



D R A F T
City Bridge Trust
Business Plan
2016/18

City Bridge Trust: Summary Business Plan 2016-18

Vision:	<ul style="list-style-type: none"> • A fairer London
Strategic Aims:	<ul style="list-style-type: none"> • To tackle disadvantage in London and make it a fairer place to live and work • To further develop London as a global hub for philanthropy and social investment

Our Key Performance Indicators are:		
Description:	2016/17 performance	2017/18 target
Develop the Trust's role as a strategic, collaborative and influential funder.	Draft 2018-2023 strategy completed	
Maximise the impact of the funding available from the underlying charity Bridge House Estates.	£20M awarded in grants of which upto £4M in strategic initiatives.	£20M awarded in grants of which upto £4M in strategic initiatives.
Grow the London social investment market	£5M committed for social investments.	£5M committed for social investments.
Encourage more philanthropy and the effective giving of time, talent and money across London.	Philanthropy Strategy Implemented. 4 new London borough Local Giving schemes up and running.	
Fit for purpose: To ensure the Trust is led by strategic decisions, is customer focused and is resourced appropriately to deliver quality outcomes.	Grantee Perceptions Survey completed Head of Charity and Social Investment Finance in post	

City Bridge Trust: Summary Business Plan 2016-18

Our Financial Information:							
	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget	2015/16 Forecast Outturn (latest)		2016/17 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	734	854	926	806	(10)	1,144	1
Transport	2	4	4	3	-	4	
Supplies & Services	264	341	372	338	(3)	226	
Grants	19,870	15,950	19,618	18,343	(10)	20,000	2 & 3
Total Expenditure	20,870	17,149	20,920	19,490	(10)	21,374	
Total External Income	42	104	339	309	-	107	4
Total Net Expenditure Before Recharges	20,828	17,045	20,581	19,181	(10)	21,267	
Support Services and Capital Charges	108	127	132	145	-	137	
Total Net Expenditure	20,936	17,172	20,713	19,326	(10%)	21,404	

Notes on Financial Information:

1. The revised employees' budget for 2015/16 and the further increase for 2016/17 is mainly due to an additional allocation of £50,000 in 2015/16 and of £215,000 in 2016/17 for additional officer time required for the management and evaluation of the increased grants budget and a dedicated City Bridge Trust accountant. The anticipated underspent of £97k (10%) is due to delays in recruitment of a Head of Charity and Social Investment Finance and a Monitoring and Compliance Officer
2. The revised grants budget for 2015/16 comprises the standard grants programme of £15m, the Prince's Trust allocation of £1m, an additional allocation of £3m from the surplus income of the Bridge House Estates (£4m in 2016/17; £5m in 2017/18) plus a carry forward of £618,000 from 2014/15.

3. A total underspend of £1.5 million on the 2015-16 grants budget is to be sought from the Chamberlain and Resource Allocation Sub-committee to carry forward into 2016-17 and relates to the additional funds allocated for the employability and the infrastructure programmes during 2015-16.
4. External income comprises the income from the Wembley National Stadium Trust (WNST) contract (£104,000 in 2015-16) plus £235,000 from UBS towards the Stepping Stones grants programme.

City Bridge Trust: Summary Business Plan 2016/18

Our Staffing is made up of 17 employees with an FTE headcount of 15.4. Staff turnover, at 23.5%, is above the City of London average by 8.38%. Sickness absence is significantly below the City's average of 6.19 working days lost per employee, at 2.59 days and there has been no long term absence in the last financial year.

There are almost twice as many females to males in the department, with 65% of employees being female. Apart from at the very highest level, there is representation of women at all grades, including senior management. The majority of staff are employed on full time contracts although there are 4 employees who work part-time. The ethnicity of the department is diverse and reflective of London's demographic and the groups with whom we work. There is also a diverse range of age groups that make up the workforce with almost half being aged between 21 to 40. Length of service varies with a significant proportion remaining with the organisation for at least 5 years and many with tenure of up to 20 years.

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 that took place in the last financial year includes a number of recommendations with regards the organisation of our work and resources which will form part of the Trust's workforce plan for 2016/17 to ensure maximum impact delivered by a healthy staff team with appropriate capacity.
2. Whilst staff turnover is higher than the corporate average, a turnover of 23.5% is not considered a concern and we believe this creates a good balance between the valuable knowledge and skills of existing staff and skills and knowledge that new employees bring from their experience in other organisations.

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.

During the year, a number of team training sessions are planned on the following topics: disability equalities; governance and charities; SORP 2015; Anti-Fraud; Mergers and acquisitions.

Key Improvement Objective Template

Objective 1	Develop the Trust's role as a strategic, collaborative and influential funder.
Priority and rationale (why are you doing it?)	As London's largest independent funder, the Trust has a responsibility to London's communities, especially those most disadvantaged.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Timetable for Quinquennial strategic review (Q) and resources agreed.	June 2016	<ul style="list-style-type: none"> • Committee agreed completed timetable and associated resource needs. 	Chief Grants Officer	Officer time; local risk and grants budgets.
Q project manager in place and literature review commissioned	July 2016	<ul style="list-style-type: none"> • Project manager contract in place and working from the 	Chief Grants Officer	Officer time (including HR team) and budget.

		Trust's office.		
Q communications and stakeholder consultations: Plan in place	September 2016	Key stakeholders feedback they understand and have participated in process.	Chief Grants Officer	Officer time (including Comms. team) and budget.
Consultations complete	January 2017			
Other Q research commissioned	September 2016	<ul style="list-style-type: none"> Research briefs complete and researchers signed contracts. 	Chief Grants Officer	Officer time (including procurement team) and budget.
Analysis of research and consultation complete	March 2017	<ul style="list-style-type: none"> Research conclusions published Draft Strategic plan for 2018 – 2023 completed. 	Chief Grants Officer	Officer time.

Objective 2	Maximise the impact of the funding available from the underlying charity Bridge House Estates.
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
The Trust's re-vamped website is launched.	Phase 1 July 2016 Phase 2 December 2016	<ul style="list-style-type: none"> Positive feedback of user-friendliness of new site; up-to-date and dynamic nature of content. Stability of the site 	Communications Officer	Staff time (including I.S. team); budget.

		(minimal downtime)		
The grants budget is expended in full.	March 2017	<ul style="list-style-type: none"> Even grant spend throughout the year meeting notional targets (50% deployed by October 2016) 	Chief Grants Officer	Full team supported by Chamberlain's.
Strategic Initiatives continue to complement the Trust's responsive grant-making.	On-going	<ul style="list-style-type: none"> 20% of the grants budget is committed to strategic initiatives. 	Deputy Chief Grants Officer.	Full team supported by Chamberlain's.
The Grants Manual is in place.	October 2016	The quality and consistency of grants assessment and management is improved.	Deputy Chief Grants Officer and lead Grants Officer.	Staff time.
The Service Based Review on the CoLC's grant-making is implemented.	September 2016	<p>Appropriate resources to deliver the decisions following the review are approved.</p> <p>The revised CoLC goes live and receives quality applications.</p> <p>Members and Officers understand the grants that may be applied for.</p>	Chief Grants Officer and the Senior Grants Officer lead.	Staff time supported by City Solicitors and the Chamberlain's teams.

Learning and development plan in place.	June 2016 and on-going	<ul style="list-style-type: none"> • Members of grants team assigned as subject leads. • Members of grants team assigned as borough leads. • Members of grants team actively participate in external networking and learning events. 	Deputy Chief Grants Officer	Staff time.
The Trust continues to develop its relationship with London Funders as a strategic partner.	On-going	<ul style="list-style-type: none"> • London's Giving continues to grow in at least 4 more boroughs. • The Trust identifies initiatives to fund under the infrastructure support strand of its uplifted grants budget. 	Management team	Staff time.
Analysis and evaluation of this strategic plan commissioned & complete	December 2016		Principal Grants and Social Investment Officer	

Objective 3	Grow the London social investment market
Priority and rationale (why are you doing it?)	To diversify and increase the funding available to achieve social impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
At least a further £5m (tbc) of the Social investment Fund committed.	March 2017	Contracts will be signed with investees to the value of at least £Xm by (DATE) and £Ym by (DATE)	Chief Grants Officer	Officer time and Bridge House Estates charitable assets.
A further two rounds of Stepping Stones grants are awarded.	January 2017	<ul style="list-style-type: none"> • £1m Stepping Stones Fund is fully committed. • Partnership with UBS continues for these two rounds. • New partners are identified, including from the Livery. 	Principal Grants and Social Investment Officer	Officer time and grants budget, UBS employee time and grants resource.
Board Strategic Away-Half Day	June 2016	Discussions of day lead to improvements to strategy and related activity.	Chief Grants Officer	Officer time, external speaker time.
A Communications Plan for social investment is in place.	December 2016	Trust Officers, Social Investment Board Members and CoL's leading executive officers are clear on its key messages.	Communications Officer	Officer time, including communications team.

Objective 4	Encourage more philanthropy and the effective giving of time, talent and money across London.
Priority and rationale (why are you doing it?)	To increase the resources available to civic society

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
The Philanthropy Review (covering City Philanthropy and its related activities; London's Giving and its related activities; Heart of the City; Spice; and the Lord Mayor's Appeal Charity) is completed.	July 2016	<ul style="list-style-type: none"> • A report with clear recommendations for the Trust's future strategic role in this arena is produced. • The Trust's relationship with these various initiatives is clearer. • The relationship amongst the funded projects themselves is clearer. 	Deputy Chief Grants Officer	Officer and grantee time and research budget.
A philanthropy strategy is developed (working across the Trust and with ColC and Mansion House).	September 2016	<ul style="list-style-type: none"> • A philanthropy strategy is agreed and this is understood and informs working across the Trust/ColC/and Mansion House 	Chief Grants Officer.	Officer time and consultancy budget.
To increase the giving of time, talent and money at the local level across London.	On-going	Local giving schemes are established in at least 4 boroughs by March 2017.	Deputy Chief Grants Officer.	Officer time and grants budget.

Objective 5	Fit for purpose: To ensure the Trust is led by strategic decisions, is customer focused and is resourced appropriately to deliver quality outcomes.
Priority and rationale (why are you doing it?)	The extent of disadvantage in London is greater than the resources available to tackle the problem: it is essential that the Trust maximises its impact by making best use of all of its assets.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
A programme of themes is continued for each Committee meeting – to include one focused meeting on strategic initiatives.	May 2016 onwards (Strategic initiative focused meeting November 2016).	<ul style="list-style-type: none"> Members feel better informed about the focussed areas of the Investing in Londoners programme (including strategic initiatives). 	Chief Grants Officer	Officer time and grantee speaker time.
The Trust's Committee Members are able to play their full part in the governance of the Trust's work.	On-going and March 2017	<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 and strategic away-half day. 	Chief Grants Officer	Officer and Member time.
Grantee perceptions survey completed.	January 2017	Results analysed and improvements embedded in policy/process/culture	Principal Grants and Social Investment officer (Commissioning resp.)	Officer and grantee time and research resource.
Recruitment of a Head of Charity and Social Investment Finance goes ahead.	August 2016	- Successful appointment of a Head of Charity and Social Investment Finance.	Chief Grants Officer	Officer time (including Chamberlain's and HR).
The Trust's financial due diligence requirements	March 2017	- positive feedback received from applicants,	Head of Charity and Social Investment Finance	Officer time including Chamberlain's and

and processes are reviewed.		officers and members		Internal Audit.
The Trust's staffing resource and structure is reviewed (esp. in light of Corp. grants work).	October 2016	<ul style="list-style-type: none"> - The grants team has clear lines of accountability in place. - The central grants function is integrated and working efficiently as part of the CBT team. 	Chief Grants Officer	Officer time (including HR).