

**Our vision is for London to be a city where all individuals and communities can thrive.**

**The corporate outcomes we aim to impact on are:**

- To support a thriving economy; specifically, outcomes 5 and 8.
- To shape outstanding environments; specifically, outcomes 10 and 11.
- To contribute to a flourishing society; specifically, outcomes 1, 2, 3 and 4.

**CBT's Bridging Divides Outcomes:**

- For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
- To reduce inequality and grow more cohesive communities for a London that serves everyone.
- To develop London further as a global hub for charitable giving and social investment.
- To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

**What we do is:**

- Charitable Funding: We award grants totalling approx. £12M per year to charitable organisations across Greater London.  
The funding can support outcomes 1, 2, 3, 4, 8, 10 and 11.
- 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.  
This supports outcome 5, themes b and 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.  
This supports outcome 5, theme d.
- Strategic initiatives: We support initiatives including research, feasibility studies and conferences, often undertaken in partnership with other bodies.  
The funding can support outcomes 1, 2, 3, 4, 8, 10 and 11.
- Contract management: We manage the City of London Corporation's Central Grants Unit (CGU) and the Wembley National Stadium Trust (WNST).  
WNST work supports outcome 3, theme d and CGU work supports outcome 10, theme c; outcome 8, theme d; outcome 11, theme c; and outcome 4; themes a and b.

**Our budget is:**

<b>CBT Budget info for Business Plan</b>	
	<b>£</b>
Grants budget (central risk)	(21,495,000)
CBT operational budget (local risk)	(2,349,000)
Central recharges & depreciation	(162,000)
Wembley National Stadium Trust (admin fee)	111,000
Central Grants Unit (admin fee)	85,000
	(23,810,000)

**Our top line objectives are:**

**To increase the quality and impact of our charitable funding by:**

- Implementing the 2018-2023 Bridging Divides Funding Strategy
- Implementing the Evaluation and Learning Plan to underpin the delivery of the strategy.
- Spending the charitable funding budget in full.
- Making the most of our non-financial assets and those of our Trustee the Corporation (including networks, expertise and related charities) to deliver the strategy.
- To deliver the WNST and CGU to an excellent standard.

**What we'll measure:**

- Progress against our strategic outcomes.
- Staff's use of knowledge and learning and its dissemination to other stakeholders.
- Grant spend levels and funder plus uptake against each our funding priorities.
- Use of the Corporation's non-financial resources by CBT.

	<ul style="list-style-type: none"> <li>The satisfaction of the WNST and CGU clients</li> </ul>
<b>To grow the social investment market by:</b> <ul style="list-style-type: none"> <li>Implementing a fifth round of the Stepping Stones Fund which offers grants to organisations looking to become investment ready.</li> <li>Committing a further £3million of the Social Investment Funding.</li> <li>Modelling effective collaboration between private, public and voluntary sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing the quantity and quality of applications in the fifth round of the Stepping Stones Fund.</li> <li>The social return on investment of the Fund's investments.</li> <li>Number of internal/external networks engaged.</li> </ul>
<b>To ensure the Trust is led by strategic decisions and is customer focused by:</b> <ul style="list-style-type: none"> <li>Ensuring all changes to charitable funding processes and Business Plan in the light of the Strategic Review are implemented.</li> <li>Implementing and review all KPIs for grants assessment and management.</li> <li>Continuing to encourage and respond to grantee feedback.</li> <li>Ensuring officers keep up-to-date with the funding context.</li> </ul>	<ul style="list-style-type: none"> <li>Analysing the quality, breadth and number of applicants.</li> <li>Analysing efficiencies in grant-making processes, against agreed KPIs and benchmarking, including complaints/compliments.</li> <li>Interaction with the website and social media platforms.</li> </ul>
<b>To encourage more giving of time, money and skills in effective ways to support thriving communities by:</b> <ul style="list-style-type: none"> <li>Developing a joint Giving Strategy that increases the collaboration and impact of the Trust, the City of London Corporation and Mansion House and links with the work of other key stakeholders and related charities.</li> </ul>	<ul style="list-style-type: none"> <li>Giving Strategy agreed and implemented.</li> <li>Level of giving of time, money and benefits in kind across our trustee, the Corporation.</li> </ul>
<b>How we plan to develop our capabilities this year:</b> <ul style="list-style-type: none"> <li>Continue to review the Trust's staffing resource and structure to ensure it is fit for purpose.</li> <li>Maximise the input and engagement with Members of the CBT Committee and enable any relevant training.</li> <li>Enable attendance of regular training/knowledge exchange for Officers for their Continuing Professional Development.</li> <li>Review and implement the Trust's due diligence and financial procedures for the delivery of 'Bridging Divides'.</li> </ul>	<ul style="list-style-type: none"> <li>Occupancy of posts in agreed structure.</li> <li>Attendance at training and charity visits.</li> </ul>
<b>What we're planning to do in the future:</b> <ul style="list-style-type: none"> <li>Further embedding the 2018-2023 CBT Funding Strategy and to develop the 'total assets' approach with our trustee.</li> <li>Review the implementation of the 2018-2023 Bridging Divides strategy, informed by third party review, and adjust working as a result.</li> <li>Move towards full investment and further embed the balanced portfolio approach to our Social Investment Fund.</li> <li>Continue to review the Learning and Evaluation Plan and adjust accordingly.</li> <li>Continue to develop as a centre of excellence on charities and charitable funding and to share this expertise to enable others to increase their impact.</li> <li>Contribute to the Bridge House Estates charitable review to ensure good practice and high impact.</li> </ul>	

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