

The Anchor Programme: application guidelines

April 2023

The Anchor Programme: long-term core funding to catalyse systemic change

City Bridge Trust wants to provide long-term, core funding to second-tier organisations that provide support to frontline groups.

To receive funding, organisations will need to demonstrate a strong commitment to equitable practice and to addressing the marginalisation and discrimination experienced by those with intersecting identities.

The Anchor Programme has been co-designed with civil society organisations and aims to achieve change for Londoners at a systemic level.

Grant details

- **Area:** Greater London
- **Open to:** New applicants
- **Deadline:** Monday 8 May for round one Expressions of Interest.
- **Funding length:** Between 7 and 10 years
- **Funding size:** The minimum you can apply for is £50,000 per year and the maximum is £150,000 per year.

Timeline

The first round of Anchor Programme funding opens to applicants on Monday 17 April 2023. A second round will open in 2024.

Expressions of Interest must be submitted by 11pm Monday 8 May 2023, on our online funding portal. These will be reviewed by a shortlisting panel made of civil society organisations.

We aim to send outcome emails, to both successful and unsuccessful applicants, soon after the deadline. If you are successful, we will invite you to

submit an application. Applications can be submitted between 19 May and 14 June 2023.

When we have your online application and all supporting documents, your application will be reviewed by our team.

For applications under £1 million we aim to have a decision by October 2023.

For applications over £1 million we expect to make a decision by January 2024.

What we will fund

At the heart of this programme is a commitment to achieve change for Londoners at a systemic level. The fund will aim to achieve this by providing long-term core funding, over a period of 7–10 years, to organisations that provide second-tier support.

Organisations applying for the Anchor Programme may also provide some frontline service delivery, but this should be seen as secondary and supportive to the main second-tier focus.

We want to support organisations that can demonstrate that their work is led by and/or designed collectively with the communities they support.

The aim is to support organisations that demonstrate a commitment to equitable practice and in addressing the marginalisation and discrimination experienced by those with intersecting identities. The fund also seeks to encourage partnership and collaborative work with other organisations in the sector.

Funding organisations rather than projects

The Anchor Programme will fund organisations rather than projects, providing financial sustainability. Grants will only be made for core costs; we will not review applications for project-related costs. To be eligible for funding, organisations should have a minimum annual income of £100,000.

The funding will allow organisations to creatively problem solve without the restrictions of short-term funding, giving them space to collaborate, take risks and to create systemic change.

In addition, the fund aims to achieve the following:

-

Capacity building: improving capacity for civil society organisations to engage in positive structural change

- Wider knowledge sharing within civil society
- More equitable outcomes for London's marginalised communities
- A rebalanced relationship between funder and funded organisations, with a deeper focus on funded organisations' learning journeys

We recognise that organisations applying to this fund may be at different stages on their journey. Perhaps your organisation is more recently established and would like to focus on networking, or perhaps it would like to deep dive into policy work.

Ultimately, we want Anchor Programme funding to allow your organisation to breathe and to focus on your long-term plans.

What the Anchor Programme could help you do

- Acknowledge areas of historic underinvestment in organisations working with minoritised communities
- Give second-tier organisations the opportunity to take some risks and try something new
- Give long term sustainability to work that has proven to be effective
- Focus on policy and research to contribute to structural change in the sector; this might include hiring research and policy officers
- Resource to increase capacity to allow organisations to work on their long-term business plan/strategy over the next 7–10 years
- Develop key, equal partnerships with organisations and communities that are often excluded, marginalised and minoritised.
- Gather insights and knowledge from the communities you serve providing a platform for the insights to be shared and potentially using this to lead to structural change

- Support communities to tell their own stories; building networks based on this

•

Be able to succession plan for future leaders/create a pipeline of future leaders

- Help build and/or improve digital platforms
- Plan and look ahead to anticipate challenges and opportunities for the sector in the next decade, and to inform and support groups to be able to respond creatively and effectively
- Create a thriving space for networking, convening groups and supporting them to share their knowledge and insights with a wider audience
- Create an environment that supports movement building and where activism and solidarity is possible (instead of simply firefighting)

Please note, this is not an exhaustive list and there will be an opportunity for you to expand on your hopes for the funding in your application.

Organisations awarded grants under the Anchor Programme will be reviewed every three years. This will be an opportunity to assess progress made and to discuss future plans. If for example your organisation has a grant of 10 years then there will be a review after three years, after six years and after nine years.

Applicants are encouraged to include costs for evaluation and learning time as part of your budget. We also encourage applicants to include any access need costs, such as expenditure on translation and interpreting services.

How the Anchor Programme differs from our Infrastructure fund

City Bridge Trust has another grant programme called [Infrastructure funding: capacity building and representation](#). This fund is also available to second-tier organisations and sets out to provide high-quality support to wider networks of frontline voluntary, community and social enterprise organisations in the capital.

However, only the Anchor Programme focuses on providing long-term funding to catalyse systemic change. The Infrastructure funding programme does not focus on systemic change.

Other differences:

The Infrastructure funding programme awards grants for up to five years

- The Infrastructure funding stream has restrictions on core funding, including a taper and a maximum grant amount relative to the applicant's annual turnover. These restrictions do not apply to the Anchor Programme

The Anchor Programme is a multi-million pound fund and we expect to receive a high volume of applications.

Guidance for applicants

Expressions of Interest: what you must be able to demonstrate When

sending in an Expression of Interest, applicants must demonstrate

- That your organisation is a second-tier organisation that provides services and support for frontline organisations, strengthening London's civil society
- That your organisation has an intersectional and equity focus, and works with users identifying with one or more of the following characteristics: Age, Disability, Gender / Gender reassignment / Gender identity, Immigration status, Maternity, Sex, Sexual orientation, Socio-economic status, Race / Ethnicity, Religion / Belief
- That your organisation is led by and for the people it works to support. As an indication, this might be at least 75% of the Board of Trustees or Management Committee AND at least 50% of senior staff self-identifying as from a specific community or protected characteristic.

In some cases, we will accept organisations that can demonstrate clear evidence of taking significant steps to be more representative. For example, you may be working towards becoming anti-racist or working in a trauma-informed way.

Alternatively, you will be able to demonstrate that your organisation has appropriate mechanisms for involving underrepresented communities in the development of your organisational strategy.

Applications for funding: what the shortlisting panel will look for

If you submit an Expression of Interest and are invited to make an application, the shortlisting panel will look for the following details when assessing your application.

- That you understand the complexity of systemic change, and can make a clear case of how you will advance systemic change in London's civil society
- That you can show that your organisation is embedded in the community or communities you support. Applicants should be able to demonstrate that they have a track record of engagement with broadbased movements
- That you can demonstrate how you work in partnership with other organisations to further equity and justice, by supporting one another and influencing policy and/or the wider sector
- That you can demonstrate how you advocate for smaller frontline organisations
- That you can demonstrate how your organisation has an appetite to pilot new ways of working and to be experimental

Applications for funding: the documents we'll want to see

If you submit a successful Expression of Interest and are invited to make an application, you will need to supply the following documents.

- A copy of your organisation's most recently signed annual accounts
- Copies of your management accounts, or equivalent. Management accounts are the financial updates which your governing advisors (eg committee, trustees or board) use to oversee your organisation's finances and strategic decision making

- A draft budget that shows the total funding you are requesting (between 7 and 10 years) using a template which we will supply. We recognise that your organisation may need to respond flexibly to changing

priorities and there will be an opportunity to discuss this budget with your Funding Manager during assessment. You can request a minimum of £50,000 per year, and a maximum of £150,000 per year.

- Budget for your organisation to your financial year-end. This document explains your organisation's expected income and planned expenditure
- Your organisation's most recent strategy and/or business plan
- Your organisation's [safeguarding](#) policy
- Your organisation's constitution / governing document

How to submit an Expression of Interest

Before submitting an Expression of Interest, please ensure you have thoroughly read steps one, two and three to check that our Anchor Programme funding is a good fit for you. Please note, we only fund organisations that meet our eligibility criteria.

Application steps:

1. Find out about [The Anchor Programme: long-term funding to catalyse systemic change](#)
2. Read [The story of the Anchor Programme](#)
3. Check your eligibility and submit your Expression of Interest on or after Monday 17 April 2023

[Check your eligibility and submit your Expression of Interest](#)

The story of the Anchor Programme

Khadra Aden and Clara Espinosa, Heads of the Anchor Programme, explain why we have co-designed the Anchor Programme with civil society organisations, and how we're committed to learning, to being bold, and to trying something new.

[The story of the Anchor Programme](#)

Glossary

Co-design

Co-design is about designing with other people, not for them. It uses inclusive practice to share knowledge, and challenges the imbalance of power held by some individuals and organisations.

Core costs and core funding

There is no single definition of core costs. The terms core costs, operating costs, and central costs can be used interchangeably within the sector. However, core costs typically describe an organisation's essential running costs, such as support costs, income generation and governance.

Anchor Programme applicants will need to demonstrate how long-term core funding will be used to support (*finance/cover/offset?*) an organisation's core costs, supporting the organisation's long-term strategic aims that will help bring about systemic change.

Equity

The terms equity and equality sound similar, but the implementation of both can have different outcomes. Equality means each individual or group of people is given the same resources or opportunities. Equity recognises that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Intersectional / Intersectionality

Intersectionality is a term coined by civil rights advocate Kimberlé Crenshaw in 1989. She initially used the term to explain the specific experiences of African American women, who experience both racism and sexism. In this instance, intersectionality recognises that a black woman will experience racism differently from a black man, and that a black woman will experience sexism differently from a white woman.

The term is now used more widely to talk about a wider range of intersecting identities, including factors such as migration status, disability or age, all of which can affect the different types of discrimination or unfair treatment faced by communities and individuals.

Second-tier organisations

Second-tier organisations deliver capacity building services and/or voice, representation and advocacy support to the voluntary, community and social enterprise sectors. Second-tier organisations do not generally engage directly with those who are the beneficiaries of frontline organisations.

Second-tier organisations may also be known as infrastructure organisations. For this programme, we may also refer to them as Anchor Organisations.

Systemic change

Systemic change is about tackling the inbuilt inequalities which privilege some groups in society and disadvantage others. Bringing about systemic change is about addressing the causes, rather than the symptoms, of a societal issue.

An example of systemic change would be enabling communities and individuals to identify the root causes of their poverty, and to create strategies, including advocacy, to change the societal structures which are keeping them in poverty.

Such systemic change means looking beyond alleviating immediate needs (such as providing food, clothing and shelter) and instead tackling the inequalities which lead to so many communities and individuals experiencing poverty in the first place.

Frequently Asked Questions FAQs

Who can apply to the Anchor Programme?

This fund is available to second-tier organisations (also known as infrastructure organisations) and sets out to provide high-quality support to wider networks of frontline voluntary, community, and social enterprise organisations in the capital.

Applicants must demonstrate that they are a second-tier organisation that delivers support to frontline organisations and offer activities such as:

- capacity building services and/or voice
- representation and advocacy support to the voluntary, community and social enterprise sectors
- policy and research

- networking and relationship building

Your organisation must fall into one of the following categories:

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Charitable company
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable Cooperative (BenCom)

What won't City Bridge Trust fund?

We cannot fund:

- Political parties
- Part political campaigning / lobbying
- Non-charitable activities
- Work which does not benefit those who live in Greater London **We do**

not fund:

- Individuals (except through our nominated agencies)
- Grant-making bodies to make grants on our behalf (except through our nominated agencies)
- Schools, PTAs, universities, or other educational establishments
- Work taking place in schools, except for the delivery of non-statutory mental health services
- Medical or academic research
- Churches or other religious bodies where the monies will be used for religious purposes
- Hospitals or primary healthcare providers

- Community amateur sports clubs
- Projects which have already taken place or building work which has already been completed
- Statutory bodies, such as local authorities
- Profit-making organisations, except social enterprises
- Charities established/registered outside the UK
- Festivals or events which last no longer than a few days
- Activities or projects which incorporate an overnight stay
- Residential care services
- Residential facilities (except where they provide short-term emergency accommodation)

If our organisation has an existing grant, or an application currently in assessment, can we apply to the Anchor Programme?

Yes, existing City Bridge Trust grant holders and those who are currently at assessment stage can apply for the Anchor Programme.

If you are shortlisted after the Expression of Interest stage and invited to apply for stage two, the City Bridge Trust team will look at your organisation's existing grant and any assessments in progress, to avoid duplicating funding.

Will organisations need to meet a minimum annual income to be eligible for the Anchor Programme?

Yes, to be eligible for funding, organisations should have an **existing** minimum annual income of £100,000.

We will not award funding exceeding 50% of the applicant's turnover/income in any one year. As the minimum annual grant available is £50,000, organisations must have £100,000 in annual income.

If you are invited to submit a proposal for stage two, we will ask to see a copy of your most recent annual report and latest management accounts.

Please note that we are **not** considering applications from organisations with an annual turnover of less than £100,000.

How do we apply for the Anchor Programme?

All details of our application process can be found on the main Anchor Programme landing page, along with our funding guidance.

[The Anchor Programme](#)

The deadline for submitting an Expression of Interest is on a Bank Holiday (Monday 8 May), is this still the case?

Yes, we are aware the Expression of Interest deadline falls on a Bank Holiday, this date was selected before we heard news about the Coronation.

We encourage applicants to submit their Expression of Interest by Friday 5 May, but the application portal will be open until 11pm on Monday 8 May for the Anchor Programme.

When will I hear if my Expression of Interest is successful?

Expression of Interests must be submitted by 11pm on Monday 8 May 2023, on our online funding portal.

Once applications have been reviewed and shortlisted, we will send outcome emails, to both successful and unsuccessful applicants, soon after the deadline.

If you are successful in stage one, we will invite you to submit a stage two application from Monday 15 May 2023.

What happens if my Expression of Interest is unsuccessful? Will I receive feedback?

Depending on the number of Expressions of Interest submitted we may not be able to provide individual feedback, but we will try our best to explain why applications were not taken to stage two.

We will list the most common reasons of why we turn down applicants on our website. The aim of the Expression of Interest stage is for organisations to receive a swift outcome.

If I'm unsuccessful in this round, will there be an opportunity to apply again?

Yes, there will be a second round in 2024, giving you an opportunity to reapply, providing you meet our eligibility criteria.

If we decided not to apply in this round, will there be an opportunity to submit an Expression of Interest at a later stage?

Yes, there will be a second round of funding in 2024, more information to follow on our website.

You mention that organisations should be 'led by and for', but you also say that you will accept applications from organisations that can show relevant steps being taken to be representative. What do you mean and how will you assess this?

The aim of the Anchor Programme is to support organisations that demonstrate a commitment to equitable practice and address the marginalisation and discrimination experienced by those with intersecting identities.

We will ask you to provide evidence that you are already embedding equitable practice or that you are in the process of doing so, for example, by sharing information about your organisation's EDI (Equity, Diversity & Inclusion) strategy, such as minutes of meetings, strategic documents, recruitment strategies etc.

Organisations applying for the Anchor Programme will need to demonstrate a commitment to achieving change for Londoners at a systemic level. What do you mean by 'systemic'?

Systemic change is about tackling the inbuilt inequalities which privilege some groups in society and disadvantage others. Bringing about systemic change is about addressing the causes, rather than the symptoms, of a societal issue.

We understand that systems change is a wide and complicated topic, ahead of submitting your Expression of Interest you may wish to read the following supporting research and resources for additional guidance:

[Systems change: A guide to what it is and how to do it](#)

[The Cornerstone Fund: Learning Report Year 2 – City Bridge Trust](#)

[Igniting Systems Change from Within](#)

[Using Systems Practice to Tackle Difficult Problems in Complex Environments](#)

Do you ever fund national charities?

Yes, provided the work is for a discrete London focus. Organisations based outside London also need to demonstrate that they have the necessary skills and experience to work in London and that they are meeting a need that London-based organisations are not.

Is it possible to speak with a member of the Anchor Programme Team regarding our application ahead of submitting the Expression of Interest?

We are unable to offer individual calls or advice on proposals as it is not possible to speak with all potential applicants. Our aim is to be open, fair, and transparent and it would be unfair to meet some organisations and not others.

We encourage you to visit the main Anchor Programme landing page for additional information and guidance.

[The Anchor Programme](#)

How will you expect organisations to capture impact and learning over 7 – 10 years of funding?

Organisations awarded grants under the Anchor Programme will be reviewed every three years. This will be an opportunity to assess progress made and to discuss future plans.

If for example your organisation has a grant of 10 years then there will be a review after three years, after six years and after nine years.

It can be difficult to forecast a budget over 7-10 years, how accurate does our budget have to be at the application stage?

If you are shortlisted and invited to apply at stage two of the Anchor Programme, we will ask you to submit a draft budget that shows the total funding you are requesting (between 7 and 10 years) using a budget template which we will supply.

We recognise that your organisation may need to respond flexibly to changing priorities and there will be an opportunity to discuss this budget with your Funding Manager. You can request a minimum of £50,000 per year, and a maximum of £150,000 per year.

Applicants are encouraged to include costs for evaluation and learning time as part of your budget. We also encourage applicants to include any access need costs, such as expenditure on translation and interpreting services.

Will the closure of the grants application portal during May and June affect the Anchor Programme?

No, the grants application portal will remain open for Expressions of Interest until 11pm on Monday 8 May 2023. Following notification, successful applicants will be able to submit their stage two applications by Wednesday 14 June.