

Committee:	Date:
City Bridge Trust (CBT)	23 November 2017
Subject: CBT Business Plan 2018/19 – CBT	Public
Report of: Chief Grants Officer	For Information
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Summary

This report presents for information the draft high-level business plan for CBT for 2018/19. It is presented alongside the CBT Budget report (elsewhere in your papers) to enable the draft ambitions and objectives, informed by your Bridging Divides Strategy, to be discussed in conjunction with the draft budget for the forthcoming year.

Recommendation

Members are asked to note CBT's draft high-level business plan for 2018/19 and provide feedback.

Main Report

Background

1. As part of the new framework for corporate and business planning, CBT, as the Corporation's charitable funder, was asked to produce a standardised high-level, 2-side business plan for the first time in 2017/18. Plans from every department of the Corporation and relevant teams, including CBT, were presented as drafts to the relevant Committees in January/February 2017 and as finals for formal approval in May/June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives.
2. For 2018/19, CBT has again been asked to produce a high-level plan in draft, this time to be presented to the CBT Committee alongside the CBT Budget report, so that draft ambitions can be discussed at the same time as draft budgets. This represents a first step towards integrating budget-setting and priority-setting.
3. Whilst CBT is guided by the City of London Corporation's Corporate Plan and will align wherever feasible, governance requirements (namely the Corporation being the sole corporate trustee of the underlying charity Bridge House Estates) mean that CBT is required to follow the funding strategy approved by the Court of Common Council, on recommendation of the CBT Committee.

4. Discussions are however taking place on how best CBT can align with other key corporate processes such as workforce planning and risk management. Achieving this will represent a significant step towards the City Corporation being able to optimise its use of resources. The next step will be the presentation of the overarching budget alongside the refreshed Corporate Plan at the Court of Common Council in March 2018.
5. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to deliver its charitable objectives and to drive activities to deliver on corporate priorities. Resources will be allocated in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK. The Corporation's activity and its Corporate Plan will provide greater clarity as to opportunities for CBT to work with its trustee to deliver the Bridging Divides Funding Strategy.
6. A revised draft of the Corporate Plan has been produced following consultation with Service Committees and Members between April and July 2017. This draft is being used for staff engagement between September and November 2017. Members should therefore start to see closer alignment between the CBT business plan, informed by the by the Bridging Divides Funding Strategy and the draft outcomes from the Corporate Plan.
7. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to strategic objectives.

Draft high-level plan

8. This report presents at Appendix 1, the draft high-level plan for 2018/19 for CBT.

CBT

9. Following the work undertaken in 2017 to develop the 'Bridging Divides' Funding Strategy, 2018/19 will be the year in which the Strategy is implemented. This will be an important year focussing on the following key areas:
 - a) **Charitable Funding:** We award grants totalling approximately £21M per year to charitable organisations across Greater London.
 - b) **Social Investment:** We manage the City of London Corporation's Social Investment Fund which aims to achieve a positive financial return and demonstrable social benefit.
 - c) **Giving:** We encourage individuals and businesses to give more time, money and skills/benefits in kind in a way that makes a positive difference.

- d) **Strategic initiatives:** We support initiatives including research, feasibility studies and conferences, often undertaken in partnership with other bodies.
- e) **Contract management:** We manage the City of London Corporation's Central Grants Unit and the Wembley National Stadium Trust – (TBC-subject to confirmation of contract renewal)

Corporate & Strategic Implications

10. We recognise that the Corporate plan is still in draft, however, we have identified which of the current draft objectives the CBT business plan aligns with it, as follows:

a) Growing the Economy:

- I. London nurtures and has access to the skills and talent it needs to thrive
- II. The City positively impacts people and the environment

b) Shaping the City of the Future:

- I. The Square Mile has outstanding public spaces, heritage, attractions, retail and hospitality
- II. The Square Mile is a focal point for world-class creativity and culture

c) Contributing to a flourishing society:

- I. People are safe and feel safe
- II. People enjoy good health and wellbeing
- III. People have access to suitable accommodation in cohesive communities
- IV. People lead enriched lives and can reach their full potential

11. How CBT aligns with these objectives and Bridging Divides will be explored in more detail within the more detailed business plan.

Conclusion

12. This report presents the draft high-level plan for 2018/19 for CBT in order that Members are able to feed into this plan at an early stage. A final plan will be presented for approval prior to the start of the 2018/19 financial year.

Appendices

- Appendix 1 – Draft high-level business plan 2018/19

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