

<b>Committee</b> Finance Grants Sub Committee	<b>Dated:</b>  21 July 2016
<b>Subject</b> Central Grants Programme - Performance Management Framework	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Project Manager	

### **Summary**

This report proposes a Performance Management Framework for the Central Grants Programme for Members of this Committee to review and discuss.

### **Recommendations:**

- To review and discuss the Central Grants Programme Performance Management Framework and provide feedback (refer to Appendix 2).
- To review the proposed annual reporting cycle and provide feedback (refer to Appendix 3).

### **Background**

At its 9 June 2015 meeting, the Finance Committee agreed to relinquish its direct grant-giving role (exercised through the Finance Grants Subcommittee) and adopt a strategic oversight and performance management role in respect of City Corporation Grants programmes.

To exercise this role, amendments to the Terms of Reference of the Finance Grants Subcommittee were proposed and subsequently approved by the Finance Committee in January 2016. (For Information purposes, the Terms of Reference are provided as Appendix 1).

### **Main Report**

In order for the Finance Grants Subcommittee to perform its scrutiny and performance management role in relation to the Central Grants Programme effectively, this report proposes a Performance Management Framework (refer to Appendix 1) and a Reporting Cycle for Members to review and discuss (refer to Appendix 1).

Once the framework has been agreed by Members of this Committee, both will be implemented.

## **Appendices:**

Appendix 1: Finance Grants Subcommittee Terms of Reference

Appendix 2: Central Grants Programme Performance Management Framework

Appendix 3: Reporting Cycle - Overview

## **Background Papers:**

- Policy and Resources Committee, March 2016, 'Implementation of Grants Review'.
- Finance Committee, January 2016, 'Revision to Terms of Reference'.

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## **Appendix 1**

### **Finance Grants Sub-Committee – Terms of Reference**

- Chairman - Chairman of the Finance Committee
- Deputy Chairman - Deputy Chairman of the Finance Committee
- Up to 10 Members of the Finance Committee appointed by the Finance Committee

### **Terms of Reference**

- To provide strategic oversight of the City of London Corporation Charitable Grants Programme ('the Programme'), including reviewing progress, performance, impact against outcomes and risks for all grants
- To ensure the Programme is compliant with any obligations under the Local Government Transparency Code 2015 and the Equality Act 2010
- To approve and deploy a performance management framework in respect of the Programme
- To assess performance of the Programme against Charity Commission best practice guidelines
- To make recommendations to the relevant grant-giving Committees on any performance issues or issues with specific grants
- To provide the Resource Allocation Sub (Policy and Resources) Committee with an annual report regarding performance of the Programme and recommendations in setting the City's Cash and City Fund allocations to the Programme themes

### **Frequency of meetings**

- Twice yearly in May and November

## Appendix 2

The below table provides a summary of the proposed reporting activity for Finance Grants Subcommittee during one financial year.

Programme Area	Reporting area	Role of Finance Grants Subcommittee	Central Grant Programme – Data collection	Frequency of Reporting	Report to be collated by
Central Grants Programme	<b>Quantitative Data &amp; Trend Analysis</b>	<ul style="list-style-type: none"> <li>To receive and review the data gathered by the Central Grants Unit so as to better inform all Committee decision-making processes.</li> </ul>	To report and provide analysis of: <ul style="list-style-type: none"> <li>The number of applications received by each grant-giving committee and applications approved.</li> <li>The total amounts awarded annually from the available budget, reported by sub theme.</li> <li>Number of grants awarded by London borough; and/or by beneficiary location.</li> <li>Equalities data overview</li> </ul>	Annual	Central Grants Unit
	<b>Gaps Analysis</b>	<ul style="list-style-type: none"> <li>To review grants not conforming with current eligibility criteria in order to inform future grant eligibility</li> </ul>	To report and provide analysis of: <ul style="list-style-type: none"> <li>Grant requests being received that do not comply with the existing eligibility criteria of the Central Grants Programme</li> </ul>	Annual	Central Grants Unit

Programme Area	Reporting area	Role of Finance Grants Subcommittee	Central Grant Programme – Data collection	Frequency of Reporting	Report to be collated by
	<b>Performance Assessment</b>	<ul style="list-style-type: none"> <li>• To review performance trends, and provide strategic advice and guidance on ways to enhance and improve service delivery in terms of best practice.</li> <li>• To make recommendations to the relevant grant giving committees on performance issues with specific grants.</li> <li>• To assess performance of the Central Grants Programme against Charity Commission best practice guidelines.</li> <li>• To review and approve the annual report to be submitted to the Resource Allocation Sub (Policy and Resources) regarding performance of the</li> </ul>	<p>To report on and provide analysis of:</p> <ul style="list-style-type: none"> <li>• All assessment/monitoring visits undertaken by the Central Grants Unit.</li> <li>• All grant monitoring reports submitted by grantees, utilising the existing grants outcome grading system– i.e. Very Good, Good, Satisfactory, Poor.</li> <li>• The conduct of the charities managed through the Central Grants Programme, highlighting any changes in management and issues relating to compliance with the charitable objects and Charity Commission guidelines.</li> </ul>	Annual	Central Grants Unit

<b>Programme Area</b>	<b>Reporting area</b>	<b>Role of Finance Grants Subcommittee</b>	<b>Central Grant Programme – Data collection</b>	<b>Frequency of Reporting</b>	<b>Report to be collated by</b>
		City of London Corporation Grants Programme to support the setting of City's Cash and City Fund allocations to corporate grants programmes.			
	<b>Risk Assessment</b>	<ul style="list-style-type: none"> <li>To review any reported risks based on data presented; provide advice and guidance on how to mitigate any negative impact and instigate positive action as required.</li> </ul>	To report and provide analysis of: <ul style="list-style-type: none"> <li>Any perceived risks associated with delivery of the Central Grant Programme, specific themes or individual grants made using a R.A.G rating system.</li> <li>Organisations applying for grants (to avoid duplication or issuing of multiple grants).</li> </ul>	Annual	Central Grants Unit
	<b>Programme Evaluation and Assessment</b>	<ul style="list-style-type: none"> <li>To review all available data and suggest ways to strengthen the Grants Programme through revising or implementing new processes.</li> </ul>	To report and provide analysis of: <ul style="list-style-type: none"> <li>All available data collated through the course of the year for Committee review.</li> </ul>	Annual	Central Grants Unit
	<b>Charities and Trusts</b>	<ul style="list-style-type: none"> <li>To assess performance of the City of London</li> </ul>	<ul style="list-style-type: none"> <li>Total budget awarded from City Corporation charities and trusts in 2016/2017.</li> </ul>	Annual	Central Grants Unit

Programme Area	Reporting area	Role of Finance Grants Subcommittee	Central Grant Programme – Data collection	Frequency of Reporting	Report to be collated by
		<p>Corporation Grants Programme against Charity Commission best practice guidelines.</p>	<ul style="list-style-type: none"> <li>The Central Grants Unit to provide a narrative report on the various charities and trusts managed through the Central Grants Programme (in terms of demonstrating compliance with Charity Commission guidelines and any issues encountered.)</li> </ul>		
	<p><b>Governments Transparency code</b></p>	<ul style="list-style-type: none"> <li>To ensure that the Central Grants Programme is compliant with all obligations through publishing details of all grants made to voluntary, community and social enterprise organisations.</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that for each identified grant, the following information is published as a minimum               <ul style="list-style-type: none"> <li>Date the grant was awarded</li> <li>Time period for which the grant has been given</li> <li>Details of who awarded the grant</li> <li>Beneficiary</li> <li>Beneficiary's registration number</li> <li>Summary of the purpose of the grant</li> <li>Amount</li> </ul> </li> </ul>	<p>Twice yearly following committee.</p>	<p>Central Grants Unit</p>
	<p><b>Equality Act 2010</b></p>	<ul style="list-style-type: none"> <li>To ensure that all procedures are in line with the Equalities Act 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Central Grants unit to provide a narrative report on any issues raised in terms of Equalities Act compliance.</li> </ul> <p>Note: To ensure no discrimination on grounds of:</p> <ul style="list-style-type: none"> <li>race</li> </ul>	<p>Annual</p>	<p>Central Grants Unit</p>

Programme Area	Reporting area	Role of Finance Grants Subcommittee	Central Grant Programme – Data collection	Frequency of Reporting	Report to be collated by
			<ul style="list-style-type: none"> <li>• sex</li> <li>• sexual orientation (whether being lesbian, gay, bisexual or heterosexual)</li> <li>• disability (or because of something connected with their disability)</li> <li>• religion or belief</li> <li>• being a transsexual person</li> <li>• having just had a baby or being pregnant</li> <li>• being married or in a civil partnership (this applies only at work or if someone is being trained for work), and</li> <li>• age (this applies only at work or if someone is being trained for work)</li> </ul>		
<b>City of London Corporation grants (non-Central Grants Programme).</b>	<b>5 Year analysis of City Corporation grants.</b>	<ul style="list-style-type: none"> <li>• To continue to receive a report on the grants awarded by the Finance Committee, Policy and Resources Committee and the Committee of Aldermen</li> </ul>	To report on and provide analysis of: <ul style="list-style-type: none"> <li>• The main categories of grants as awarded by awarded by the Finance Committee, Policy and Resources Committee and the Committee of Aldermen</li> </ul>	Annual	Central Grants Unit
<b>Benefits in kind reporting</b>		<ul style="list-style-type: none"> <li>• To receive and review an annual report on the benefits in kind provided by the Corporation.</li> </ul>	To report on and provide analysis of: <ul style="list-style-type: none"> <li>• Current recipients of grants and benefits in kind from across the Corporation.</li> <li>• Affirm the policy that no grants in kind to charities or other external</li> </ul>		Central Grants Unit

Programme Area	Reporting area	Role of Finance Grants Subcommittee	Central Grant Programme – Data collection	Frequency of Reporting	Report to be collated by
		<ul style="list-style-type: none"> <li>Approve any new benefits in kind and regularly review the de-minimis threshold.</li> </ul>	<p>organisations should be made by Committees or Officers without the agreement of this Subcommittee subject to a de minimis of £2,500</p> <ul style="list-style-type: none"> <li>Any new benefits in kind that may require approval of this Committee.</li> </ul>		

### Appendix 3

The below table proposes the range of information to be reported to the Finance Grants Subcommittee, and at which of the bi-annual meetings this information should be presented.

<b>Reporting Cycle - Overview</b>	<b>May</b>	<b>November</b>
Performance Management bi-annual report	X	X
Benefits in Kind Reporting	X	
5 Year Analysis of City of London Corporation Grants		X