

## SBR GRANTS 2015: FINAL REPORT

## SUMMARY OF RECOMMENDATIONS

Core Principles: 7 Steps to Success	Detailed Recommendations: Principles into Practice
<p><b>1. Set out a clear corporate offer:</b> City Corporation’s grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.</p>	<p>1.1 <b>Be explicit about what is meant by a “grant” and adopt this single definition throughout the City Corporation.</b></p> <p>1.2 Classify payments as “grants” only if they are awards to external organisations or individuals to undertake an activity or produce an outcome which City Corporation is not required to do under statutory obligation or if they further the charitable objects of the charity from which the payment is made and if they are awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.</p> <p>1.3 <b>Maintain accounting discipline for the coding and treatment of grants.</b></p> <p>1.4 Ensure that any ongoing discretionary City Fund payments to external bodies which have not been made as grants, or which do not arise from a legal obligation or which have not been formally commissioned or procured are compliant with procurement best practice and EU legislation</p> <p>1.5 <b>Streamline the City of London Grants programming into consolidated themes which reflect the priorities of the City Corporation.</b> (for example: Education, Social Inclusion; Employment Support; Open Spaces and Culture/Arts)</p> <p>1.6 Merge smaller charities sharing similar purposes and consolidate other programmes as far as possible</p> <p>1.7 <b>Formalise the de facto Open Spaces (City’s Cash) programme</b> so that the available funding becomes more clearly identifiable and accessible.</p>
<p><b>2. Allocate resources strategically:</b> Resource Allocation Sub Committee should set the annual quantum for all City’s Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from relevant grant-giving committees and Finance Grants Sub Committee.</p>	<p>2.1 <b>Ensure Resource Allocation Sub Committee is able to consider a comprehensive report on performance across the full range of City Corporation Grants Programmes</b> (i.e. publicly, privately and charitably funded) via Finance Grants Sub Committee early in Q4 of each financial year in order for it to take well informed decisions about setting City’s Cash and City Fund allocations to corporate grants programmes for the following year.</p>

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<p><b>3. Streamline governance:</b> Where a grants programme relates specifically to the remit a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee should perform a more strategic performance management role for all City Corporation grants programmes and move away from a direct grant-giving function.</p>	<p>3.1 <b>Agree that the proposed streamlined single poverty relief charity (if agreed) be accountable to the Community &amp; Children’s Services (CCS) Committee</b> to maximise synergies with wider City Corporation investment in poverty relief arising from professionally identified social needs - moving away from a range of different governance arrangements for each of the 5 trusts.</p> <p>3.2 <b>Agree that the proposed new Open Spaces Grants programme (if agreed) be accountable to a new joint sub-committee of the various open spaces grand committees</b>, rather than agreed on a request-by-request basis by each committee.</p> <p>3.3 <b>Assign Finance Grants Sub Committee Grants Programme a more strategic performance management role, reviewing progress, outcomes and risks for all City Corporation grants programmes on a twice yearly basis</b> and making recommendations to the relevant grants committees on relative performance issues.</p> <p>3.4 <b>Reallocate the current Finance Grants Sub Committee Grants Programme to a specific theme or themes</b>, to be governed by whichever committee sets the appropriate policy and funding framework for that area.</p> <p>3.5 <b>Transfer the City Educational Trust Fund from Finance Grants Sub Committee to either CCS Committee or the Education Board</b> for allocation consistent with the most appropriate policy framework. Explore longer term merger with the Combined Education Charity.</p> <p>3.6 <b>Explore transferring the Combined Education Charity from CCS Committee to the Education Board</b> for allocation consistent with the most appropriate policy framework. Explore longer term merger with the City Educational Trust Fund.</p> <p>3.7 <b>Transfer the current annual value of continuing payments from the Finance Grants Sub Committee grants programme to staff-related initiatives to the Establishment Committee</b> for allocation in accordance with HR priorities.</p>
<p><b>4. Establish a common identity and branding for City Corporation grants:</b> All grants programmes which are controlled by City Corporation should share a common corporate ‘identity’, with a common branding which identifies them as belonging to the City Corporation family of grants – whether public, private or charitably funded.</p>	<p>4.1 <b>Require all City Corporation grant recipients to carry City Corporation branding on any publicity relating to the funded activities as a condition of their grant.</b></p> <p>4.2 <b>Include branding assurance as part of the City Corporation grants monitoring process.</b></p>

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<p><b>5. Provide a consistent 'City of London' customer experience:</b> All grants programmes should comply with the spirit of the Government's Transparency Code, even where not legally required to do so, and charitable trusts should comply with the Charity Commission's best practice guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.</p>	<p>5.1 <b>Publish on the City Corporation's website the information for all grants programmes required in the Government's Transparency Code for grant-giving and Charity Commission's best practice guidelines.</b></p> <p>5.2 <b>Publish on the City Corporation's website a summary of all City Corporation grants programmes</b> and a link to key funding criteria and approvals process for each grants programme, key common assurance criteria against which grants will be monitored, key common service standards which grant applicants can expect from the Corporation, an on-line, interactive "expression of interest form" covering all programmes and an advice-line number / availability times for assistance.</p> <p>5.3 <b>Agree a set of common criteria for prioritisation of applications, due diligence assurance and monitoring procedures to be applied to small, medium sized and large grants</b> (through City Bridge Trust and Finance Grants Sub Committees) following a cross-departmental officer-led initiative to harmonise and calibrate standards and operational practice.</p>
<p><b>6. Review all City Corporation grants programmes in a consistent and proportionate way:</b> All on the basis of a twice yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate service committees and boards of trustees.</p>	<p>6.1 <b>Ensure twice yearly performance review includes an assessment of compliance with any obligations under the Government's Transparency Code and Equality Act 2010 (legally required for City Fund grants budgeting and management) and assesses the performance of charitable trusts against Charity Commission best practice guidelines.</b></p>
<p><b>7. Manage City Corporation grants more efficiently and more effectively:</b> Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and enable the sharing of best practice. Staff costs (such as legal, finance and audit) should be recharged to relevant programmes to avoid the City Corporation having to subsidise operations.</p>	<p>7.1 <b>Agree that grants administrators for all City Corporation grants programmes (except in the case of Community &amp; Children's Services grants) be co-located with the City Bridge Trust grants team</b>, whilst remaining financed from and accountable to their sponsoring grants programmes and relevant committees.</p> <p>7.2 <b>Agree that the Chief Grants Officer maintain an overview of all City Corporation grants programmes</b> in order to prepare a twice yearly performance report and that s/he should manage any staff co-located with the City Bridge Trust team in order to facilitate consistency of approach and harmonised service standards.</p> <p>7.3 <b>Agree that designated finance and legal officers</b> (funded through the relevant programmes) be identified to ensure that knowledge and expertise is consistently and expertly applied to grants management.</p>