

City Bridge Trust Business Plan 2014-17 Progress to September 2014

Appendix 1

Action No.	Description	Date	Milestones/Next Steps (with progress shown in bold)	Status
<b>Objective 1 - Evidence &amp; Learning - to improve the knowledge and evidence base that informs, and is gleaned from, the Trust's grant-making and social investments</b>				
1.1	Each Grant Officer to become designated Lead in at least one broad subject area.	Ongoing	<b>All GO's now have their designated subject area.</b> Schedule of presentations to various meetings (eg Team meetings, CBT Committee), to share learning, in process of being drawn up.	<b>G</b>
1.2	External evaluations to be commissioned for 2 themes from the Investing in Londoners grants programmes	January 2015	<b>Evaluators' tender document drawn up.</b> Evaluators to be appointed and contracts signed. Review meetings quarterly, evidence of adaption to delivery of grants programme.	<b>G</b>
1.3	The Trust's grantees' knowledge and expertise to inform the work of the Trust	Ongoing	<b>Grants to be coded on the database, by outcome sought.</b> Monitoring report template reviewed and put online.	<b>G</b>
1.4	The Trust's knowledge gained through its administration of the Social Investment Fund to inform the work of the Trust	Quarterly	All investment monitoring reports are reviewed; and lessons on social impact will be shared with the team and with wider investment networks.	<b>G</b>
1.5	Wembley National Stadium Trust to have successfully implemented and developed its grant-making programmes	June 2014 January 2015	<b>2 London Borough of Brent rounds successfully completed.</b> England-wide programme completed.	<b>G</b>
<b>Objective 2 - Fit for purpose - to review the Trust's policies, processes and resources, to ensure it is fit to deliver its strategy</b>				
2.1	Governance of BHE (the underlying charity) and the Trust to be understood by all CoL Members, fulfilling their Trustee function	Ongoing	CGO is taking part in schedule of Members' development meetings.	<b>G</b>
2.2	A clear and relevant policy to be set out, governing the spending of any BHE income surplus to the requirements of the primary charitable objects	September 2014	Policy review to be completed.	<b>G</b>
2.3	The Trust's processes to be straightforward, effective, relevant and user-friendly, both for applicants and team members	June 2014 October 2014	<b>Grantee perception survey completed.</b> Cross-team sub-group to be established, following an initial full-team discussion.	<b>G</b>
2.4	The Trust to have the resources needed to deliver its mission	May 2014 June 2014 November 2014	<b>Social Investment Financial Analyst contract has been awarded.</b> <b>Review of Team's IT needs - completed.</b> Review of Team's capacity, structure and job roles.	<b>G</b>
2.5	"Get Young People Working - the Youth Offer" to be successfully managed	2014/15	Officer now on maternity leave but another member of the team has assumed lead.	<b>G</b>
2.6	The Youth Offer to provide the Trust with valuable learning	Quarterly October 2014	<b>Monitoring reports provided to external evaluators.</b> Budget approved by CBT Committee in July for a learning event to be held on November 18th 2014.	<b>G</b>
<b>Objective 3 - Grant-making - to maximise the impact of the funding available to the Trust, ensuring the full budget is committed by financial year end.</b>				

3.1	To receive high-quality grant applications, each subject to professional assessment	September 2014	<b>Consistent flow of quality grant applications (improved quality noted).</b>	<b>G</b>
3.2	The Trust accounts to show the full grants budget has been committed by the end of financial year 2015	April 2015	40% of grants budget committed by September 2014; 65% by December 2014	<b>G</b>
3.3	All of the Trust's grantees to have access to a comprehensive range of expertise and support to strengthen their organisations and increase the impact of their grants	September 2014	Review of capacity building support ; contracts with suppliers to provide the model recommended by the review	<b>A</b>
3.4	The Trust to maximise the use of its non-financial assets in support of the grantmaking	Ongoing	Identify synergies and work more closely, where appropriate, with other CoL departments.	<b>G</b>
<b>Objective 4 - Social Investment - to contribute to the implementation of the Trust and the City of London's shared social investment strategy</b>				
4.1	The Social Investment Fund to be appropriately resourced to deliver relevant elements of the Trust and CoL's shared strategy	May 2014 March 2015	<b>Appointment of part-time Financial Analyst completed.</b> Role description for permanent role developed.	<b>G</b>
4.2	At least a further £3m of the Social Investment Fund to have been committed by SIB for social investment.	May 2014 October 2014	<b>Contracts signed with investors to value of £1.5m.</b> Contracts signed with investors to value of £3m	<b>G</b>
4.3	A communications plan for social investment to have been agreed and implemented	September 2014	Communications plan signed off; Social Investment Board and leading members of CoL's executive and Membership to be clear on key messages	<b>A</b>
4.4	Research into the relationship between the Trust's grantmaking and social investment to be completed and a plan developed and launched	October 2014 November 2014	<b>Focus group and bilateral research completed.</b> <b>Criteria for grants programme to complement and support Social Investment approved by CBT Committee in July 2014.</b> Launch to take place.	<b>G</b>
<b>Objective 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</b>				
5.1	The Trust and CoL's shared philanthropy strategy to be further developed and communicated to Members and lead officers	December 2014	Philanthropy Strategy to be updated. Strategy to be published on CBT and CoL websites ; Briefing to be given to Members and Chief Officers	<b>G</b>
5.2	A communications plan supporting the delivery of the strategy to be developed	January 2015	Communications plan produced ; contact made with key individuals and organisations identified in the plan	<b>G</b>
5.3	To have targeted, through HR leads, 10% of young professionals arriving in the City through graduate recruitment programmes, as potential philanthropists	October 2014	All HR leads in the City for graduate recruitment to be contacted and routes to contact new recruits identified	<b>G</b>
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	March 2015	The recruited employer to be able to demonstrate through appraisal paperwork the adoption of this approach	<b>G</b>
<b>Objective 6 - Communication - to review the Trust's communications strategy (internal &amp; external) and to resource and implement any recommendations for improvement</b>				
6.1	To develop a communications plan informed by and complementary to the CoL Communications Strategy	October 2014	<b>Communications plan produced</b> (to be discussed at Members' Half-Awayday) ; name recognition and profile of CBT within CoL increased; key external stakeholders aware of the Trust's work and its funding programme	<b>G</b>
6.2	The Trust to 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	October 2014	New images commissioned for use on the website and text on website updated	<b>G</b>

6.3	The Trust to have reviewed its annual meetings timetable (internal and external network meetings); rationalising content and number where possible	May 2014	<b>Revised schedule with leads and attendees + rationale for the meetings completed Committee meetings reduced from 10 per year to 6.</b>	<b>G</b>
6.4	The Trust to have launched its 2015, 20 year anniversary programme	August 2014 October 2014	Cross-team working party established. Events and publications schedule ready for Committee consideration.	<b>A</b>
<b>Objective 7 - Performance and Corporate Management - to maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework</b>				
7.1	The full team complement to be maintained and all new starters to receive a full induction	Ongoing	All vacancies to be filled within 3 months of notice being given - as required;; all new starters to receive an induction on arrival at the Trust - as required	<b>G</b>
7.2	All staff to be fully conversant in the Performance Development Framework and actively participating in appropriate/required training and the appraisal	Ongoing		<b>G</b>
7.3	The Trust's team to undertake review, planning and team-building events annually	November 2014	Full Team Away Day with actions arising to feed into Business Plan	<b>G</b>
7.4	The Trust's Committee Members to be able to play their full part in the governance of the Trust and as ambassadors for its work	Ongoing	New Members to receive full induction within 2 months of joining the Committee as required; each Member to attend at least 2 grantee visits/events per year	<b>G</b>

<b>R (ed)</b> - Off target with unresolved issues
<b>A (mber)</b> - Off track but with actions in hand to improve
<b>G (reen)</b> - On track/to plan



**Status Definitions**

The project/activity will not be completed within the agreed budget, timescale or specification and a decision will be required on how to proceed
The project/activity is in danger of not being completed within the agreed budget, timetable or specification but action is being taken to ensure that the project will be delivered within agreed limits
The project/activity will be delivered on budget, time and to the agreed specification