



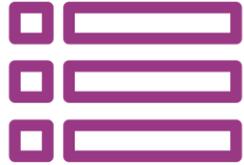
# City Bridge Trust Mid-year review

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November 2020



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***“I am very proud of the difference we have made to charities during Covid-19. We should celebrate what we have achieved and how hard we have worked.”***

Survey respondent

# Background and purpose of this review

[Renaishi](#) has been City Bridge Trust's learning partner for the Bridging Divides strategy since it was launched in 2018.

As part of our role, Renaishi produces an annual review of Bridging Divides. The second annual review written in April 2020 included an overview of CBT's work internally on values and learning, as well as a temperature check on where CBT was at more generally. This mid-year review provides an update on that report.

## The main aims of this mid-year review:

- To understand where CBT is now and what the next steps are in light of the pandemic and the uplift in spend
- To review CBT's progress against the recommendations from the end of year 2 review

## The review also delves further into the following key themes:

- The role of collaboration
- The Equality, Diversity and Inclusion work
- The pan-London strategic response
- CBT's identity as a funder

# Methodology



This review has been informed by the following research activities:

- **Nine telephone interviews** with one funding officer, two funding managers, one member of the charity finance team, four members of the leadership team and one external consultant.
- A **survey** completed by a total of 21 out of the 47 staff members ( $\approx 45\%$ ) to provide a 'temperature check' helping CBT to better understand the team's experience of working through the pandemic, their views on CBT's values in light of the pandemic, and any thoughts they have for what CBT should prioritise going forward.
- A **review of relevant documents** such as the draft Race Action Plan, external data digests, and meeting minutes.
- Regular **conversations with the co-Heads of Impact and Learning.**

# Findings

# Changes since March 2020: At a glance

## **CBT Team**

- Rapid shift to remote working
- Stand up, sit down and coffee carousel meetings moved online and the frequency of meetings was increased
- New daily meetings of Funding Officers
- Switched to a paperless system of working
- Switched to video 'visits' to funded organisations instead of in-person
- Additional resource was taken on within the team to support the additional workload as a result of the LCRF
- Team members that were able to volunteered to support LCRF application sifting – a significant new investment of the team's time
- Significant investment of time working adaptively with funded organisations
- Initial surge of workload at all levels due to emergency response. Risk that exhaustion starts to set in as need to keep responding has not gone away.

## Strategic and governance work

- Significant new role representing VCSE sector at London Strategic Coordination Group
- Bridge House Estates Strategic Governance review and Lord Lisvane's recommendations under consideration by Corporation
- Significant work to set up ringfenced fund within Bridge House Estates to host London Community Response Fund
- £11m committed to LCRF by Bridge House Estates, with an unprecedented level of cross-sector collaboration involved
- LCRF awarded £25m in total (across waves 1-3) to around 1,500 organisations
- Close collaboration with London Funders to support and input to wider London Community Response, which has awarded £42m to date
- Commissioned a Race Action Plan to address racial justice issues
- 'Mini-review' of Bridging Divides set up to begin work soon
- Reiterated CBT's support for better reporting in an IVAR blog, '[Covid-19: How funders can ease reporting requirements](#)'
- Jointly funded IVAR's Learning Review of funders' responses to Covid-19

## Funding programmes

- Paused majority of funding programmes to focus on existing portfolio, pipeline and continuation requests
- Internal appointment made to new LCRF Programme Management role
- Made a public statement to the sector on the 27th March 2020 about how CBT will live its values during the pandemic ([Adaptive and Responsive: Our Aim Right Now](#))
- Financial assessment process simplified
- New increased threshold for delegated authority has sped up decision making process
- Simplified the monitoring form to make it easier for funded partners
- Gave small funded charities an additional quarterly payment in response to the initial crisis
- Offered funded organisations the opportunity to convert their grant to core funding
- Worked closely with funded organisations to support them and offer flexibility – in many cases, offering a more relational approach
- Awarded almost 2000 grants through London Community Response Fund – more transactional approach to achieve high volume of grants
- Clearer focus on equitable funding through London Community Response Fund
- Attended intelligence-sharing sessions convened by London Funders



Views on working at CBT during the pandemic varied – some people were overwhelmingly positive about CBT’s response both internally and outward facing, and others felt that there was room for improvement.

The list below show some key themes of **what team members felt has worked well**:

- **The team atmosphere** has been supportive, kind and flexible (e.g. for staff with childcare needs) despite the busy working environment. The wellbeing of staff has been prioritised by LT – this has been highly appreciated by many
- **Improved team communications** – the more regular sit-down meetings and longer stand-ups have helped to join up different workstreams
- The team generally feel **inspired and proud** of what CBT has achieved (e.g. LCRF, core funding conversion, the supportive and relational approach)
- Those who have been **onboarded** to the team during the pandemic were positive about the experience
- CBT has acted as a **relational and supportive funder** to its funded organisations

*“CBT is a great place to work and there has been good camaraderie during the crisis.” (Survey respondent)*

*“The last 6 months has shown CBT at its best – adaptive, progressive and ambitious. I have been stunned by how adaptive we have proved to be as a team and think the pandemic has probably fast tracked a load of necessary changes which previously would have taken years to embed.” (Survey respondent)*

*“It has been rewarding as it is clear how passionate everyone is about making a difference and the impact CBT has on so many charities.” (Survey respondent)*

*“I started my role during the pandemic, and my introduction to the organisation has been so seamless despite being remote. The work everyone is doing is amazing and every member of staff I have virtually interacted with has been so helpful. People have been challenged and continue to be challenged by the working circumstances, but everyone has been positive and has continued to work tirelessly.” (Survey respondent)*



The list below show some key themes of **what some team members felt has worked less well**:

- It has been **tough to deliver at a high pace** when some felt they lacked the appropriate resources
- Some have experienced **feeling isolated** when working from home, and felt removed from their colleagues
- Some felt there is lack of internal communications in terms of **decision-making processes** at LT level, though this varied across the team
- **Differences of personal experience during the period of Covid-19** due to juggling different responsibilities at home and at work has led to frustration for some
- A small number of respondents felt that CBT has been **process-driven and not values-driven** during the pandemic
- Some felt 'normal' internal processes e.g. relating to personal development were understandably put on hold, but there is a need to bring these back

*"Working from home with very little interaction with others has been hard." (Survey respondent)*

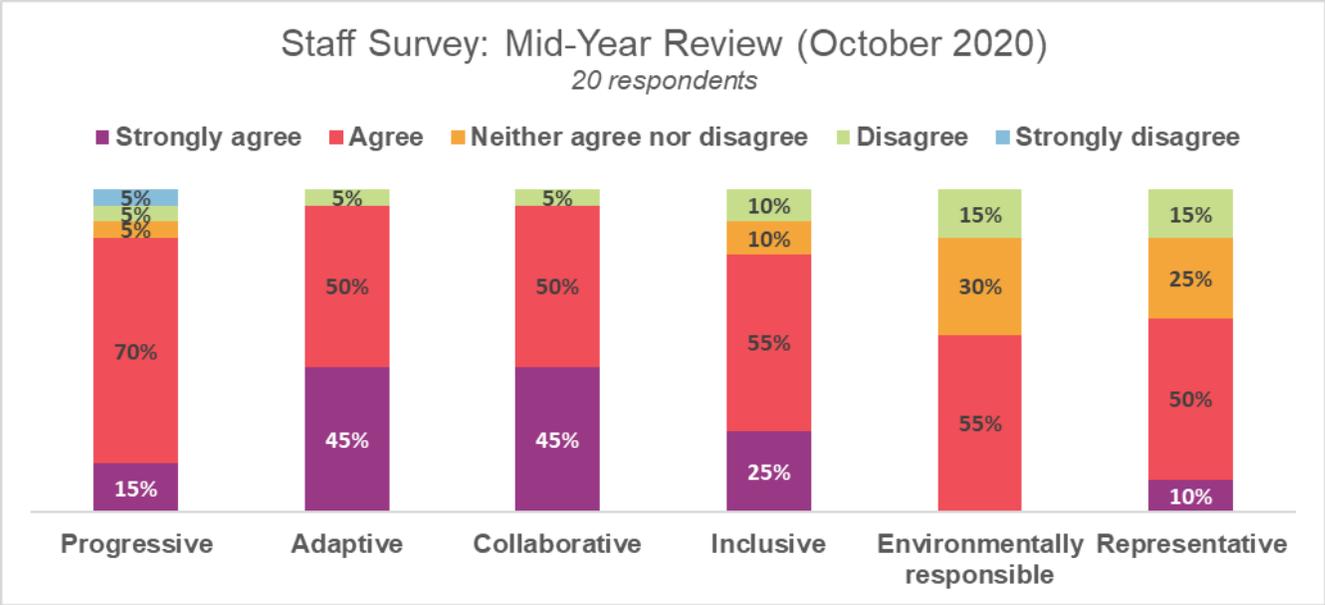
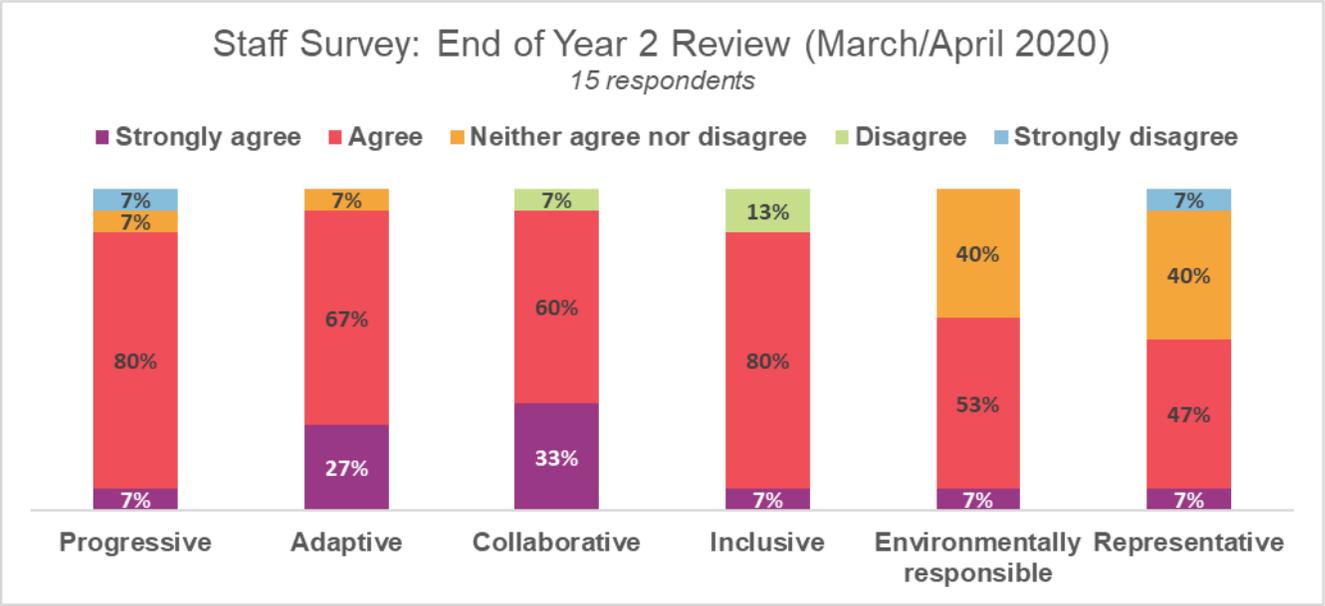
*"Communication is still an issue. Senior Management decision-making is often very opaque. The team receive top line information, but more collaboration/co-production with 'expert' Funding Managers is needed." (Survey respondent)*

*"It was tricky to ramp up activities so quickly without the resource required being available as quickly as we needed to move." (Survey respondent)*

*"Changes have been made too quickly and have mirrored CBT's process-driven approach." (Survey respondent)*



# CBT's values



Figures 2 and 3: To what extent survey respondents feel CBT is aiming to live the six values, in March/April 2020 and October 2020 respectively.



# CBT's values

- There has been **little overall change** in the proportion of people who agree or disagree that CBT is living each of the values.
- However, there has been an increase in the proportion of people who *strongly* agree that CBT is **progressive, adaptive, collaborative** and **inclusive**. For example, 45% of respondents strongly agreed that CBT is adaptive and collaborative in October, compared to 27% and 33% respectively in March/April.
- A slightly higher proportion of people disagreed that CBT is **representative** in October (15%) compared to March/April (7%).
- '**Environmentally responsible**' is the only value which has seen a more significant (negative) change in perceptions. In October, no respondents strongly agreed that CBT is living this value (compared to 7% in March/April), and 15% disagreed that it is (compared to none in March/April).

Overall, many staff felt that the pandemic has helped to show the **importance and potential of having values to guide CBT's work**. However, it was noted by many that CBT still has a **long way to go until the values are fully embedded**.

- **Collaborative** and **adaptive** were commonly talked about in the interviews as core to CBT's pandemic response, which was mirrored in the survey data. For example, changing CBT's support offer to meet current needs of funded organisations (e.g. core costs conversion, simplified reporting requirements) has demonstrated these two values.
- Some felt that CBT has been **progressive** in its pandemic response (e.g. due to its flexibility around core funding, its relational approach with funded organisations), whilst others felt the opposite.

*"The potential of our values has really been demonstrated during the pandemic – we are still working towards many of them but we have seen how important it is to use them to guide our work."  
(Survey Respondent)*

*"I would suggest we are not delivering some of [the values] in reality, and when we are it is through specific programmes, rather than across the work of the organisation."  
(Survey Respondent)*

*"I agree that CBT is aiming to be these values, but I would have scored differently to where it currently is with these values – so I recognise the journey but do not strongly agree they are fully living all the values yet."  
(Survey respondent)*

*"Adaptive and collaborative values have been really important and key to pandemic response."  
(Survey respondent)*

*"I am not sure about progressive as I think we can be held back on this by some members of the team and also the City of London Corporation."  
(Survey respondent)*

*"I think CBT is progressive in its flexibility with core funding, full cost recovery funding, flexibility when managing the grants etc. I think it has been progressive historically and it is now time to take new steps to lead the way in new emerging areas."  
(Survey Respondent)*

- Several interviewees felt that commissioning the Race Action Plan, and the LCRF's equity lens, have helped or will help to make CBT a more **inclusive** Trust.
- However, interviewees and survey respondents also noted that this is just the start of the journey, and there is potential for it to do more to truly embed the **inclusive** and **representative** values.
- Some highlighted that there is still some confusion about what representative and inclusive look like and the difference between the two, which was also noted in the end of year 2 review.
- Some noted that moving to a paper-less system and re-starting the environment working group have helped to progress the '**environmentally responsible**' value. In addition to this, some mentioned the eco-audit process that funded organisations could go through. The City of London Corporation has recently adopted a Climate Action Strategy, which is also adopted by Bridge House Estates.
- However, there were strong opinions shared in the survey about the **importance of CBT focussing more on this value** going forward as some felt it has been 'put on the backburner' in the current crisis, but the climate emergency is no less important.

*"It is encouraging though that a renewed focus on this value has been announced in the revival of the environmentally responsible working group and hopefully we can make some more progress on this value over the coming year. It is no less urgent than Covid-19 – and research suggests that habitat destruction may be linked to the underlying causes of such pandemics." (Survey respondent)*

# The role of collaboration



- **CBT has played a significant role in multiple strategic collaborative pandemic responses** through the London Strategic Coordination Group, London Community Response (LCR), and London Community Response Fund (LCRF).
- These responses have also involved collaborating with corporate funders to an extent that CBT has not done previously.
- There was a sense that CBT's **relationship with infrastructure bodies has deepened** as a result of the intensive Covid-19 response work required at the pan-London level, which is seen as positive.

*"We have always met regularly with funders, but during Covid-19, these regular meetings had a purpose and were collaborative. We had stuff we needed to get done, and the crisis made us take decisions." (Interview)*

*"We are more alive to each others' strengths and weaknesses, and the networks and assets we can deploy to support a collective response." (Survey respondent)*



- The team has also worked closely with funded organisations, offering **flexibility and ensuring they are supported through these difficult times**. This was felt as a positive development towards CBT having a more relational approach.
- This was also reflected in the **Grant Advisor data** where 12 out of 14 respondents said that CBT ‘gives more than money’ and 11 out of 14 felt that the Trust is a ‘positive leader in the field’ who ‘builds relationships’.
- However, it was noted by some team members that they can currently only support previously funded organisations except through LCRF, but **many organisations in London are left behind** and are not receiving the support they need.
- Some interviewees felt that **collaboration had become more difficult internally** due to the effects of working from home.

*“We were always a caring funder but we have had to be more flexible with organisations during the pandemic...I am starting to see it is much more of a partnership than funder/grantee relationship. I would love to see this continue as it makes my job much more interesting and enjoyable.”*  
(Survey Respondent)

*“The Trust's response to the Covid-19 pandemic has been admirable and overwhelmingly supportive, not only with reassurance regarding financial and reporting flexibility, but with the provision of guidance and resources to read and access in this uncertain time. It has been incredibly reassuring.”*  
(Grant Advisor respondent)

*“Funded organisations have been in a privileged position but what about the organisations that are not already in our portfolio – those that are impacted by structural inequality?”* (Survey respondent)

*“As an individual I feel quite isolated. I am less likely to work collaboratively in the team. When I am working from home, I am just at my desk all day doing what I need to do.”* (Interview)

# Equality, Diversity and Inclusion



- The **LCRF has a clear equity lens** supported by the role of equity partners, equity application assessment training, and data to show which groups are underrepresented in funding allocations. Interviewees felt this has been a very positive development.
- This positivity was also mirrored in the survey, and many staff would like CBT as a whole to push this piece of work further.
- Dinah Cox has recently been commissioned to complete a **Race Action Plan** to support more wide-ranging improvements to racial justice at the Trust.

*"I think we have been nimble and proactive in our response to #BLM and, with [the consultant]'s impeccable support, we are shaping a strong response which is cognisant of our particular context. I think we are doing our very best with the bandwidth we have and the considerable capacity pressures we face. There is no room for complacency however!" (Survey respondent)*

# Pan-London strategic response



- By contributing to the pan-London strategic response, the Trust has gained **access to data and information** from a wide range of partners about the effects of the pandemic on different communities, as well as sharing information with others.
- There is an opportunity for this learning to be taken into consideration when undertaking the ‘mini-review’ of Bridging Divides.
- Generally, staff were not fully aware about what the pan-London strategic response entailed but appreciated the short updates in team meetings.

*“The whole value was the networks that flowed back into City Bridge Trust’s work.” (Interview)*

*“Our role in the pan-London strategic response goes to the heart of the relationship with our Trustee and the total assets aspect of Bridging Divides... it is an important moment in the last six months.” (Interview)*

# CBT's identity as a funder



*“Our identity has changed. Our flexibility and the unrestricted funding have been huge in the sector’s perception of us...”*  
(Interview)

- Overall, there was a sense that the **Trust’s identity is changing** and that this process has been accelerated by the impact of the pandemic.
- Interviewees and survey respondents felt that the Trust is now seen as more adaptive, collaborative and flexible compared to earlier in the year. Its leading role in LCR, the flexible support offered to funded organisations and simplified decision-making processes were some of the factors that supported this.
- However, interviewees felt that CBT and Bridge House Estates have still a long way to go in terms of embedding equity and justice in their work.

*“I do not think we have changed yet, we are in that evolution of changing. And I think that that would not be possible if it was not happening within the Corporation as well... It would be difficult for us to implement systemic change if our Trustee was resisting that.”* (Interview)

# Learning

- The Trust collects a huge amount of data and information in different formats. Although good progress has been made, some survey respondents feel that a **more streamlined process** for capturing, segmenting, analysing and sharing data is needed – for example, information gathered through Funding Manager conversations with funded organisations
- An overarching shared methodology, and guidance on the **specific focus of what to capture** to further the Trust's understanding, would help.
- Some respondents felt the Trust could do more to **share learning internally** and that should be the first priority before looking how to disseminate learning externally.
- There were suggestions that the Trust should **ask funded organisations** how and what they want to learn and use that to shape what Trust shares.

*"It feels like Funding Managers gather so much useful intelligence from conversations with their funding partners but is difficult to record in a way that can be segmented, gathered, analysed and shared. So much learning is coming in from grantees in the interim impact and learning reports - not sure how this is being used either." (Survey Respondent)*

*"I think we need to get better at sharing learning internally and not just thinking about how we communicate externally. At present there is far too little active communication around learning, FM meetings are 'private' etc.." (Survey Respondent)*



# How to share learning externally



The staff survey asked what **methods of sharing learning** CBT could use to support funded organisations, other funders and/or civil society more widely. The list below shows the **key themes of ideas**:

- Convene seminars/webinars/conference/learning lunches
- Support sessions for funded organisations
- Staff being empowered to speak more at external events, and having more coordination on what to say and how to say it
- Visual infographics
- Blogs
- Facilitate link ups amongst funded organisations to share learning with each other
- Publicly reflect about the Trust's learning journey through CEO blogs but also through real time reflection pieces by other staff, e.g. weekly case notes
- Roundtables with other funders to learn from them and share our learning
- Sharing case studies
- Short reports
- Short videos/animations
- Bite-sized blogs through social media/website

# Progress on recommendations from End of Year 2 review

The Trust has developed an internal document which looks at what recommendations should be taken forward, the level of priority, owners and where they are at with each of them. Progress will be reviewed again in December 2020.

The table below shows at what stage the Trust is at in terms of progress towards the recommendations made in Renaisi's end of Year 2 review. Please find the full list of recommendations in Appendix 1 of this document.

Rec. no.	In progress	Not yet started	Change of plans	Rec. no.	In progress	Not yet started	Change of plans
1	✓			7		✓	
2	✓			8a		✓	
3		✓	✓	8b	✓		
4		✓		8c			✓
5	✓			9			✓
5a	✓			10	✓		
5b	✓			11	✓		
6		✓		12	✓		

# Conclusions

# Conclusions

- **The months from mid March onwards have seen a significant – perhaps unprecedented – amount of change and adaptation.** The Trust's response is seen as hugely successful and impressive, and those successes should be celebrated.
- However, these changes have come at a **personal cost to many members of the team.** Members of the team at all levels have worked extremely hard to enable the Trust to respond in a timely and effective way, and workloads have been very high for an extended period of time. This is true at all levels but the impact on senior members of the team should not be underestimated. There is a **risk of burnout** as the need to continue adapting to the crisis has not gone away.
- This year was supposed to have seen a big focus on strategic planning: concluding the Bridge House Estates Strategic Governance review, making governance changes, and planning for Jenny Field's departure in May 2021. **The need for that strategic work to be progressed continues, but now must take place alongside significant changes to the Trust's funding programmes and the ongoing crisis response.**

- **Several interrelated and ongoing pieces of work will generate decision points in the coming months.** These include: the 'mini-review' of Bridging Divides; a decision on whether/how to relaunch Bridging Divides funding programmes in the short term; a decision on the long-term focus of funding programmes in the coming year; the implementation of the Race Action Plan recommendations; implementation of changes to Bridge House Estates governance; decision making on £200m uplift spend; a strategy review for the social investment fund; planning and handover for Jenny Field's departure; planning the future of the London Community Response Fund; and how to ensure learning from this period is embedded in the Trust's work going forward.
- **The key challenge of the coming months will be to juggle the demands of short-term, medium-term and long-term decision making** whilst also acknowledging the need for the Trust's team to take stock and recover from the demands of the previous 9 months.

# Recommendations

# Recommendations

1. **We recommend that the Trust produces an overview document that brings together all strategic pieces of work taking place in the coming 12 months.** This document should map out important strategic decision points, including the timings of those and who the owner is, and would therefore act as a guide to LT and Committee to visualise the key strategic decisions taking place in the coming year. We feel this would be helpful to help focus on each decision, plan others' contributions to the decision, and identify where decisions inter-relate.
2. **We recommend the Trust to continue working towards the recommendations outlined in the end of year 2 review.** Some progress has already been made, but other workstreams continue to be ongoing.
3. We also suggest that the Trust assign someone in the team to **review the ideas from staff** gathered through the staff survey (see Appendix 2), make a decision on whether to take any forward, and communicate this decision back to the team.
4. Finally, workloads across the team are still high and the need to respond to the Covid-19 crisis continues. We recommend that CBT considers **how to support the wellbeing of team members through the winter months**, and ensure there is support to take stock, recover and reflect on the year as well as continuing to deliver necessary work. This is important not only for personal wellbeing reasons, but also to maintain motivation and celebrate the achievements that have been made this year.

## **Appendix 1: Recommendations from End of Year 2 review**

# Recommendations from End of Year 2 review (1 to 4)

1. CBT designs a process to **formally review and adapt the Bridging Divides strategy** to ensure that it remains relevant in the new COVID-19 context.
2. CBT **reviews its Funder Plus and Toolbox support offer** to ensure that these continue to address the highest priority needs of the sector, given the impact of COVID-19 and a rapidly changing context.
3. CBT **conducts an analysis to compare the organisations and sectors it supports with London's wider community sector** to identify how far CBT is funding a representative group of organisations, using data from, for example, the Charity Commission and 360Giving. This analysis could be undertaken by the new Data Analyst.
4. CBT **explores the extent to which having co-opted members have enabled a broader range of perspectives and experiences** to be taken into account in Committee discussions and decision-making. This reflection process could be supported by the co-Heads of Impact and Learning.

## Recommendations from End of Year 2 review (5 to 7)

5. The Trust **ensures that internal learning and development capacity is focused proportionately on the most significant areas of the strategy** in the new context, notably on ‘what CBT funds’ and Funder Plus. This could include:
  - 5a) Continuing to capture learning about funded organisation’s priorities in COVID-19 to inform any adjustments to Funder Plus support going forward (see recommendation 2). This could be done using the analysis of support needs from the Community Response survey;
  - 5b) **Outlining the Funder Plus offer internally** to ensure all staff understand what is on offer, and updating this information for a COVID-19 context if necessary.
6. Recent changes have been made to the Trust’s decision-making process, including smaller grant applications being approved by the Chief Grants Officer and Deputy Chief Grants Officer. We recommend that the Charities Finance Team reviews **whether any further changes are possible to its financial assessment processes** to continue to make them more proportionate and supportive
7. We further recommend that the Trust reviews, and documents changes to its funding processes and decision-making that have taken place due to COVID-19, and identifies what practices it wants to keep or change on an ongoing basis. once the immediate crisis recedes. The Trust should share any learning externally as appropriate.

## Recommendations from End of Year 2 review (8 and 9)

8. The success of the work of implementing the **Trust's values** internally indicates that it may be possible to maintain existing engagement within the team, and prioritise other parts of the strategy in the coming year as priorities shift to respond to the new context. If it does want to continue embedding the values, we recommend that the Trust focus on the following:
  - 8a) We suggest that the Trust refines and clarifies the definitions of 'inclusive' and 'representative' so that team members understand the distinction. In this review, many of those interviewed used the two terms interchangeably.
  - 8b) We recommend that CBT creates a dedicated environmental working group to ensure that further progress is made on implementing this value.
  - 8c) Team members felt that the Trust is highly collaborative with partners, but less so with the organisations it funds. **We recommend that CBT considers a specific project or programme to provide structure to its collaboration with grantees**, for example by trialling a participatory grant-making programme.
9. We recommend that CBT creates a **blueprint for what types of training staff can access** and when they can be accessed, to ensure that this process is seen as fair and accessible.

## Recommendations from End of Year 2 review (10 to 12)

10. To further embed the Trust's learning culture we recommend that CBT **creates an Impact and Learning working group** that works closely with the Impact and Learning team, with a similar role and scope as the values working group.
11. We recommend that the co-Heads of Impact and Learning focus their capacity on identifying **external learning priorities** and **producing learning outputs for an external audience**.
12. There is an appetite for the team to have access to more structured information and data about grantees' impact and other trends. We suggest that the Data Analyst develops a **regular internal data-sharing process** to inform the funding team's work.

## **Appendix 2: Ideas from staff**

# Ideas from staff

This list of ideas is based on the learning from the interviews and the staff survey. It should be noted that the ideas are listed in no particular order and we have summarised some of them for clarity.

## **Funded organisations/partners should be in focus**

- Trusting and working closely with funded organisations – treating them as the experts they are.
- Having more of a dialogue with funded organisations post-grant award.

## **Collaboration should continue to be a focus**

- Implement a coordinated approach to funding. Work together with London funders to ensure all areas of the sector are covered by funding, and decide who should specialise in what field – e.g. CBT to focus only on LGBTQ+, mental health, homelessness instead of trying to feed into every single field in the sector.
- Continue to be relational with funded organisations (and improve this) and truly work in partnership with them. There is a need to ensure that there is enough capacity in the team to keep it up.
- Ensure that the data CBT ask of funded organisations is beneficial for the organisations themselves to build their own data capacity (ensure that all data CBT collects is useful at ‘both ends’).

## **The EDI should continue to be a focus**

- There is a need for more senior leadership capacity to push the EDI work forward.
- To live this, the Trust needs to focus on having a more relational approach to everything they do. This is necessary for organisations and communities that experience disadvantage to be helped to overcome that disadvantage.
- Clarify the meaning of inclusion and representative values, and what these should mean in practice.

## **Data and learning**

- Develop agreed principles amongst Funding Managers around what questions to ask and what data to collect from funded organisations.
- Should monitor application turnaround time to inform decision about how to shorten the time. Also monitor the different steps to understand where the bottlenecks are and make improvements.
- Team-learning should be in focus.
- Look into data on what is happening in the world, what problems we are facing, and what is most urgent – and use that data to decide what the Trust should be focussing on.
- Explore opportunities for Funding Managers to share their experiences from their caseloads with the rest of the team (perhaps themed for maximum benefit).

## **Core funding instead of project costs**

- Offer core funding instead of projects costs, and become a leader in the sector.

## **Environmental Emergency/Covid-19 – A Green Recovery needs to become a clear focus**

- The Trust should use its influence to push forward the environmentally responsible value in the sector.
- The Trust should focus on supporting the green recovery by investing in “green projects”, this could be done with an equity lens through aiming to e.g. invest in green projects that are led by BAME people.
- Think about different ways the Trust can support organisations to become more environmentally sustainable (over and above the current eco-audit) – how can the environmentally responsible value be pushed forward in the way the Trust works internally and externally?
- There was a sense that the environment question in the applications is not having much weight – this should be reviewed to ensure the Trust is living and breathing the environmentally responsible value.
- The revised Bridge House Estates Investment Strategy will include reference to the City of London Corporation’s newly adopted Climate Action Plan where relevant, and will look to ensure that Bridge House Estates is at the forefront of investing responsibly. Some team members felt that divestment from fossil fuels should be at the heart of this.

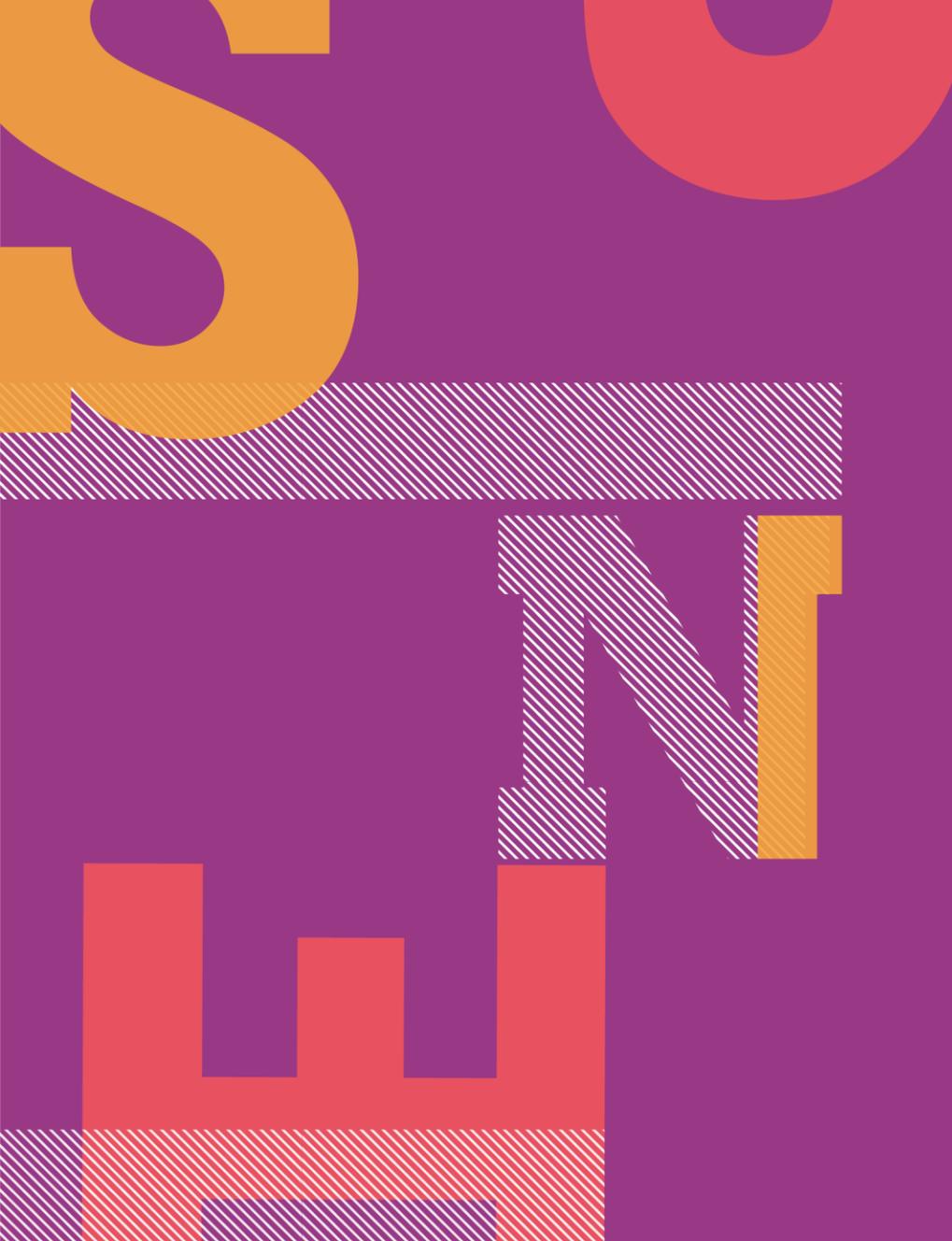
## **Team culture and sharing experience and learning**

- Keep the culture of "anything is possible" and collaboration. Celebrate the achievements in the past months and give staff a break.
- Continue coffee roulette to increase the bonds across the staff team.
- Think about how to ensure everyone in the CBT feels included and bought into the work they do.
- Bring back normal staff processes – e.g. ensure everyone gets the chance to think about personal development, annual reviews.
- The team should jointly more openly acknowledge all the work the team has done in the past months. Also need to recognise that FMs and FOs work is at the centre of CBT is about – think about hiring more capacity.
- Creating opportunities for other team members to shadow the pan-London work that is being done, to get a better sense of the dynamics and assets of the different players and also understand the challenges and successes of this type of collaboration. This would be a good development opportunity for many.
- Continue to offer more opportunity for members of staff to get involved in projects. More delegation from LT to ease their workloads but also provide opportunities for others to partake and learn and progress.
- Create space for staff to reflect and refresh their minds as part of recovery from the crisis.
- Ensure that the team is living the values even when working from home.

- Ensure that those in the CBT team who are non-Funding Managers/Officers continue to have direct contact with funded organisations where this is mutually beneficial to funded organisations (e.g. events, learning phone calls...)

### **Bridging Divides strategy**

- Review the funding programmes and redesign them to ensure we are there for the London groups who rely on us. Should also look at how the Trust can reach the communities that are most negatively affected by the pandemic.
- Be more tough in the decisions of what funding programmes to keep – stay focused on particular areas, don't try to fund everything.
- Ensure that decisions are taken mindfully and that enough time is set aside to support quality decision making.
- Be explicit about the trade offs from different approaches – e.g. volume grant-making leaves little space for strategic and long-term approaches.
- Specific things to think about:
  - Funder Plus - needs to be built on and more integrated in what we do and the offer we have for organisations.
  - Core grants programme with clear criteria and goals.
  - Small grants programme is too narrow – learn from how successful the LCRF has been in reaching small grassroots organisations.
  - Should start a mental health focussed funding stream (also for adults).



**Thank you for reading**

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