014	DF / TW	
4.2 At least a further £3m of the Social Investment Fund will have been invested.	• Contracts will be signed with investees to the value of at least £1.5m by May 2014 and £3m by October 2014	As stated	DF / TW	
4.3 A communications plan for Social Investment will have been agreed and implemented.	• A communications plan will have been signed off and will be ongoing by the Trust/PRO/EDO • The Trust’s team, and the Social Investment Committee will all be clear on key messages, as well as the leading members of CoL’s executive and membership (as identified in the plan)	July 2014	DF	
		September 2014	DF	



4.4 Research into the relationship between the Trust's grant-making and the social investment will be complete and a plan developed and launched.	<ul style="list-style-type: none"> <li>The focus group and bilateral research will have been completed, analysed, and recommendations taken to committee</li> <li>The programme will be underway</li> </ul>	June 2014	DF / TW	
		October 2014	DF / TW	

<b>Corporate Considerations</b>			
<b>Money</b>	<b>People</b>	<b>Environment</b>	<b>Managing Business</b>

## Departmental Objective 5

**Objective:** Philanthropy – to further develop the Trust and the City of London’s shared philanthropy strategy; to support the ‘City Philanthropy – a Wealth of Opportunity’ work to celebrate and encourage more philanthropy in the City for the benefit of London, with a particular focus on young professionals.

**Priority and rationale:** To increase the amount and quality of philanthropic giving by City workers for the benefit of London and beyond.

Measure of Success	Actions	Target Date	Responsibility	Resources
5.1 The Trust and CoL’s shared philanthropy strategy will be further developed and communicated to Members and lead officers.	<ul style="list-style-type: none"> <li>The philanthropy strategy will be produced</li> <li>The strategy will be published on the Trust and CoL websites</li> <li>A briefing will have been given to Members and Chief Officers</li> </ul>	July 2014 September 2014 December 2014	JF / CC	
5.2 A communications plan supporting the delivery of the strategy will be developed.	<ul style="list-style-type: none"> <li>The communications plan will be produced</li> <li>Contact will be made with key individuals and organisations identified in the plan</li> </ul>	July 2014 January 2015	JF / CC	
5.3 10% of young professionals arriving in the City through graduate recruitment programmes will have been targeted through HR leads as potential philanthropists.	<ul style="list-style-type: none"> <li>All HR leads in the City for Graduate recruitment will be contacted and routes to contact new recruits identified</li> </ul>	September 2014	JF / CC	

<p>5.4 To have recruited at least 1 further FTSE 100 firm to recognise regular giving (time/money/skills) as a key component of the appraisal process.</p>	<ul style="list-style-type: none"> <li>The recruited employer is able to demonstrate through appraisal paperwork the adoption of this approach</li> </ul>	<p>March 2015</p>	<p>JF / CC</p>	
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Corporate Considerations			
Money	People	Environment	Managing Business

## Departmental Objective 6

**Objective:** Communication - to review the Trust's communications strategy (internal & external) and to resource and implement any recommendations for improvement.

**Priority and rationale:** Good communication will amplify the work of our grantees, the Trust, and the CoL as its trustee. This should encourage grants applications, and take forward the social investment and philanthropy work (Objectives 4 & 5).

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
6.1 The Trust will develop a Communications plan informed by & complementary to the CoL Communications Strategy	<ul style="list-style-type: none"> <li>The Communications plan is produced</li> <li>High quality grant applications are being received</li> <li>The name recognition and profile of CBT within CoL is increased so all employees &amp; Members are aware - achieved through presentations at every corporate &amp; Member induction; features in 3 CoL publications; and 2 intranet profiles</li> <li>Key external stakeholders are aware of the Trust's work and its funding programme , to include at least 2 formal contacts per year</li> </ul>	<p>July 2014</p> <p>On-going</p> <p>March 2015</p> <p>March 2015</p>	DF/JF	
6.2 The Trust will have revised its website to make the content and application process more user-friendly; to amplify the work of our grantees and to encourage shared learning and good practice.	<ul style="list-style-type: none"> <li>New images are commissioned for use on the website</li> <li>The text on the website will have been updated</li> </ul>	<p>July 2014</p> <p>October 2014</p>	<p>TW / GL</p> <p>TW / GL</p>	

<p>6.3 The Trust will have reviewed its annual meetings timetable (internal and external network meetings): rationalising content and number where possible.</p>	<ul style="list-style-type: none"> <li>A revised schedule with leads and attendees and rationale for the meetings will be completed</li> </ul>	<p>May 2014</p>	<p>DF / CB</p>	
<p>6.4 The Trust will have launched its 2015, 20 year anniversary programme</p>	<ul style="list-style-type: none"> <li>The Trust will have completed an events and publications schedule to be considered by Committee</li> <li>Launch of Anniversary programme to take place</li> </ul>	<p>October 2014 March 2015</p>	<p>DF/ JF Full Team</p>	

<b>Corporate Considerations</b>			
<b>Money</b>	<b>People</b>	<b>Environment</b>	<b>Managing Business</b>

## Departmental Objective 7

**Objective:** Performance and Corporate Management – to maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.

**Priority and rationale:** A well-trained and enthusiastic team, working to a coherent plan, will inevitably produce the best results.

Measure of Success	Actions	Target Date	Responsibility	Resources
7.1 The full team complement will be maintained and all new starters will receive a full induction.	<ul style="list-style-type: none"> <li>All vacancies will be filled within 3 months of notice being given</li> </ul>	As required	Line Managers	
	<ul style="list-style-type: none"> <li>All new starters will receive an induction on arrival at the Trust</li> </ul>	As required	Line Managers	
7.2 All staff will be fully conversant in the Performance Development Framework and actively participating in appropriate/required training and the appraisal process.	<ul style="list-style-type: none"> <li>All staff will complete required training &amp; the appraisals within specified deadlines</li> </ul>	End of Year: April 2014  Mid Year: October 2014	Line Managers	
7.3 The Trust's team will undertake review, planning and team-building events annually.	<ul style="list-style-type: none"> <li>The full team will attend an away and the actions from the away day will directly feed into the business plan</li> </ul>	Autumn 2014	Full Team	

<p>7.4 The Trust's Committee Members are able to play their full part in the governance of the trust and as ambassadors for its work.</p>	<ul style="list-style-type: none"> <li>• New Members will receive a full induction within 2 months of joining the committee</li> <li>• Each Member will attend at least 2 grantee visits / events per year</li> </ul>	<p>As required</p> <p>March 2015</p>	<p>DF</p> <p>Grant Officers</p>	
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<b>Corporate Considerations</b>			
<b>Money</b>	<b>People</b>	<b>Environment</b>	<b>Managing Business</b>

## **Section 4 - The City Together Strategy and Corporate Plan**

### The City Together Strategy: The Heart of a World Class City 2008 – 2014

The Community Strategy for the City of London sets out its vision:

*"The City Together will work to support the City of London as a leading international financial and business centre in a way that meets the needs of its diverse communities and neighbours."*

It comprises 5 themes which are the key attributes of the City of London:

1. is competitive and promotes opportunity
2. supports our communities
3. protects, promotes and enhances our environment
4. is vibrant and culturally rich
5. is safer and stronger

Much of the Trust's work supports the themes of The City Together. Whilst this City Corporation strategy is specifically for the Square Mile, the Corporation has an increasingly outward focus to the rest of London, which aligns with the Trust's area of benefit. 'A world class city' needs a hinterland from which to draw a well-educated and healthy workforce. This in turn relies upon vibrant local communities with good quality public and community services. The voluntary and community sector plays a valuable and independent role in helping make London a better place to live and the City Bridge Trust plays an important role in supporting its on-going success. Examples of grants supporting these themes are :

#### Competitive and promotes opportunity

*Markfield Project* - £99,000 towards a programme of sports, arts and leisure activities for young people with learning difficulties.

*Flash Musicals* - £24,000 towards performing arts workshops for young disabled people.

#### Supports our communities

*Chinese National Healthy Living Centre* - £145,000 towards the London Chinese Dementia and Alzheimer's Project.

*Migrants Resource Centre* - £31,100 towards a cross-community media project.

#### Protects, promotes and enhances our environment

*Garden Classroom* - £25,000 towards an environmental education programme for children and young people.

*Hornbeam Centre* - £60,000 towards a Community Environment Worker.

#### Is vibrant and culturally rich

*Chickenshed Theatre* - £38,100 towards an inclusive programme for children and families to learn about and value different cultures.

*Otakar Kraus Music Trust* - £35,600 towards a specialised music programme for children with special needs.

#### Is safer and stronger

*Beyond Youth* - £38,000 towards the cost of its Chance to Change programme at HMP Send.

*London Citizens* - £110,000 towards the salary costs of the CitySafe Co-ordinators.



## The CoL Corporate Plan 2014-18

The City of London's corporate vision is [**NB subject to possible amendment of wording depending on decision of Court**]:

**The City of London Corporation will support and promote the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.**

From this overall vision we have three strategic aims:

- To support and promote 'The City' as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

The activities of the City Bridge Trust fall squarely within the third of these, providing as we do support for third sector organisations working for the benefit of people across Greater London.

Within the Key Policy Priorities that help to deliver the plan, City Bridge Trust is specifically mentioned within KPP4 :

*Maximising the opportunities and benefits afforded by our role as a good neighbour and major sponsor of culture and the arts.*

## **Section 5 - Risk Management 2014-17**

This Risk Register reviews the risks facing the City Bridge Trust, the charitable funding arm of Bridge House Estates. In order to comply with current legislation (SORP 2005), the Trustee is required to report on risk management in its Annual Report. Copies of the 2012/13 report have been circulated and are available on the Trust's website.

Risk is reviewed regularly as part of the Departmental Management process and is reviewed on a quarterly basis, to ensure that the Trust is clear on the nature of the risks it faces in the orderly completion of its business and the actions in place to ameliorate the level of risk are appropriate and proportionate.

The following pages highlight the three identified CBT risks:

<b>Risk: CB1</b>	<b>Financial loss through fraud or theft.</b>  <b>Links to:</b>	<b>Gross Risk</b>	<b>R</b>
		<b>Likelihood</b>	<b>Impact</b>
		4	4

<b>Detail</b>	A major risk for the Trust would be loss through a fraud or theft either by an external applicant or grant holder, or by abuse of the systems internally. This is addressed through our comprehensive documentation of financial procedures and systems which have been approved by Internal and External Audit and have been approved by Internal and External Audit and which are subject to regular review. Since its inception in 1995, the Trust's exposure to fraud has been very low, with only 4 identified cases of fraud during this period. However, during 2012, the Trust was informed of alleged fraud within 2 of its funded organisations. These are being investigated by Internal Audit which has also conducted a Due Diligence review of the Trust.
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<b><u>Specific Threats/Issues</u></b>	<b><u>Mitigating Actions</u></b>
1) Allegation of fraud within 2 organisations funded by the Trust.	1) Due diligence review of the Trust undertaken by Internal Audit & its recommendations implemented.
2) Receipt of a fraudulent application.	2) All CBT staff attend fraud awareness training; no main grants awarded without a site visit; compliance checks with Charity Commission & Companies House; participation in funders' networks where intelligence about potential fraud is shared.
3) Internal fraud is committed.	3) Careful segregation of duties in place, including an internationally renowned grants management system which provides an audit trail of key events carried out by users during the grants management process; authorisation controls for payments in place; payment function split between CBT team and CoL payment team.

<b><u>Summary</u></b>  The risk of fraud or theft is a very real one. The Trust's systems are designed to minimise the risk of fraud and have recently been strengthened in this respect.	<b>Net Risk</b>	<b>A</b>
	<b>Likelihood</b>	<b>Impact</b>
	3	3
	<b>Control Evaluation</b>	
	<b>A</b>	

<b>Risk:</b>	<b>Over/under commitment of the Trust's grants budget.</b>	<b>Gross Risk</b>	<b>A</b>
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<b>CB2</b>	<b>Links to:</b>	<b>Likelihood</b>	<b>Impact</b>
		4	2

<b>Detail</b>	Officers provide the Grants Committee with a detailed budget update at each of its 10 meetings throughout the year. The Trust aims to distribute its funds evenly throughout the year and to spend the grants budget in full by the financial year end (unless there are exceptional circumstances).
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<p><b><u>Specific Threats/Issues</u></b></p> <p>1) Miscalculation of the figures.</p> <p>2) Mistakes in data entry in grants database being carried over into the report.</p> <p>3) Not sufficient quality applications received to the Investing in Londoners grants programme</p> <p>4) Not able to process sufficient applications to the Investing in Londoners grants programme to commit the full grants budget</p>	<p><b><u>Mitigating Actions</u></b></p> <p>1) Several members of the team check the figures for accuracy before the papers are dispatched.</p> <p>2) The report is structured to pick up possible mistakes on the database. The Chamberlain regularly cross-references.</p> <p>3) The Trust publicises its grants programme through London networks and participates on appropriate platforms. It also undertakes some evidence backed pro-active grant making.</p> <p>4) The Trust is improving its grant making process: fully online applications are now implemented and work has commenced on the proportionality of due diligence.</p>
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<p><b><u>Summary</u></b></p> <p>The report used by the Trust to monitor the grants spend has recently been reviewed and is an effective management tool. Additional scrutiny by the Chamberlain provides an additional check and balance. Effective communication of the Investing in Londoners grants programme to potential applications maintains the flow of quality applications; and the evidence-backed pro-active grant-making enables the Trust to spend its grants budget without compromising quality. Grants processes are subject to continual review and improvement to ensure robust and proportionate due diligence while allowing for sufficient grants applications to come to the decision-making committee.</p>	<b>Net Risk</b>	<b>G</b>
	<b>Likelihood</b>	<b>Impact</b>
	1	2
	<b>Control Evaluation</b>	
<b>G</b>		

<b>Risk:</b>	<b>Major failure in IS systems leading to significant disruption to</b>	<b>Gross Risk</b>	<b>R</b>
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<b>CB3</b>	<b>business, inability to meet legal or regulatory requirements, effect on health and safety, financial or reputational loss.</b> <b>Links to:</b>	<b>Likelihood</b>	<b>Impact</b>
		4	4

<b>Detail</b>	
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<b><u>Specific Threats/Issues</u></b>	<b><u>Mitigating Actions</u></b>
<p>1) Potential to cause financial hardship to funded organisations.</p> <p>2) Potential to damage the reputation of the Trust and the City Corporation.</p>	<p>Monday to Thursday an "incremental" backup is taken. This ensures that any data that has changed since the previous Friday is backed up. Every Friday, a full backup is taken. Each day's backups are sent off-site, normally the morning after the backup job has run in the case of tape based backups. Backup tapes are kept off site for 3 months. The PC Networks team monitor the backups to ensure that all the jobs complete correctly. The team aims to ensure that any restore requests are completed within 48 hours of receiving the request. The Trust's Grants Database is subject to disaster testing.</p>

<b><u>Summary</u></b>  The Trust is dependent on the City Corporation's ICT recovery plans. As such, this means the risk would only materialise if the disaster recovery arrangements failed which places the risk in the unlikely category.	<b>Net Risk</b>	<b>G</b>
	<b>Likelihood</b>	<b>Impact</b>
	2	2
	<b>Control Evaluation</b>	
<b>G</b>		