

## City Bridge Trust Impact and Learning Strategy on a page 2019 - 2023

|                       |   |   |   |                                 |
|-----------------------|---|---|---|---------------------------------|
| Vision                | <i>City Bridge Trust uses evidence and learning strategically and flexibly to drive its work to reduce inequality and grow stronger, more resilient and thriving communities in London and beyond.</i>  |   |   |                                 |
| Aims                  | Improve philanthropic solutions and approaches  | Grow our organisational learning culture at all levels  | Embed an equitable approach to impact and learning  |                                 |
| Interim outcomes      | Better understand our impact and how to improve   | More supportive learning environment with time & space for learning   | Greater understanding of link between equity, impact and learning   |                                 |
|                       | Better use of evidence and learning to shape work   | More strategic and diverse learning practices & processes   | Funded organisations influence and hold us to account more routinely  |                                 |
|                       | Higher quality more purposeful data collection and analysis   | Clearer & shared understanding of what we want to learn   | Better understanding of our impact on equity and including our own practices  |                                 |
|                       | Better sharing of findings to influence wider practice  |   | Share more learning of funded organisations   |                                 |
| Some priority actions | <p>Agree theory of change</p> <p>Appoint Data Analyst</p> <p>2 learn and improve thematic evaluations</p> <p>Pilot new approaches to grant monitoring</p> <p>Redesign impact and learning webpages</p> <p>Regularly submit data to 360 Giving</p> | <p>Whole team training on how to learn together</p> <p>Regular programme of training sessions and 6 "sit down" meetings</p> <p>2 'leading a learning organisation' sessions for Committee and SLT</p> <p>Apply learning questions across all impact and learning activities</p> | <p>Establish impact and learning advisory group with funded organisations</p> <p>Funded organisations attend at least 2 team and 2 committee sessions</p> <p>Share more stories from funded organisations</p> <p>GrantAdvisor pilot</p> |                                 |
| Measurement           | Renaissi 6 monthly reviews, including team, committee and other stakeholder interviews  | 2 yearly benchmarking survey with funded organisations & applicants   | Annual grantee survey and analysis  | Annual team survey and analysis |

## Organisational learning questions

### What do we want to find out?

#### What is the impact of CBT's work on

##### People and communities

What is the effect of this work on different populations?

##### Civil society organisations

What difference are we making to civil society organisations in London?  
What is the effect of this work on different organisations and sectors?

#### How effective is CBT's approach to

##### What it funds?

Are we funding the right work in the right way? (is the theory of change valid)  
Are we tackling systemic causes or symptoms?  
Are we working with the right communities to achieve our aims?

##### How it funds?

What models of funding are most effective?  
Is this work in line with our values?  
Are we working with the right civil society organisations to achieve our aims?  
What is our relationship with partners?  
How can we share and facilitate learning to achieve our mission?  
Is our total assets approach and Funder Plus work clear and effective?

### CBT impact and learning principles: questions for all impact and learning activities

- a. Are we clear about what we want to know and why? Have we tackled our learning questions?
- b. What will we do with the findings and how will we communicate this to our partners?
- c. Is this a proportionate use of resource (for us and our partners)?
- d. Are our expectations of partners fair and clear?
- e. How will we ensure we are seeking views from a diverse field?
- f. Is this the best method of finding out what we want to know?
- g. Will this help us achieve our organisational vision?
- h. How will our partners and London communities benefit from this?