



# BRIDGING DIVIDES

CITY BRIDGE TRUST  
Funding Strategy  
2018-2023



# WELCOME NOTE

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It gives me great pleasure to introduce City Bridge Trust's (CBT) Funding Strategy for 2018-2023, **Bridging Divides**. This is the result of our recent Strategic Review, which we are committed to undertaking every five years. This ensures that, as a charitable funder, we stay relevant and alive to the changing needs of Londoners.

However, we are determined that this does not become just a box-ticking exercise. Nor should it be an excuse for over-introspection. Therefore, the main focus of this review has been to work collaboratively with others, in order to harness the expertise and experience that exists across the various networks that we span. We are extremely grateful to the many people who have so generously given their time to us; many have been Londoners from so many backgrounds, ethnicities, faiths, ages, sectors and abilities. The main purpose of these conversations was to find out what CBT meant to London's civil society, and how we could continue to best support it in the future. On behalf of all here at CBT, I extend a huge thank you to everyone who has got involved in the process in whatever way, including our Project Steering Group made up of external stakeholders linked to our work. This review could not have been possible without your input.

As you'll see our new strategy is an opportunity for us to expand upon the experience we have gained distributing over £360 million and helping thousands of Londoners since 1995. Our new strategy recognises that we live in uncertain times, with major changes to London and its communities likely over the next five years.

Therefore, this new strategy is designed to be more flexible, enabling us to adapt to the needs and challenges that will emerge over the coming years.

Our Review process has shown that many within civil society now feel that the sector is at a 'tipping point', due to the effects of ongoing reductions in state funding, the increased costs of living well in London and the rising levels of needs within individuals and communities that are experiencing disadvantage and marginalisation. This strategy speaks to these concerns, whilst recognising the many intrinsic positives that come with living in a city like London, renowned for its culture, heritage, diversity, resilience, wealth and, above all, its people!

Before I go, this strategy would not have been written were it not for the input and efforts of the CBT Committee and David Farnsworth, Director of City Bridge Trust and his dedicated staff team. We are also grateful to Sufina Ahmad, our Head of Strategic Review who has been with us on a year-long secondment from the Big Lottery Fund. Her commitment and enthusiasm has been crucial, and I can honestly say that we would not have achieved so much without her leading the process and engaging stakeholders at every step.

I hope that this strategy resonates with you, and that you are able to see yourself in it. We invite you now to give us your feedback and support us to deliver this strategy successfully. Together I hope that we can build a London where everyone can thrive.

**Alderman Alison Gowman**

City Bridge Trust Chairman  
July 2017



this way

# INTRODUCTION



The City Bridge Trust (CBT) is the charitable funding arm of Bridge House Estates (charity number: 1035628) which can trace its origin back over 800 years ago. The primary purposes of the charity are to maintain and support the London, Blackfriars, Southwark, Tower and Millennium Bridges. The City of London Corporation is the sole corporate trustee of the charity and by careful stewardship of the charity's underlying asset base, income surplus to that required for the five bridges has, for some 21 years, been applied for more general charitable purposes to benefit the inhabitants of Greater London. During this time we have been able to distribute more than £364 million to over 4,500 organisations from every London borough. We are now London's largest independent funder, distributing up to £20 million each year.

Every five years CBT conducts a comprehensive review and assessment of the work that we do, in order to begin developing our next funding strategy. This process helps to ensure that we continue to be an effective and strategic funder of London's civil society and informs our funding strategy for the next five years and a grants budget totalling around £100 million.

In September 2016 the formal work for planning CBT's 2018 to 2023 funding strategy began. To create this strategy we have consulted extensively with partners spanning many London networks and sectors including: Londoners; civil society (i.e. voluntary and community sector) organisations; the public and private sectors; funders and policy makers; Members and officers within the City of London Corporation and the CBT team. We have also commissioned research and surveys and these have added to the strong evidence base from which this strategy has been devised. We are immensely grateful to everyone who has so generously given up their time to share their expertise with us, and a special mention must be extended to London Funders and Trust for London, both of whom have actively supported this review from the very start with an unrelenting enthusiasm and dedication.

Throughout the engagement and consultation undertaken, discussions on the inherent inequality, poverty, disadvantage and increasing need faced by Londoners were understandably prevalent. Research by organisations such as Trust for London, through its 'London Poverty Profile', show the income, pay and wealth inequalities faced by Londoners and the negative implications of these on outcomes relating to housing (including the private rented sector), homelessness, employment, benefits and welfare reform, education and health. Most recently, Trust for London commissioned research on 'A Minimum Income Standard for London 2016/2017'. The research shows that it costs between 18% and 56% more for households to reach decent living standards in London, compared to the rest of the UK; meaning that 4 in 10 Londoners cannot afford a decent standard of living, with 57% of children and 39% of working-age adults falling below the standard and 27% of pensioners not meeting the standard.

Alongside this narrative, those involved in the strategic review process have always been keen to emphasise the many advantages to living in London and being a Londoner. London is a city constantly in flux, where new communities live alongside those Londoners who are already benefitting from the many opportunities that the city has to offer, in terms of its culture, heritage, diversity, resilience and wealth. We are both heartened and humbled to hear first-hand the many ways in which we can support Londoners to use their talents to make London a city where everyone can thrive.

There was much reference to 2016 being a year of unprecedented political changes in the UK, with the outcome of the Brexit vote resulting in the triggering of Article 50 in March 2017. This potentially seismic shift comes on the back of a financial crisis, a recession, global economic slowdown, loss of faith in some institutions, significant reductions in public spending and, for civil society, intense scrutiny as to their role and effectiveness in creating a fair and good society.

Through our next strategy, **Bridging Divides**, we will work with partners from across society to use our £100 million of charitable funding over five years and our other non-monetary resources to bridge the divides that exist within London. CBT is unique in the support and input that we can provide – we have strong connections to civil society and the communities they represent through our funding, along with strong connections to local, national and regional Government and the business sector through our trustee, the City of London Corporation. These connections are particularly significant in times when the topic of the winners and losers from globalisation is being hotly contested by so many in the UK and globally.

Finally this strategy acknowledges that further significant changes lie ahead globally, nationally and regionally, including the implications of a snap General Election, Mayoral and Local Government elections and the impact of Brexit. However, independent funders like us, many of whom have had a legacy over several hundred years, are able to offer constancy and continued commitment to communities during these most uncertain of times. This role is made easier when one considers the many successes within London and civil society from which we can learn.

## Sufina Ahmad

Head of Strategic Review, City Bridge Trust  
July 2017

# EXECUTIVE SUMMARY OF STRATEGY



CBT's next strategy, **Bridging Divides**, launches a new vision and strategic direction for us as a charitable funder. From 2018 to 2023, we will commit to using our funding, knowledge, networks and assets to support Londoners and London's communities who are experiencing disadvantage and marginalisation to thrive. London is a city of social and economic divides, and this strategy presents an opportunity to work across a range of networks and systems to ensure that London is a city that works for everyone.

Developing **Bridging Divides** has allowed us to consider carefully the kinds of increasingly complex social problems we tackle; the approaches we take to investing in these matters and the way in which we can use our power and partnerships to make positive change happen. **Bridging Divides** shows that in order for our work to be effective, we must first recognise the following:

- Our funding supports work tackling poverty, disadvantage, need and inequality.
- Much of the work we fund manages the consequences of these overlapping issues.
- We will tackle the root causes of these issues more effectively by working with partners across civil society, and public and private sectors, and by encouraging all potential partners to consider available learning.
- Adopting multiple approaches, which are adaptive and reviewed regularly making fuller use of not only our funding but also our knowledge and non-monetary resources, will enable us to pursue an ambitious strategy successfully.

A visual representation of the strategy is included on page 8 of this document. The key points to highlight are:

- 1. Bridging Divides** is a vision and values led strategy. CBT is London's largest independent charitable funder, and from 2018 to 2023 all of the work that we do will link to our vision for London as a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. We will take a 'total assets' approach to achieving this vision, meaning that as well as our £100 million of funding over five years, we will also ensure the best use of our other non-monetary resources: including the links we have to civil society, other funders and the wider funding ecology, and the links of our trustee, the City of London Corporation, to local, regional and national Government and the private sector.
- We will apply the following values throughout our work:
  - Inclusion and representation
  - Collaborative working with Londoners, communities and all sectors
  - Care for the environment
  - Being adaptive, creative and purposeful
  - Early action
- We will fund five priorities under **Bridging Divides**:
  - Connecting the capital
  - Advice and support
  - Reducing inequalities
  - Every voice counts
  - Positive transitions
- We will offer organisations flexible funding, including grants of different sizes and durations, social investment, match funding and access to increased levels of individual and corporate philanthropy. We will offer organisations that want and need it support beyond just our money through a funder plus offer, relating to matters such as: governance; organisational development; business development; social investment readiness; partnership development; exit strategy planning; specialist organisational infrastructure and eco-audits.
- We want our funding processes to be fair, representative and proportionate. We want organisations we partner to feel empowered and supported.
- During this five-year period there is likely to be much geo-political uncertainty, and so we will seek to learn what works, what our best contribution can be, and how we should adapt our strategy. Learning partners will help us interpret the information we gather through our work and turn this into knowledge we can act upon. Whilst the overarching strategic direction may not change, we expect that its implementation will vary greatly in response to its learning and changing context.
- The detailed information about how each part of this strategy will be implemented, such as the funding processes and guidelines, will be articulated separately in an Implementation Document.

We are committed to improving the success and resilience of London's civil society. Many of the groups we spoke to during our consultation described the sector as being in 'crisis' or at a 'tipping point', due to both increased demand for its services and greater complexity of the needs being addresses. Alongside these challenges we see continued and dramatic reductions in funding, the impact of slow economic growth, increased competition within the sector, falling levels of public trust in civil society and increased (sometimes hostile) scrutiny of the role charities play. These issues were highlighted by the findings of The Way Ahead research CBT funded in 2016, on the future of London's civil society. This is why we have included more ways to access our funding, an ambitious funder plus offer (i.e. the kinds of support we can offer to organisations in addition to our money), a commitment to funding both innovation and the 'tried and tested' and a clear recognition that we have a role to play in reducing the power imbalance that can exist between funders and the organisations they fund.



# CITY BRIDGE TRUST'S Next Funding STRATEGY

CBT has served Londoners and the communities to which they connect over many years. This has been achieved through funding civil society, as well as having clear links to local, regional and national Government, the private sector and the wider funding ecology. We intend to make better use of these assets and networks to support the organisations we work with in our next strategy – **Bridging Divides**.

As a funder we have already invested in thousands of organisations; and our next strategy continues to place vision and values at the heart of our funding processes, alongside themes and outcomes. The strategy also renews our commitment to remain ambitious about the impact and influence we can have to make positive social change happen.

This strategy is the result of listening to the considerable feedback provided, urging us to be flexible in our approaches and not to assume expertise on all social issues. Instead we were encouraged to empower communities, Londoners and organisations on the ground to tell us what they need in order to thrive.



## CBT'S vision and mission

For **Bridging Divides**, our vision is for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation, by removing the challenges and barriers that they experience. This revised vision will sit at the heart of all our decisions and builds on our previous vision statements.

Our mission is to reduce inequality and foster more cohesive communities, by using all of our assets and resources, monetary and otherwise, in pursuit of a London that serves everyone. This therefore includes doing more with the access we have to Londoners, the communities to which they connect, civil society, local, regional and national Government, the private sector and the wider funding ecology. Some of these links have been established directly by us, and others are made through our sole trustee the City of London Corporation.



# CITY BRIDGE TRUST Funding Strategy 2018-2023 BRIDGING DIVIDES

## CBT's vision and mission

We are London's largest independent charitable funder, and our vision is for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.

Our mission is to reduce inequality and grow more cohesive communities for a London that serves everyone.

We will do this by using all of our knowledge, networks and assets to champion London's biggest asset - its people.

The City of London Corporation (CoLC) is our trustee, and supports us to serve Londoners and the communities they are part of. We make connections directly, as well as through civil society, local, regional & national Government, the private sector and the wider funding ecology.

## CBT's values

We believe that for London to be a city that works for everyone, we must live the following values in our own work:

- Inclusion & representation
- Care for the environment
- Early action - creating a society that acts earlier
- Collaborative working with Londoners, communities and sectors
- Being adaptive, creative and purposeful

When creating funding partnerships, we will explore how our partners live these values in their own day-to-day work.

## What CBT will fund

As a funder working in London, we will support organisations to do great work in pursuit of our vision, mission and values. Our aspiration is to support work that enables individuals and communities to thrive.

We will fund five funding priorities under Bridging Divides:

- Connecting the capital
- Reducing inequalities
- Positive transitions
- Advice and support
- Every voice counts

In 2018, we will share the exact details of how our five funding priorities will be implemented.

## Funder plus support

We will offer extra support to our partners, in addition to our funding. These are the ways in which we think we can do this, with support from the CoLC:

- Organisational development support
- Specialist organisational infrastructure support
- Governance support
- Networking & convening
- Access to cross-sectoral networks and partners
- Support to develop partnerships
- Investment readiness support
- Exit strategy
- Eco-audits

## CBT's toolbox

We will provide a clear offer to our partners on how they can access our funding including:

- Core funding
- Small & large grants
- Short & long term commitments
- Ideas fund
- Match funding
- Access to individual and corporate philanthropic networks
- Strategic initiatives
- Social Investment, including investment readiness options
- Research & learning

## Defining success

We want to be the best funder we can be and use our funding to make a positive impact on reducing inequality and creating cohesive communities. Some of the ways we can measure this is by assessing our effectiveness in terms of the following:

- Being fair, representative & proportionate in our processes.
- Working collaboratively with our partners; leading & supporting when needed.
- Using our entire asset base in pursuit of a thriving London.
- Sharing learning between London, our regions, the UK & the world.

## A strategy that learns & adapts

During this five-year strategy we will seek to learn what works, what our best contribution can be, and based on our analysis of this, we will be clear about how we intend to adapt this strategy and its implementation. Learning partners will help us interpret the information we gather through our work and turn this into knowledge we can act upon.

Learning will happen on a continuing basis as well as through formal annual reviews.



# CBT's values

CBT is seeking to partner with organisations that share our values. Our renewed set of values will inform all of our own ways of working, and is described as follows:



## 1. Inclusion and representation

We will commit to representing and reflecting the diversity of London's communities through our work, ensuring that they have voice and leadership within our processes. As a result we know that we will have to consider carefully the best ways for us to remove the barriers some groups of Londoners experiencing higher levels of deprivation or exclusion will face in working with us, such as Disabled People, Black, Asian and Minority Ethnic (BAME) groups, lesbian, gay, bisexual and transgender (LGBT) groups, refugees and migrants, and charities struggling to survive.



## 2. Care for the environment

Levels of air pollution in London are above health-based targets. Although air quality is gradually improving, and there are many plans and programmes in place to improve it further, it still represents a significant public health issue for Londoners. Socio-economically deprived areas of London often experience higher levels of air pollution and have less access to open spaces where pollution levels are lower away from busy roads. We will therefore prioritise reducing our own impact on air quality and continue to encourage environmental education throughout our networks, in terms of air quality and access to open spaces.



## 3. Early action

As a member of the funder alliance on early action, it has long been of interest to us to consider how we build a society that tackles the root causes of problems rather than coping with the symptoms and consequences of them. This also means being prepared to seize opportunities that will enable individuals and communities to thrive. Such thinking drives many of our decisions already, including, for example, being a Living Wage accredited employer and a Living Wage Friendly Funder, which commits us to paying the London Living Wage to our staff, including apprentices, and for all other posts that we fund, therefore reducing the prevalence of in-work poverty. Whilst we know that we will be likely to fund services at the acute end of need, across a wide spectrum of social issues, we will continue to be a strong advocate for creating a society that acts earlier to tackle root causes and invest in potential. We believe that in order to achieve this, we need to work with partners that have a strong commitment to evidence and learning from the work that they do.



## 4. Collaborative working with Londoners, communities and all sectors

Fulfilling our mission relies on us working together with partners from across civil society and the private and statutory sectors, in London and beyond, to support the development of new and existing approaches. Successfully supporting members of the community to thrive and to access the opportunities that London has to offer depends on people coming together, learning from each other and then effecting lasting change. This can take time and sometimes multiple attempts to engage, especially as we want to ensure that the skills, expertise and talent of partners are fully acknowledged and utilised.



## 5. Being adaptive, creative and purposeful

In pursuit of fulfilling our vision, we will learn from our own work and that of others, in order to demonstrate and improve our impact. This will also enable us to adapt our approaches to changes that may arise. We recognise that through being creative we can both adapt the tried and tested, whilst also adopting the entirely new, and we feel that there is space for both within our funding portfolio.

# What CBT will fund

Before going into specific priorities, our intention can broadly be summarised as funding work across a bridge of need and potential, that begins where individuals and communities are 'surviving' and ends when they are 'thriving'. When we implement the strategy, we will have articulated further what we mean by the following model, which has been devised based on the consultation feedback for the strategy and through researching the sustainable livelihoods approach widely used in international development and poverty reduction by agencies such as the UK Government's Department for International Development (DFID). For us, there are four stages on the journey across this bridge:

## 1. Surviving

Individuals and communities are living on a day-to-day basis, and are usually at a crisis point. Often they are not receiving any statutory or non-statutory support; however they would normally be eligible for statutory support due to their circumstances. An example would be someone who is experiencing street homelessness. Investments at this stage might focus on meeting and stabilising acute needs.

## 2. Coping

Individuals and communities in this stage are experiencing a degree of short-term stability. They are able to manage risks beyond the day-to-day, but lack sufficient resources to have greater control over longer term opportunities and impacts. They might be getting by, but they are not necessarily getting on. Continuing with the homelessness example this stage would mean that an individual is now in temporary accommodation, and more likely to be known to statutory service provision. Investments at this stage might focus on encouraging and developing greater capacity.

## 3. Adapting

Individuals and communities are taking positive steps to develop specific attributes to move towards a thriving life, thus enabling them to progress towards long-term stability. For the aforementioned person experiencing homelessness, this means that they are now in longer-term transitional accommodation, where they can explore opportunities and also perhaps engage in employment in order to sustain themselves. Individuals and communities are likely to be receiving both statutory and non-statutory support from a variety of different organisations. Investments at this stage might focus on supporting positive risks and growing potential.

## 4. Thriving

Individuals and communities are in a position of stability, with enough resources and resilience to succeed and continue to grow over the long-term. They are now mainly supported by non-statutory provision, and to conclude our example of the person who was street homeless, they are now living life more fully in stable accommodation, with a secure social networks and source of income. Investments at this stage might focus on ensuring and sustaining impact.

The journey outlined will vary in length and outcome for different individuals and communities, with a degree of moving back and forth between the stages very likely, as well as a recognition that some stages will last longer than others on the journey. We also know that the groups we partner with and fund will work within some, or all, of these stages.

Bridging Divides has five different priorities, and for each priority we have provided some examples of the kinds of activities we may seek to fund. We recognise that our new priorities will include a wide range of potential activity, and so we will include much more detail of what we are looking to fund in our Implementation Document.





## PRIORITY 1: Connecting the capital

This funding stream is about geographical communities, from a street/ward level to a multi-borough/regional level. We part-funded the Institute of Voluntary Action Research (IVAR) to research the principles behind successful place-based funding, and their findings mean that we want to fund activities in a geographical place that can be broadly categorised as: of importance to communities; helps them to (re)build community assets and, in some cases, back projects that could result in positively and dramatically changing the prospects of a community long-term. Through this priority, we could fund work that covers the following kinds of activities:

- Supports community engagement and development work.
- Champions social action and empowers individuals and communities to come together to create the differences they want to see; and provides them with the tools to do this.
- Continues to encourage more philanthropic giving and fundraising across London, in multiple ways, for the benefit of different communities.
- Promotes environmental justice activities or education, in terms of the reduced/restricted access to open spaces/ environmental activities and the high levels of air pollution, with a particular focus on areas of deprivation.
- Supports the work of civil society support organisations, working with a range of partners, to deliver place-based work that is needed.



## PRIORITY 2: Reducing inequalities

The socio-economic and health inequalities experienced in London are well-known. There are over 2 million Londoners living in poverty, based on the Joseph Rowntree Foundation (JRF) definition of poverty as ‘when a person’s resources are well below their minimum needs, including the need to take part in society’. London also has a disproportionately high number of the UK’s most deprived neighbourhoods, as defined through the UK Government’s Index of Multiple Deprivation. London is a city where the richest and poorest live side-by-side, but often lead parallel lives.

Through this funding we hope to tackle inequalities linked to: race; gender; sexuality; participation and physical access; social mobility; access to services (education, employment, benefits, health etc.) and culture and arts. We could consider funding work that covers the following kinds of activities:

- Raises awareness and seeks to tackle the issues of the day that are facing groups experiencing inequalities.
- Supports individuals and communities to achieve improved outcomes in terms of the poverty and inequalities they experience.
- Recognises the additional prejudices that those experiencing inequality and poverty can face, such as Disabled People or people from BAME backgrounds being less likely to gain employment, or LGBT people experiencing mental health issues being less likely to have access to the right services and support.
- Work that challenges hate and promotes inclusion: championing justice, tolerance and fairness for those who experience inequalities.



## **PRIORITY 3:** **Positive transitions**

This priority will consider funding projects that empower Londoners experiencing inequality to make important transitions. This could be a young person wanting to break out of the cycle of being in and out of education or employment, to moving in to long-term and sustained education or employment. It could be support for a survivor of domestic abuse to leave their relationship and begin the journey of re-building their life. We want to help all Londoners to thrive, which often involves overcoming a range of barriers, through multiple partners from different sectors working together to support the transition.

We know that making successful transitions along the bridge of ‘surviving’ to ‘thriving’ has challenges and opportunities – goals can change and the pace of the transition will vary greatly for every person. With this in mind, we feel that it may be worth noting the following points as part of our decision-making:

- We are likely to work with a wide range of Londoners, with priorities and goals that differ from project to project.
- Specialist support and expertise may be essential for ensuring that people are successful in their transitions.
- Individuals in their communities may or may not be known to statutory services, but all would benefit from support from civil society and beyond to grow and sustain the progress they have made in their pursuit of a ‘thriving’ life.



## **PRIORITY 4:** **Advice and support**

Given the upcoming and continuing political uncertainties, the ever increasing cost of living in London, especially in terms of housing costs, and the steady erosion of resilience within individuals and communities, we feel it is important to offer funding that can act as a ‘safety net’. We hope that through our commitment to early action we will fund our partners to prevent people from moving backwards on their journey to ‘thriving’. However, we also recognise that some work must still focus on essential support for those stuck in surviving and coping or needing help to manage changed circumstances. Through this work, we could fund activities that relate to:

- Advice and advocacy services that support individuals who are either experiencing, or at risk of experiencing, issues relating to: indebtedness, unemployment/in-work poverty, social welfare reform and homelessness.
- Services that support individuals and communities experiencing issues relating to hardship and crisis, including food poverty.
- Support to improve the resilience of individuals and communities, including those who have experienced violent crimes or a loss of their safety, e.g. sexual violence, and those who are experiencing mental health difficulties, including being at risk of suicide.
- Advice and advocacy services that support individuals who are experiencing difficulties in relation to their status as a refugee, asylum seeker, immigrant or economic migrant.



## **PRIORITY 5:** **Every voice counts**

Until we have representation at all levels, many assert that a fair and equal society is near impossible to achieve. This funding priority presents an opportunity to challenge the root causes for the divides that we have identified in this strategy, and considers the ways in which we can make London a city where everyone can thrive.

We expect that through this priority we will fund work that develops voice and leadership skills for individuals and communities that lead to tangible and lasting change for them and their communities. This could include advocacy for targeted groups, the upskilling of ‘expert citizens’ to influence solutions, along with opportunities for representation that can help shape the journey from surviving to thriving for more people. The work funded is likely to link back to our other four priorities. For example, voice and leadership skills might enable specific individuals and communities to impact on and benefit from activities connecting the capital, reducing inequalities, empowering positive transitions, and/or access to advice and support. This priority will also connect to our desire to ensure the continued success of civil society, which we will demonstrate through funding for new and existing specialist civil society support services.



## **Funder plus support and CBT’s toolbox**

It is important that every interaction or project that we support enhances the lustre of London’s civil society and the individuals and communities with which they work. Therefore, in this strategy we are committing to an expansion of the ways in which we invest our funding and resources in organisations, in order for us to create stronger partnerships with organisations that are always anchored in our vision and values.

Within our strategy our funder plus support and toolbox are intended to depict simply what we consider to be our entire asset and resource base. Through the toolbox we are showing clearly our desire to provide a streamlined offer to groups of the ways in which they can access our funding, and this includes: core funding; small and large grants delivered over the short and long-term; access to funding to become social investment ready; social investment; funding for research and learning; match funding; strategic initiatives funding; funding for new ideas and supporting access to increased levels of individual and corporate philanthropy in terms of time, talent and money. Whilst some parts of our funding offer will be available throughout the strategy, such as large grants, we anticipate that other funding options will be available when needed, for example our match funding offer. In 2018, we will provide the exact criteria and processes through which these tools will be used and implemented.

Our funder plus offer will outline the kinds of support we can offer organisations in addition to our money. It will draw together a list of the assets we feel we have access to directly through our own networks and the networks of our trustee, the City of London Corporation. We want our funder plus work to add real value to an organisation, and so we will be mindful of the work already being done in this area by other funders, as well as working with organisations directly to understand what they would most benefit from – if anything.

The funder plus support offer will be outlined in detail in 2018, when the strategy is implemented. It will include support for organisations in the form of consultancy, training, networking and diagnostics/audits relating to a range of matters such as: governance; organisational development; social investment readiness; partnership development; exit strategy planning; specialist organisational infrastructure (IT, HR, property advice, access audits, monitoring and evaluation etc.) and eco-audits.



## Defining success

What would successful delivery of this strategy look like? We will consider this through two lenses –

1. We want our work and our funding to make the most positive impact on reducing inequality and creating cohesive communities. Measures of success in pursuit of our vision will be designed during the implementation phase of this strategy, and against our five funding priorities.
2. We want to be the best funder we can be, particularly in terms of making our processes as effective as they can be, working collaboratively, taking on leadership responsibilities, assessing how effectively we are using our entire asset base in pursuit of a thriving London, and encouraging learning between London, our regions, the UK and the world.

## A strategy that adapts and learns

It is our privilege to be a funder, and we want to ensure that we are fulfilling the vision set out in this strategy by building in time to reflect on and learn from the work that we are doing. We will learn from this strategy on a continuing basis, as well as ensuring that we conduct a formal review of our work on an annual basis, with support from a range of internal and external partners, and formal learning partners. This will then allow us to learn what works, what our best contribution can be, and how we should adapt our strategy.



## Implementation

This strategy represents an exciting next step for us as a funder. It signals clearly our intentions to develop our work with existing stakeholders, whilst also reaching out to new stakeholders, to support us in our work.

In the coming months we will work with colleagues internally and externally to develop a detailed plan, in the form of an Implementation Document, explaining how this strategy will be delivered from 2018. We will communicate the progress that we are making with this through our website, social media and communication in person or using email.

The full and exact details of what we intend to fund will be promoted in many different ways in 2018, in order to find ideas, projects and organisations to support. This document provides some high level detail on the kinds of things we might fund, but the Implementation Document will provide fuller details on this.

We will also be working on developing alternative formats of this strategy, in particular an easy-read version for Disabled People, and if required versions available in different languages.

# Acknowledgements

We are immensely grateful to all of the individuals who have so generously and thoughtfully contributed their expertise and time to this review. Over 1,000 people engaged, through events, social media and an online survey. As many of these responses were anonymous, we are unable to thank everyone individually, but would like to extend our deep gratitude to all who took part.

We owe a special thanks to our Project Steering Groups for the Review, made up of:

Bharat Mehta,  
*Trust for London*

David Warner,  
*London Funders*

Alvin Carpio,  
*Joseph Rowntree Foundation*

David Farnsworth,  
*City Bridge Trust*

Below is a list of organisations that have been directly involved:

- 3 Acorns Eco-Audits
- 360 Giving
- Action on Disability
- Action Space
- AdviceUK
- Advocacy for all
- Age UK Lewisham and Southwark
- Age UK Richmond Upon Thames
- Alford House
- Alzheimer's Society
- Ambition
- Amnesty International
- Andrea A Kelmanson Consulting
- ArtsDepot
- Association for Charitable Foundations
- BBC Children in Need
- Barbican Centre Trust
- Baring Foundation
- Barking & Dagenham CVS
- Barrow Cadbury Trust
- BeMore
- BeyondMe
- Big Lottery Fund
- Big Society Capital
- Body & Soul Charity
- Brentford FC Community Sports Trust
- Bright Ideas Trust
- British Youth Council
- Camden Arts Centre
- CAN Investment
- Cabinet Office
- Carers Network Westminster
- Cass Business School
- Cedars Youth & Community Centre (Watford Community Sports & Education Trust)
- Centre for Accelerating Social Technology
- Centre for Accessible Environments
- Centre for Charity Effectiveness
- Centre for London
- Charities Aid Foundation
- Charity IT Association
- Chinese National Healthy Living Centre
- Citizens UK
- City of London Corporation
- City Philanthropy
- Clinks
- Cognosis Consulting
- Collaborate CIC
- Comic Relief
- Commonweal
- Community Food Enterprise Limited
- Community Focus
- Community Links
- Contact A Family
- Coram
- Create London
- CriSeren Foundation
- Disability Rights UK
- Drake Music
- Dulwich Picture Gallery
- East End Community Foundation
- Ebony Horse Club
- ELBA
- Enfield CAB
- Epic CIC
- Esmee Fairbairn Foundation
- Ethical Property Foundation
- FAD
- FareShare
- Fitzrovia Youth in Action
- Froglife
- Geffrye Museum
- Girdlers' Company Charitable Trust
- Giving Evidence
- Graeae Theatre Company
- Greater London Authority
- Greater London Volunteering
- Green Candle Dance Company
- Greenhouse Sports
- Groundwork London
- Hackney CVS
- Hackney Play
- Hands on London
- Haven House Children's Hospice
- Harrow Carers
- Heart of the City
- Help for Carers
- Henry Smith Charitable Foundation
- Heritage Lottery Foundation
- Hornsey Lane Estate Community Association
- Human Trafficking Foundation
- Hyde Housing
- IG Advisors
- Inclusion London
- Inspire Chilli
- Impetus PEF
- Inspire! Education Business Partnership
- Institute for Voluntary Action Research
- Irish In Britain
- Islington Play Association
- J Leon Philanthropy Council
- John Lyon's Charity
- Joseph Rowntree Foundation
- Joseph Rowntree Reform Trust
- LandAid Charitable Trust
- Langley House Trust
- Lankelly Chase Foundation
- Lasa
- Lauderdale House
- Leap Confronting Conflict
- Liberty
- Lifelines
- Lloyds Bank Foundation for England and Wales
- London Borough of Barking & Dagenham
- London Borough of Camden
- London Borough of Croydon
- London Borough of Enfield
- London Borough of Hackney
- London Borough of Havering
- London Borough of Hounslow
- London Borough of Islington
- London Borough of Lambeth
- London Borough of Lewisham
- London Borough of Merton
- London Borough of Newham
- London Borough of Southwark
- London Community Foundation
- London Funders
- London Friend
- London's Giving
- London Legal Support Trust
- London Voluntary Service Council
- London Youth
- Made In Hackney
- Mayor's Fund for London
- MBARC
- Memory Lane Singing Club
- Mencap Sutton
- Middle Eastern Women & Society Organisation
- Mind
- Mind Yourself
- Mousetrap Theatre Projects
- New Local Government Network
- Newham New Deal Partnership
- New Horizons Youth Centre
- New Philanthropy Capital
- NSPCC
- Oasis Hadley
- Only Connect
- Osmani Trust
- Oxfam
- Oxford House
- P W Consulting
- Pan Intercultural Arts
- Park Theatre
- Partnership for Young London
- Paul Hamlyn Foundation
- Pears Foundation
- Philanthropy Impact
- PLIAS Resettlement
- Praxis
- Prisoners Abroad
- ProFinda
- Public Health England
- Public Law Project
- Publitas Consulting
- Race on the Agenda
- Redbridge Carers
- Refugee Action
- Refugee Council
- Rethink Mental Illness
- Revolving Doors Agency
- Rocket Science
- Royal Association for Deaf People (RAD)
- Royal Docks Learning & Activity Centre
- Royal Opera House
- Runnymede Trust
- Salaam Peace
- Save the Children
- School for Social Entrepreneurs
- Sense
- Share Action
- Shooting Star Chase
- Skyway
- Social Finance UK
- Solace Women's Aid
- Sounddelivery
- Space Hive
- Spectra
- Springfield Community Flat
- Stonewall Housing
- St Hilda's East Community Centre
- St Mungo's
- St. Stephen Walbrook
- Streatham Youth and Community Trust
- Superhighways (Kingston Voluntary Action)
- Survivors UK
- Thames Estuary Partnership
- The Aleron Group
- The British Library
- The Brokerage, City Link
- The Bulldog Trust
- The Childhood Trust
- The Children's Society
- The Cranfield Trust
- The Cripplegate Foundation
- The Divide Film
- The Good Exchange
- The FSI
- The Funding Network
- The Legal Education Foundation
- The London Leadership Strategy
- The Media Trust
- The Mercers' Company
- The Mill
- The Phoenix Education Trust
- The Power to Change Trust
- The Prince's Trust
- The Sulgrave Trust
- The Upper Room
- Tomorrow's People
- Tower Hamlets CVS
- Toynbee Hall
- TSIP
- Trust for London
- Unbound Philanthropy
- vInspired
- Voice4Change England
- Walcot Foundation
- Wembley National Stadium Trust
- Westway Trust
- Wigmore Hall Trust
- Working Chance
- Yarrow Housing
- Young Brent Foundation
- Young Harrow Foundation
- Young Lambeth Cooperative
- Young Roots

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