

City Bridge Trust

Business Plan April 2015 - March 2016

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Section 1 City Bridge Trust

Introduction

City Bridge Trust (CBT/the Trust) is the grant-making arm of Bridge House Estates (BHE), a registered charity (1035628) the primary objective of which is to maintain the five bridges which cross the Thames into the City. In 1995 the Charity Commission approved a Scheme to widen the objects of the charity 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 BHE has an obligation to apply the income of the charity to further its charitable purposes in accordance with the approved Scheme.

Vision, mission and values

- Vision: *to make London a fairer and more equal place in which to live.*
- Mission: *to reduce disadvantage by supporting effective charitable activity across Greater London through grant-making, social investment, encouraging philanthropy and using our learning from these activities to influence social policy.*
- Values: *independence, inclusion and fairness.*

Operating context and challenges ahead

These are unprecedented times for London's communities and its voluntary sector, with the following challenges ahead:

- A tough economic climate as the gap between rich and poor continues to grow.
- London local government has taken a 33% real term cut in service funding from Central Government between 2009/10 and 2013/14. Deeper public sector cuts are due from April 2015 and in 2016.
- The voluntary sector is experiencing ever greater calls on its services whilst at the same time facing reduced funding.
- There will be political uncertainty in the lead up to the General Election in May 2015 and the London Mayoral elections in 2016.
- London's population is growing and ageing, placing greater pressure on its infrastructure.
- A chronic lack of affordable housing.

Given this context, and the Trust's position as London's largest independent grant-maker, it is vital that its objectives are driven by a commitment to better understand the needs of London's communities and to work with others to use all of its resources to best meet those needs.

Section 2:

City Bridge Trust: Summary Business Plan 2015/16

Our Strategic Aims are:	To reduce disadvantage throughout Greater London by supporting charitable activity through our three key areas of activity: <ul style="list-style-type: none"> • Grant-making within clearly defined priorities. • Social Investment. • City Philanthropy – a Wealth of Opportunity, encouraging more giving amongst young City workers, earlier in their careers. To learn from the above activities and collaborate with others to achieve maximum impact.
Vision / Key Objectives and /or Key Policy Priorities are:	We want to make London a better, fairer and more equal place in which to live.

Our Key Performance Indicators are:		
Description:	2013/14 performance	2014/15 target
Expend the annual grants budget in full on quality grants, in line with our objective of effective grant-making, for the benefit of London’s disadvantaged communities.	£17.8m awarded (baseline budget £14.95m + £3.5m for initiatives to tackle unemployment).	£18.6m (£14.95 + £3.5 c/f from 2013-14).
To support the joint strategy of the City of London Corporation and City Bridge Trust to grow the social investment market and to lead by example by administering the Social Investment Fund, for the ultimate benefit of London.	£1.8m committed for social investments.	£3m.
To increase the amount of philanthropic activity in the City through <i>City Philanthropy: a Wealth of Opportunity</i> , for the benefit of London’s charitable sector and the communities they serve.	City Funding Network (CFN) raised £40k for 6 charities. Beyond Me: 50 new teams launched across 20 companies. 350 individuals collectively raised £200k and donated 7,500 hours of business skills to their chosen charities.	CFN to raise at least £30k. Beyond Me to create 120 Giving Syndicates in City firms, investing over £720k. Baseline research completed on the level of individual giving in the City.

Section 3

Our Financial Information

	Local or Central Risk	2013/14 Actual	2014/15 Original budget	2014/15 Latest Forecast Outturn	2015/16 Original Budget	Notes
		£000	£000	£000	£000	
Employees	L	752	728	797	854	1
Transport	L	2	4	3	4	
Supplies & Services (i)	L	315	199	378	341	2
Grants	C	18,787	15,950	20,486	15,950	
Total Expenditure		19,856	16,881	21,664	17,149	
Total External Income	L	44	77	77	104	3
Total Net Expenditure Before Recharges		19,812	16,804	21,587	17,045	
Recharges (including capital charges)		135	74	122	127	
Total Net Expenditure		19,947	16,878	21,709	17,172	

Notes on Financial Information:

1. 2015/16 budget includes additional funding approved for Monitoring Officer
2. Includes additional income & expenditure for social investment and the Prince's Trust grant management.
3. External Income = Wembley National Stadium Trust (WNST) contract.

Section 4

Our Staffing

Our Staffing is made up of:

- Headcount: 17
- Number of full timers: 11
- Number of part timers: 5
- Vacancies: 1 (Monitoring & Compliance Officer – new post, 3-year fixed term contract)
- Turnover: Healthy
- Sickness absence: 53.9 FTE days January 1st – December 31st 2014
- Gender: 8 Female; 8 male
- Ethnicity: diverse and reflective of London's demographic and the groups with whom we work.

Notes on Staffing Information:

1. Staff numbers are relatively low for a grant-making trust such as this Trust. Part of the Strategic Resource and Impact Review currently taking place is looking at the efficacy and the adequacy of the Trust's resources. At a time of unprecedented demand on our services, we wish to ensure maximum impact delivered by a healthy staff team with appropriate capacity.

Learning & Development:

The Trust is strongly committed to the development of its staff team. As well as formal training opportunities, there are a wide variety of ways in which staff can learn 'on the job', including:

- Attendance at and active participation in funders' networks where issues relevant to our funding priorities, as well as good practice in grant-making, are discussed.
- Attendance at and active participation in conferences and seminars on topics relevant to our grant-making.
- Opportunities for administrative staff to accompany Grants Officers on assessment and monitoring visits.
- As board members of organisations, including London Funders, the Association of Charitable Foundations and NCVO.
- Making presentations on the Trust's work to London's voluntary sector.

Section 5 – Departmental Objectives 2015/16

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

1. **Evidence-based Learning and Convening:** To use the Trust's position as London's largest independent grant-making charitable trust, and the related learning, expertise and convening power, to best effect in tackling disadvantage in London.
2. **Grant-making:** To maximise the impact of the funding available from the Trust.
3. **Social Investment:** To implement the Trust's and the City of London Corporation's shared social investment strategy.
4. **Philanthropy:** To encourage more philanthropy in the City for the benefit of Londoners by developing and deepening the understanding of the Trust's and the City of London Corporation's shared philanthropy strategy.
5. **Strategic Resource and Impact Review:** To ensure that the Trust is led by quality, strategic decisions and is resourced appropriately to deliver on those decisions.
6. **Communication:** To develop and implement the Trust's communications plan (internal and external) for 2015/16.
7. **Performance and Corporate Management:** To maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.

Section 6: Objectives for 2015/16

Objective 1	Evidence-based Learning & Convening: To use the Trust's position as London's largest independent grant-making trust, and the related learning, expertise and convening power to best effect in tackling disadvantage in London.
Priority and rationale (why are you doing it?)	In the context of a harsh economic climate, with deeper cuts to come from 2015/16, it is vital the Trust uses all the assets at its disposal – financial, intellectual and its power as a convenor – to maximise its effectiveness in supporting London's communities. The Trust is a rich repository of information; it will share the learning it garners through its grant-making and social investments.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
1.1 Implementation of the Trust's Learning Plan.	From April 2015 onwards.	The Trust's work during 2015/16 will be underpinned by its Learning Plan comprising a programme of activities for the year.	Chief Grants Officer (CGO)/Grants Officers (GOs)	CBT
1.2 The Trust will build on its external links with organisations such as London Funders and the Association of Charitable Foundations as well as other funders to improve all of our understanding of need in London.	Throughout 2015/16	<ul style="list-style-type: none"> London's Giving becomes a recognised brand. Local Giving schemes are established in at least 4 new boroughs. 	Deputy Chief Grants Officer (DCGO)/GOs	CBT
1.3 The Trust will improve the knowledge and evidence base that informs its grant-making.	<ul style="list-style-type: none"> April 2015 From April onwards 	<ul style="list-style-type: none"> Each Grants Officer will be the designated lead in at least one broad topic area and will deepen their knowledge in that area. Each Grants Officer will cascade their learning by making at least one presentation to the Committee and updating the team on key policy changes. 	DCGO/GOs	CBT

		<ul style="list-style-type: none"> Each Grants Officer will develop at least one strategic initiative in their subject area. 		
1.4 The CBT Team will identify gaps in our knowledge relative to the needs of Londoners and commission research accordingly.	Throughout 2015/16	The CBT Team will be better informed about the needs of Londoners and therefore better able to target resources more effectively.	CGO/GOs	CBT
1.5 Review the effectiveness of the Trust's approach to programme evaluation.	September 2015	The Trust has the evidence with which to adapt the delivery of its grants programme to make it more effective.	Principal Grants & Social Investment Officer (PGSIO)/GOs	CBT
1.6 Each Grants Officer actively participates in external networking and learning events.	Throughout 2015/16	<ul style="list-style-type: none"> Grants Officers' knowledge and experience is used to inform the wider policy debate. The Trust's reputation as a thoughtful and progressive funder is maintained and enhanced. 	GOs	CBT
1.7 The Trust will work more closely with other departments to leverage the expertise of the City of London Corporation as a whole.	Ongoing	<ul style="list-style-type: none"> Other departments better understand the work of CBT and how to use CBT to access London's communities. 	CGO/GOs	CBT

Objective 2.	Grant-making: To maximise the impact of the funding available from the Trust.
Priority and rationale (why are you doing it?)	The needs of Londoners are greater than the resources available and it is essential that the Trust aims to maximise its impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
2.1 Awareness of the Trust's grants programmes is maintained through the website and funding presentations.	Throughout 2015-16	<ul style="list-style-type: none"> High quality applications are received that meet the Trust's priorities and each is subject to full assessment. Applications are received from all London boroughs, including 10% from new applicants. 	CGO/GOs CGO/GOs	CBT
2.2 Implementation of the Grants process Review of CBT (as part of the CBT Resource & Impact review).	From April 2015	That the recommendations on how the Trust can improve its grant-making processes are reviewed, revised and embedded during the year.	CGO/GOs	CBT
2.3 Respond to the findings of the CoLC Grants Review.	June 2015	The Trust is offering its experience and expertise to help improve the CoLC's wider grant-making.	CGO/GOs	To be determined
2.4 Review the criteria for strategic initiatives.	September 2015 September 2015 March 2016	<ul style="list-style-type: none"> Grants Officers understand how strategic initiatives can complement the Trust's wider grant making. Grants Officers are confident to put forward proposals for and to process strategic initiatives. Up to 10% of the grants spend is directed to strategic initiatives. 	CGO/GOs CGO/GOs	CBT
2.5 Implementation of the CBT Grants Manual.	From April 2015 onwards	The quality and consistency of grants assessment and management is improved.	CGO/GOs	CBT

2.6 The Trust will undertake at least one funder collaboration to tackle an issue affecting Londoners.	March 2016	There will be a greater impact on a particular issue by combining the funding and expertise of the Trust with that of its partner(s), demonstrated by robust external evaluation.	CGO/GOs	CBT
2.7 The Trust continues to provide the grant-making and governance of Wembley National Stadium Trust (WNST).	April 2015	<ul style="list-style-type: none"> • A new three-year contract covering April 2015 – March 2018 in place. 	CGO/Principal Grants Officer (PGO)	WNST contract
	Ongoing	<ul style="list-style-type: none"> • WNST Board is serviced to a high standard. 	PGO	
	Ongoing	<ul style="list-style-type: none"> • WNST's legal requirements are met within requisite time frames. 	PGO	
	June 2015 & January 2016 November 2015	<ul style="list-style-type: none"> • Two LB Brent grant rounds successfully completed. • An England-wide scheme developed and agreed by WNST Board. 	PGO	

Objective 3	Social Investment: To implement the Trust's and the City of London Corporation's shared social investment strategy.
Priority and rationale (why are you doing it?)	To grow the social investment market in order to diversify and increase the funding available to achieve social impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
3.1 At least a further £3m of the Social Investment Fund committed.	October 2015	Contracts will be signed with investees to the value of at least £1.5m by May 2015 and £3m by October 2015.	CGO/PGSIO	CBT, Chamberlains and City Solicitors
3.2 Grants are awarded on the new Stepping Stones programme.	May 2015 and potentially a 2 nd round later in the year, depending on the amount awarded in Round 1.	<ul style="list-style-type: none"> £1m Stepping Stones fund is fully committed. The success of the scheme is reviewed and a successor scheme is planned. The Trust builds on the success of this fund to better integrate its social investment and grant-making processes. 	CGO/PGSIO CGO/PGSIO CGO/PGSIO	CBT and Chamberlains
3.3 Review the findings of the Resource & Impact Review with respect to Social Investment.	June 2015	<ul style="list-style-type: none"> The Trust's work on social investment and grant-making are better integrated. 	CGO/PGSIO	CBT
3.4 A communications plan for social investment is in place.		Trust officers and Social Investment Board (SIB) members are clear on its key messages, as well as the leading members of CoLC's executive and Membership (as identified in the plan).	CGO/PGSIO (in conjunction with PRO & EDO)	CBT, PRO and EDO

Objective 4	Philanthropy: To encourage more philanthropy in the City for the benefit of Londoners by developing and deepening the understanding of the Trust and the City of London Corporation's shared philanthropy strategy.
Priority and rationale (why are you doing it?)	The Trust's 'City Philanthropy – a Wealth of Opportunity' initiative is encouraging more philanthropic giving (of both time and money) by City workers earlier in their careers for the benefit of London and beyond. City Philanthropy aims to embed philanthropy as part of a successful career in the City.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
4.1 To increase philanthropic activity amongst City Professionals.	December 2015	<ul style="list-style-type: none"> City Funding Network (CFN) organises at least two fundraising events. Each CFN event raises at least £15,000 for good causes. Beyond Me is on track to have created 120 Giving Syndicates in City Firms, investing over £720,000 in charity projects. The Beacon Award for City Philanthropy Fellow(s) promote City Philanthropy and inspire those new to philanthropy. 	DCGO/Director of City Philanthropy (DCP) DCGO/DCP DCGO/ DCP DCGO/DCP	Grant via Association of Charitable Foundations (ACF).
4.2 The City Philanthropy strategy is communicated to target audiences within CoLC and senior ambassadors are recruited.	December 2015	City Philanthropy has taken maximum advantage of the reach and influence of the CoLC in order to raise awareness about philanthropy, its role and its relevance.	CGO/DCP	Grant via ACF
4.3 Review and development of the DonorWISE training programme.	July 2015	Participants report increased confidence and skills to undertake philanthropic activity.	DCP	Grant via ACF

4.4. The City Philanthropy website is re-vamped.		The City Philanthropy website is the 'go-to' site for those wishing to find out more about how to be a philanthropist.	DCP	Grant via ACF
4.4 Research undertaken by Cass Business School into the size, scale and value of philanthropy in the City is successfully launched.	TBC	City Philanthropy has a robust evidence base against which to measure its success.	DCP	Grant via ACF
4.5 A learning event on philanthropy.	Autumn 2015	Well-attended event by target audience with high quality content evidenced by excellent feedback from participants.	DCP	Grant via ACF

Objective 5	Strategic Resource & Impact Review: To ensure that the Trust is led by quality, strategic decisions and is resourced appropriately to deliver on those decisions.
Priority and rationale (why are you doing it?)	The needs of Londoners are greater than the resources available and it is essential that the Trust aims to maximise its impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
5.1 Revise the grant-making policy to separate policy from procedure.	Sept 2015	<ul style="list-style-type: none"> A revised policy is developed, consulted on and agreed by Court of Common Council (CoCo) as recommended by the CBT Committee. Members are able to concentrate on making decisions on grant applications and the strategic direction of the Trust and are not involved in making decisions about operational matters. 	CGO	CBT and City Solicitors
5.2 An action plan is drawn up to take forward the recommendations of the Review (where appropriate)..	June 2015	<ul style="list-style-type: none"> The plan is time-bound and realistic. Resources are identified to take the Trust's work forward. 	CGO	CBT
5.3 The Trust's Committee Members are able to play their full part in the governance of the Trust's work.	Ongoing	<ul style="list-style-type: none"> All new Members receive a full induction within 2 months of joining the Committee. Each Member attends at least 2 grantee visits/events. 	CGO	CBT
5.4 A programme of themes is established for each Committee meeting.	April 2015 onwards	<ul style="list-style-type: none"> Members feel better informed about London's needs. Members and officers gain a deeper understanding of how the private, public and voluntary sectors can work together for London's strategic benefit. 	CGO/GOs	CBT

<p>5.5 A programme of activity relating to the Trust's 20th anniversary as a grant-maker will be delivered.</p>	<p>Throughout 2015-16</p>	<ul style="list-style-type: none"> • A Funder-Plus programme will be launched to help build the resilience of organisations funded by the Trust. • A new Learning Programme will be launched that builds on the lessons of the past 20 years, in collaboration with other funders and our membership bodies, London Funders and Association of Charitable Foundations. • Themes for a cohort of 20th anniversary strategic grants will be agreed. • A 20th anniversary learning event for CBT grantees to be delivered. 	<p>CGO/GOs</p>	<p>CBT</p>
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Objective 6	Communication: To develop and implement the Trust's communications plan (internal and external) for 2015-16.
Priority and rationale (why are you doing it?)	Good communication will amplify the work of our grantees, the Trust and the CoLC as its trustee. This should encourage grant applications, and take forward the social investment and philanthropy work, whilst enabling the dissemination of learning.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
6.1 A Communications Plan for the Trust's 20 th anniversary is drawn up.	April 2015	The Trust is able to communicate the impact of its work to target audiences (both internal and external).	DCGO/Communications Officer (CO)	CBT + PRO & Champollion
6.2 The Trust will re-develop its website as a simple to use, inclusive, collaborative tool.	September 2015	The website is refreshed and is improved as a platform for sharing learning and good practice.	DCGO/CO	To be determined
6.3 The work of the Trust is communicated internally through Members inductions, induction days for new staff, department Team meetings.	Throughout 2015	The work of the Trust is more widely understood across the City of London Corporation.	CGO/GOs	CBT
6.4 The work of the Trust is communicated externally to target audiences.	Throughout 2015 June 2015 & October 2015 Ongoing	<ul style="list-style-type: none"> • At least 4 presentations to targeted audiences • 2 publications of the Knowledge are produced • Regular tweets of funded work. 	CGO/GOs	CBT

Objective 7	Performance & Corporate Management: To maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.
Priority and rationale (why are you doing it?)	A well-trained and enthusiastic team, working to a coherent plan and outcomes, will inevitably produce the best results.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
7.1 The full team complement will be maintained.	Ongoing	<ul style="list-style-type: none"> All vacancies filled within 3 months. All new starters receive an induction upon arrival at the Trust. 	CGO	CBT
7.2 All staff will complete required training & appraisals within specified deadlines.	Ongoing	All staff are fully conversant with the Performance Development Framework and actively participating in appropriate/ required training and appraisal process.	CGO/DCGO/2 x PGOs.	CBT
7.3 The adequacy of the staffing complement will be reviewed in the light of the Strategic Resource & Impact review.	June 2015	The Trust has adequate resources in place to enable it to meet its objectives for the benefit of London's communities.	CGO	To be determined
The Trust will continue its annual cycle of review, planning and team-building.	February 2016	Actions from the away day feed directly into the Business Plan.	CGO	CBT

Section 7 - Risk Management 2015-16

This Risk Register reviews the risks facing 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 2013/14 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. This is reported to the City Bridge Trust Committee as part of the quarterly Business Plan cycle.

The following table is an extract from the Bridge House Estates Risk Register:

Risk No.	Risk (Short description)	Risk Owner	Committee	Existing Controls	Current Risk				Planned Actions	Target Risk		
					Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
Grants												
CBT1	Financial loss through fraud or theft.	Chief Grants Officer	The City Bridge Trust	Rigorous grants assessment and grants management systems. Comprehensive checks and balances before payments authorised. Grants management and financial system approved and regularly reviewed by Internal and External Audit. Due Diligence Review completed by Internal Audit December 2012.	Rare	Serious	G	↔	Funds for a three-year Monitoring Officer recently approved. Officer in post by April 2015.	Rare	Serious	G
CBT 2	Negative publicity and damage to the City of London Corporation's reputation.	Chief Grants Officer	The City Bridge Trust	The Trust operates an open and transparent grant assessment and decision-making process. It works closely with City of London Corporation's Public Relations Office.	Rare	Serious	G	↔	Communications Plan for the Trust is in draft.	Rare	Serious	G
CBT 3	Major failure in IS systems leading to significant disruption to business, inability to meet legal or regulatory requirements, effect on health and safety, financial or reputational loss.	Chief Grants Officer	The City Bridge Trust	Contingency back-up plan is in place.	Rare	Extreme	A	↔	Back-up systems are ongoing.	Rare	Extreme	A

City Bridge Trust Organisational Chart

Appendix 1

