

City Bridge Trust: Annual Review of Bridging Divides

Year Four, 2021-22

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September 2022



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Background and purpose of this review

The scope of this year's annual review was developed in close consultation with the senior leadership team at City Bridge Trust in early 2022. This led to the identification of two key areas of focus:

1. The **impact that CBT funding and non-financial support** has had on funded organisations over the last twelve months
2. A **temperature check of CBT team views** on the progress made towards becoming **a learning and values-led team** – to build on team consultations in previous mid- and end-of-year reviews.

Context

Throughout 2021 and early 2022, CBT has moved from its immediate response to the Covid-19 pandemic to implementing broader, more long-term plans for post-pandemic recovery. In the same period, many funded organisations have adapted their services as lockdown restrictions and social distancing guidelines were eased. Against this backdrop, it was agreed that surveying funded organisations would provide insights into the impact funded organisations have achieved in a period of continuing uncertainty, and how CBT can improve the support it offers the organisations it funds.

CBT regularly seeks feedback from funded organisations and shares findings across its team. However, it was agreed that a Renaisi-led consultation could lead to more open responses from funded organisations on the impact of funding received and the support offered by CBT.

Renaisi completed a similar consultation exercise in 2019, when it sought to understand funded organisations' perceptions of CBT's monitoring and evaluation practices. Insights from this exercise are referred to in this review.

Methodology



This review has been informed by the following research activities:

- **A team survey** completed by **41** of the 55 CBT staff members (approximately 75%), to gauge staff views on progress made towards becoming a learning and values-led team.
- This is **almost double** the response rate achieved in previous mid- and end-of-year reviews.
- A survey completed by **167 funded organisations**, which asked questions relating to organisations' funding outcomes, the impact of CBT support, and how this support could be improved in the future. **Six interviews** with **funded organisations**. We interviewed organisations of varying size from four grant programmes (Advice and Support, Connecting the Capital, Positive Transitions, and Small Grants), addressing four different areas of need (Disabled people, Infrastructure, Migrants, and Mental Health).
- Regular **conversations** with the **co-Heads of Impact and Learning**.

Both our CBT team and funded organisation surveys were anonymous to encourage respondents to offer honest reflections of their experiences.

Weighted scores for agreement statements

- In analysing responses to both the CBT team and funded organisations surveys, we have calculated a weighted score for each 'agreement statement'. 'Agreement statements' are statements included in a survey for which the respondent is asked to rate their level of agreement, from strongly agree to strongly disagree. Calculating a weighted score by assigning a numerical value to each answer enables easy comparison between the levels of agreement with different statements.
- 'Strongly agree' has a weighting of 5, while 'Strongly disagree' has a weighting of 1. Therefore, higher weighted scores (tending towards 5) indicate stronger levels of agreement, while lower weighted scores (tending towards 1) indicate lower levels of agreement.

Survey answer	Weighted score
Strongly agree	5
Agree	4
Neither agree nor disagree	3
Disagree	2
Strongly disagree	1

Reflections

Surveying the CBT team on learning and values

- This year's CBT team survey was completed by **almost three-quarters of the CBT team** – a much higher response rate than in previous mid- and end-of-year reviews. As a result, this year's survey provides a **more representative picture** of the views of the CBT team.
- This higher response rate was achieved by:
 - Ensuring that the survey was **clearly presented and worded** so that it was straightforward to complete.
 - **A more pro-active and coordinated approach to follow-up**, led by the Impact and Learning team. The Impact and Learning Officer attended team meetings to encourage colleagues to complete the survey and sent out regular reminders to team managers asking them to follow-up with their teams. Staff members were also encouraged to complete the surveys at weekly 'stand ups' and by their line managers. This regular and proactive engagement appears to have been particularly effective in encouraging more members of the team to complete the survey.

Reflections

Exploring the impact of CBT funding and support

- As part of this review, we interviewed **six funded organisations**. When recruiting interviewees, we worked with the Impact and Learning team to identify organisations of different sizes from a range of funding streams and cause areas. While we were successful in doing so, findings from these interviews should **not be treated as representative** of all funded organisations due to the small sample size and risk of sampling bias – organisations that agreed to be interviewed were more likely to have had a positive experience of receiving funding from CBT.
- In 2019, our survey of funded organisations had a different focus: funded organisation's perception of CBT's approach to impact and learning. As a result, **this review does not make a direct comparison with the results from the 2019 survey**.
- We analysed the responses to our funded organisations survey by size of organisation, target group, area of need, funding stream and size and length of funding received from CBT. However, **we did not see consistent differences in responses across these characteristics**.
- CBT also collects data internally on their impact on funded organisations. **Many of the findings** in this report **align with CBT's internal data**, as mapped in Appendix.

CBT Team: Experiences of Year 4

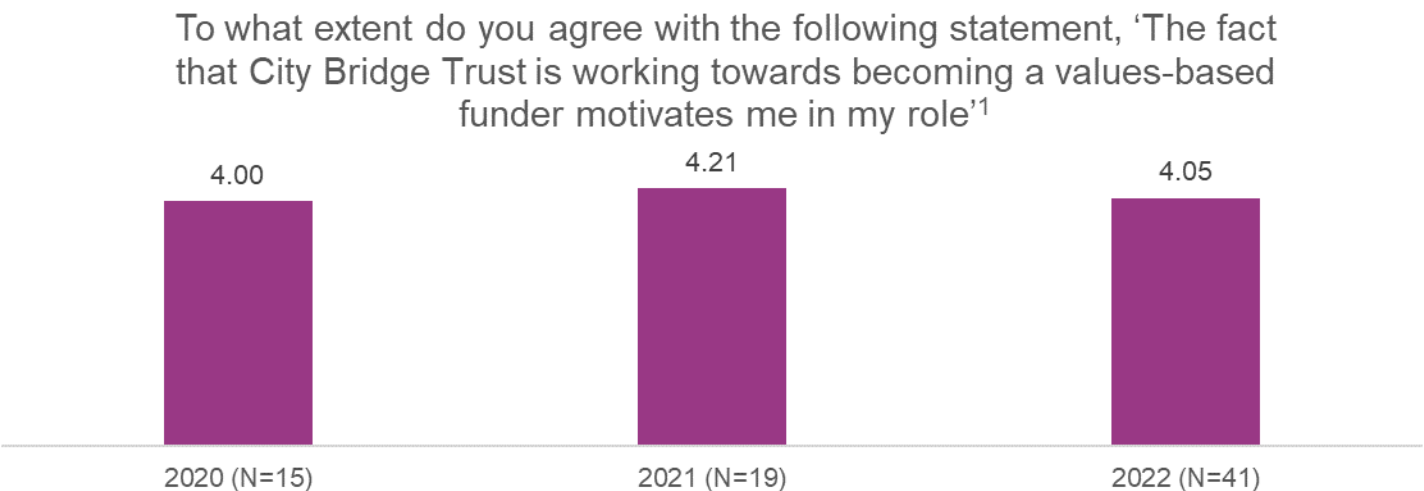
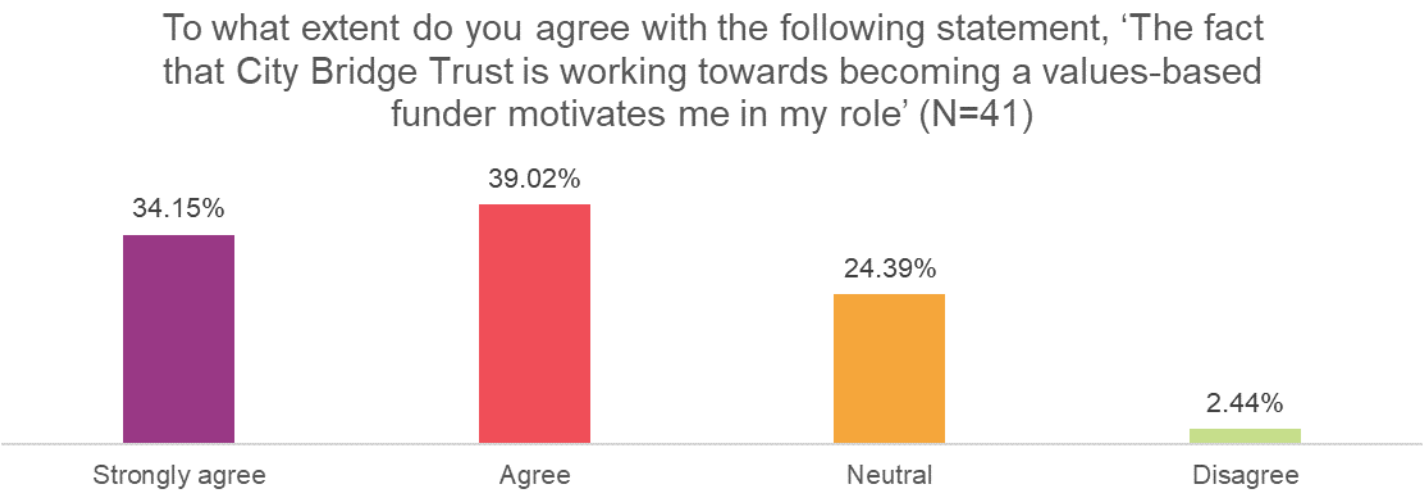
Progress towards CBT values

Summary of findings

Progress towards CBT values

- Staff responses to the survey suggest that **CBT is making good progress towards embedding its six values across its work**. Working towards becoming a values-led funder continues to be a motivating factor for a large proportion of the CBT team.
- **Staff recognised and were satisfied with the progress that had been made so far**. Members of the team **praised the working groups** that have pushed different values further up the agenda and efforts to work collaboratively with other organisations, particularly the dedication to implementing inclusive and progressive practices.
- However, **staff also recognised that there was still progress to be made on the journey to becoming a values-led team**. It was felt that more work was needed to ensure that values became a central aspect of all of CBT's work. Some members of the team suggested that more progress has been made on some values than others, and that different teams within CBT were at different stages of embedding and embodying its values.

CBT values and staff motivation

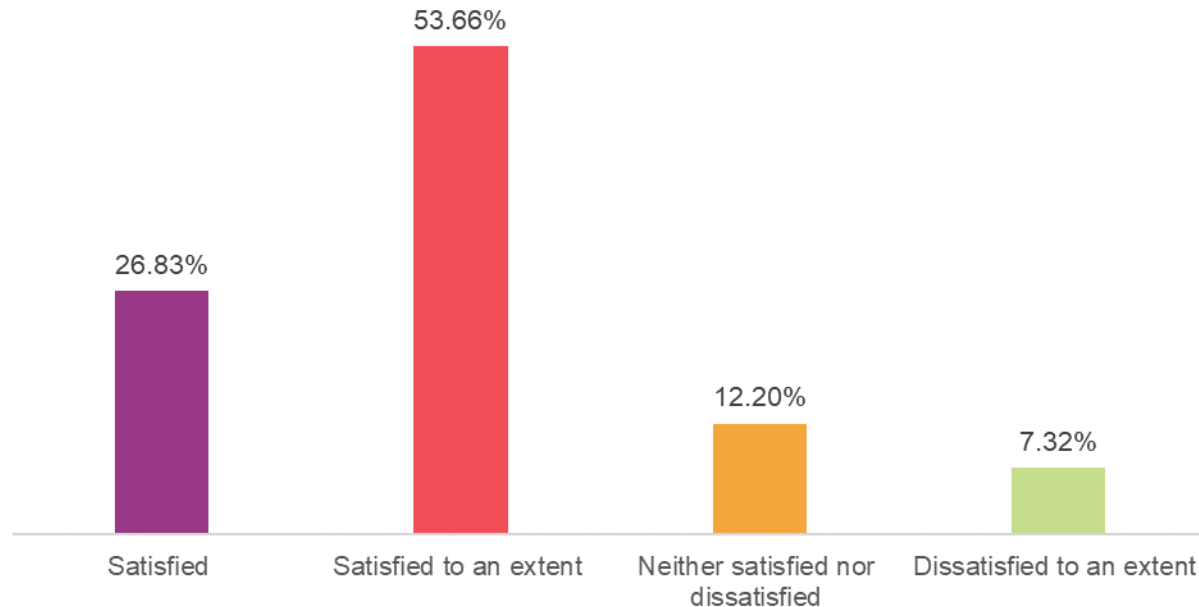


- The majority of staff **(73%) agreed that they were motivated in their role by CBT working towards being a values-based funder.**
- Levels of agreement with this statement **have been consistently high since 2020**, suggesting that this continues to be an important motivating factor for CBT staff.
- When promoting new initiatives or looking for ways to motivate staff, CBT should consider how these initiatives can be aligned with its values.

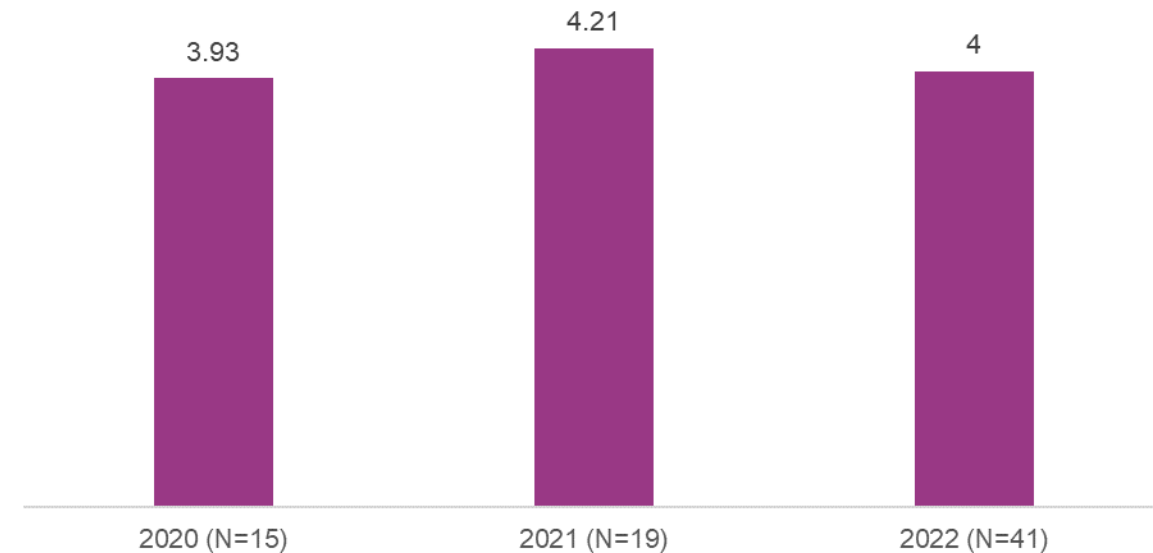
¹ See slide 5 for an explanation of the weighted scores used here

Satisfaction with CBT's progress towards living its values

How satisfied are you with the progress CBT's work is making towards living our values? (N=41)



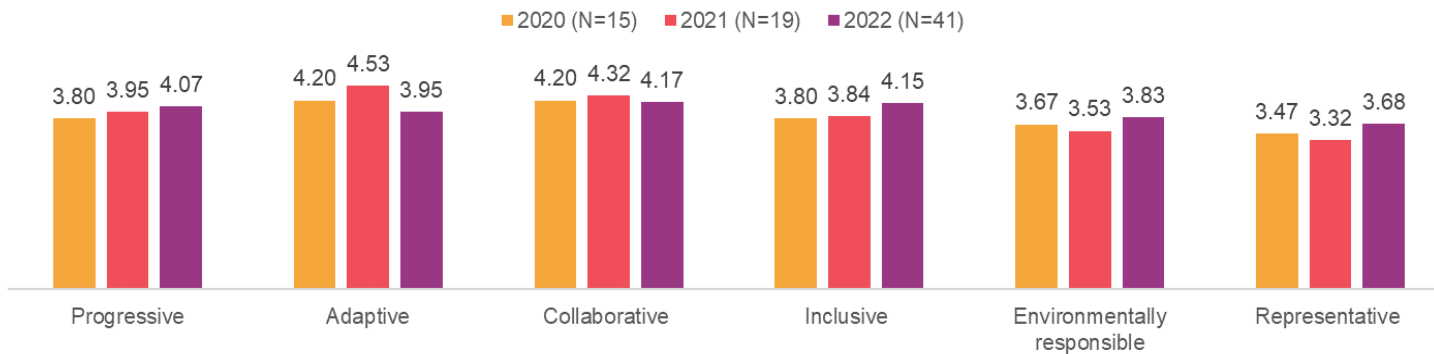
How satisfied are you with the progress CBT's work is making towards living our values?¹



- The majority of staff were satisfied with CBT's progress towards living its values, with **80% of respondents reporting some level of satisfaction.**
- Levels of satisfaction have **declined slightly compared with last year (2021)**, but remain higher than in 2020.

Progress towards living each value

To what extent do you agree that CBT is aiming to be...¹

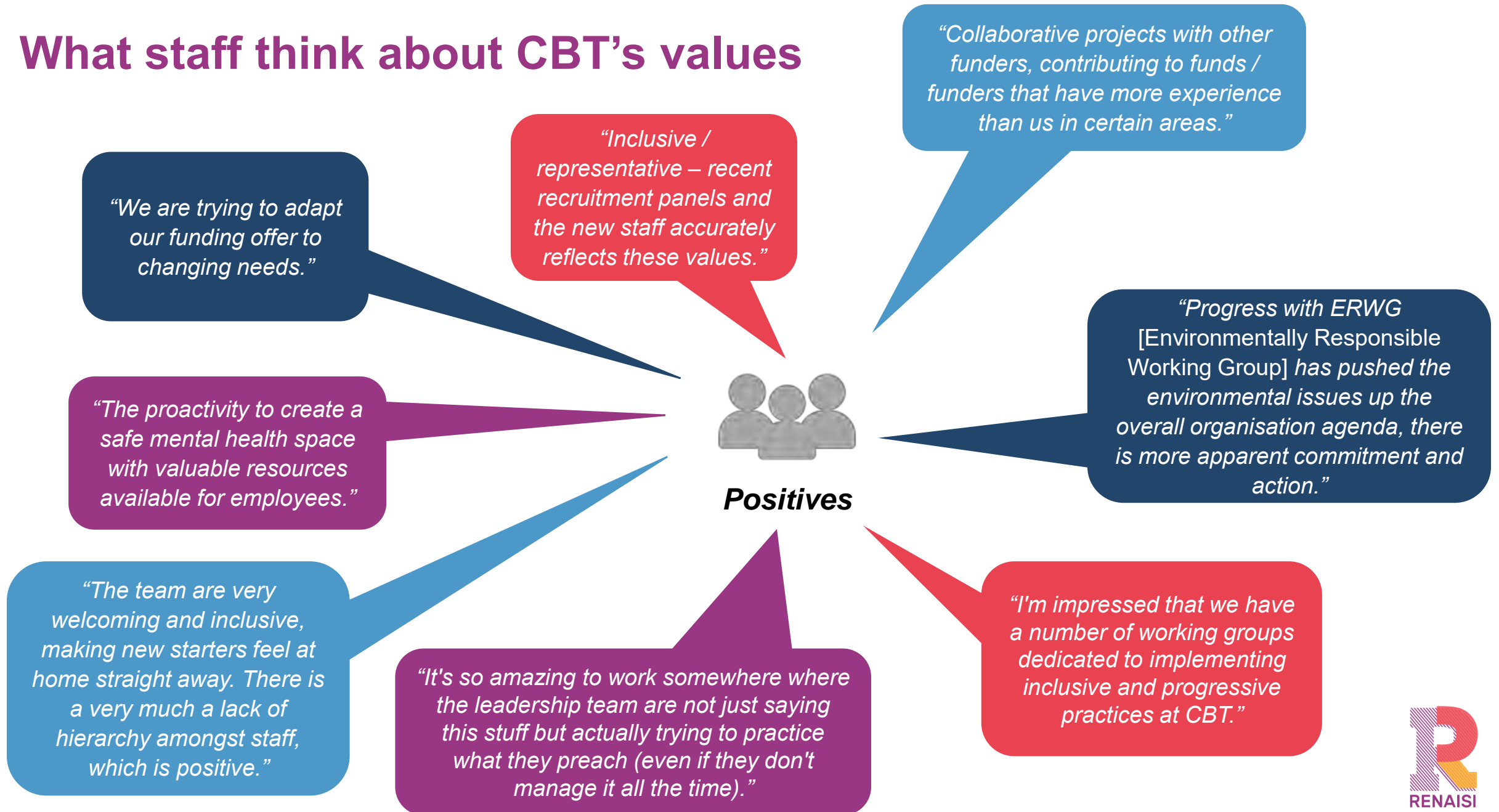


- When asked about the progress CBT was making with its values, **staff responses were typically positive.**
- There was particularly **strong agreement that CBT is aiming to be progressive, collaborative, and inclusive** with more moderate agreement on other values.
- Staff rated the values **progressive, inclusive, environmentally responsible, and representative more highly than in 2021.**

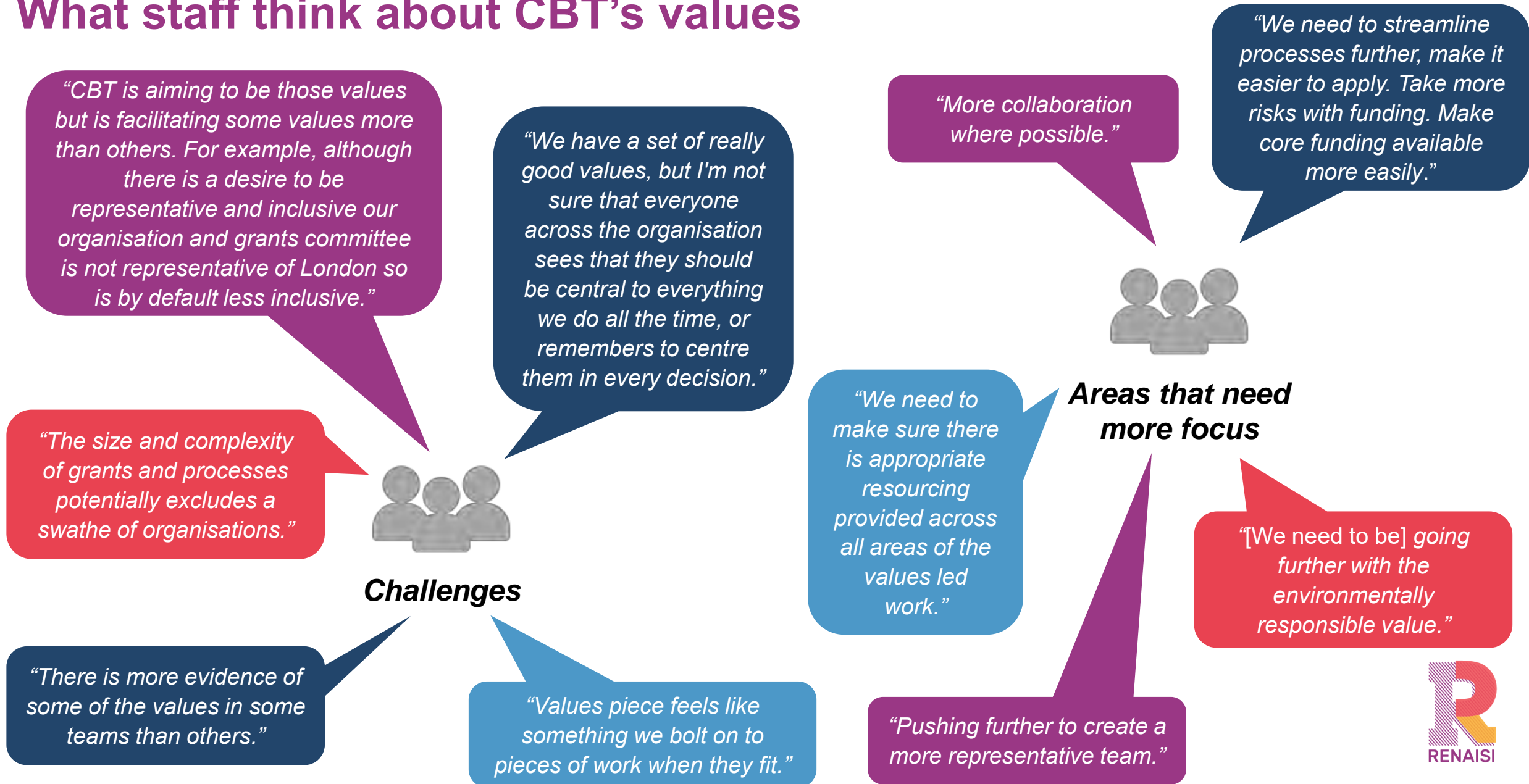
- The progress towards becoming **environmentally responsible** is particularly significant as this was identified as an area in which staff felt further work was needed in our most recent mid-year 4 review. One staff member noted that this improvement correlated with the activities and progress made by the Environmentally Responsible Working Group.
- Although levels of agreement for the collaborative and adaptive values **were strong in 2022, both have decreased compared to 2020/2021.** In 2020 and 2021, the **CBT team pivoted quickly to new ways of working and collaborated with other funders in the London Community Response**, adapting its work to the extraordinary circumstances of the pandemic. While learnings from this period have been embedded into subsequent initiatives, it is perhaps unsurprising that these scores have fallen as CBT has moved out of its immediate crisis response.

¹ See slide 5 for an explanation of the weighted scores used here

What staff think about CBT's values



What staff think about CBT's values



Becoming a learning team

Learning team: a team which 'actively creates spaces and opportunities for knowledge and intelligence to inform and shape its day-to-day practices as well as its future direction, and embeds these within its culture' (source: IVAR)

Summary of findings

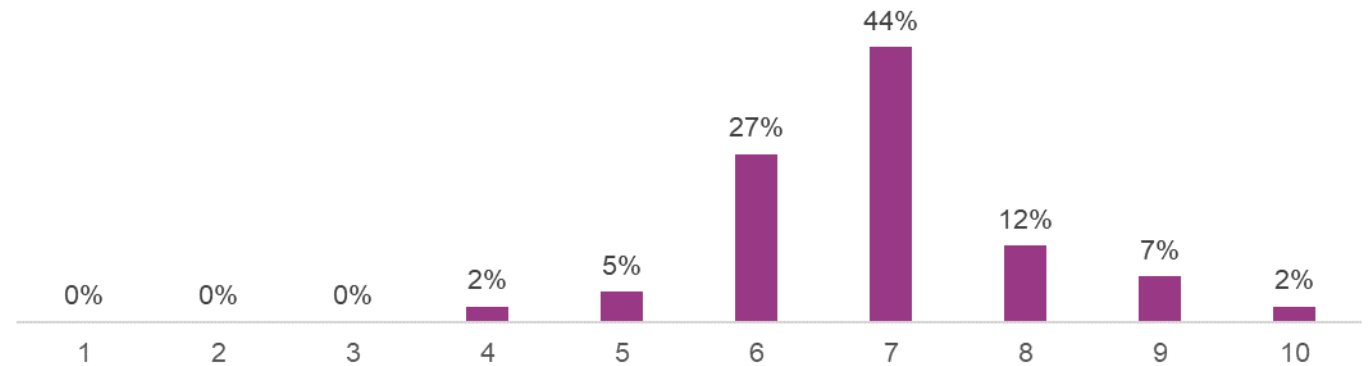
Becoming a learning team

- Survey responses indicate that **CBT is making progress towards becoming a learning team**. CBT staff feedback was broadly positive, and comparisons with results from previous years demonstrate that progress is being made.
- Staff highlighted several ways in which learning has **been successfully shared and used** over the last twelve months, including the **work of the Impact and Learning Team, data digests, different opportunities to learn from funded organisations**, and a **more general sense that CBT is developing a culture of learning**. Overall, staff observed that the team has effectively shared learning internally over the last twelve months (while external learning increased gradually over time).
- To build on existing good practice and encourage the use of learning across the whole team, staff felt that time could be **allocated or ring-fenced within their day-to-day work** so that they could properly engage with learning.
- Responses to the survey suggest that the CBT team has improved how it shares learning externally since 2020. However, CBT staff felt that **further work is needed to ensure that CBT is making the best use of its data externally**.

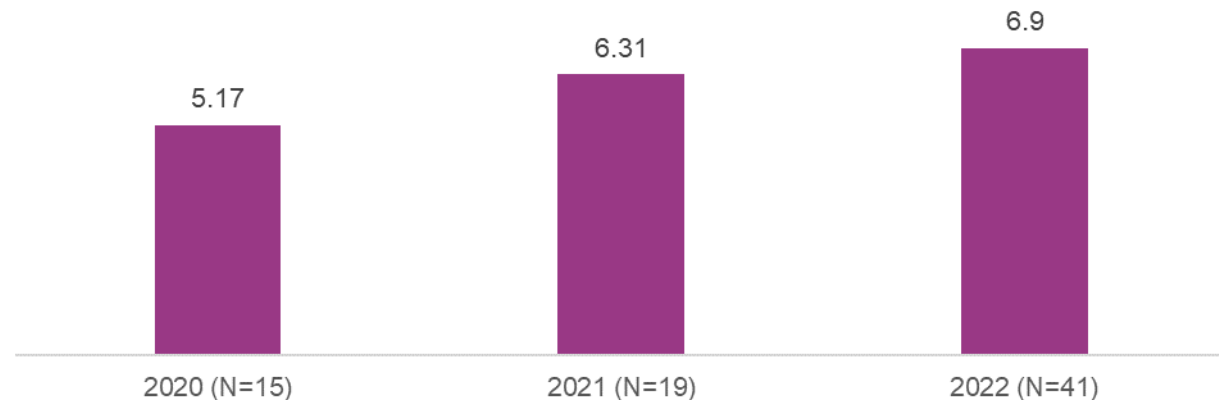
The journey to becoming a Learning Team

- Staff generally felt that **CBT was making progress towards becoming a learning team**. 71% of staff rated CBT at six or seven out of ten on the journey towards becoming a Learning Team.
- There has also been a **positive change in staff perceptions year on year**.
- **On average, staff rated CBT 6.9 / 10 on the journey towards becoming a learning team**. In 2020 and 2021 this rating was lower at 5.17 / 10 and 6.31 / 10 respectively.

One a scale from 1-10, where we are on our journey to becoming a Learning Team? (N=41)

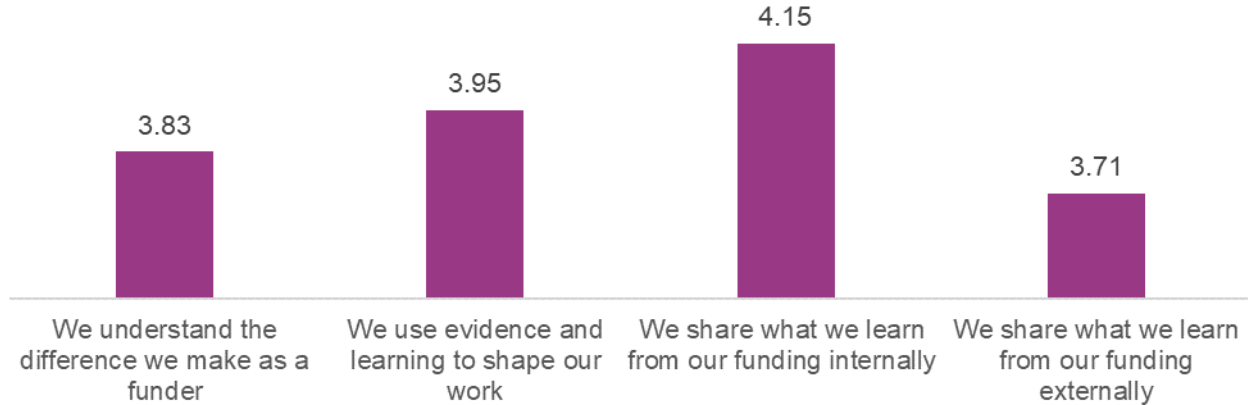


Where we are on our journey to becoming a Learning Team

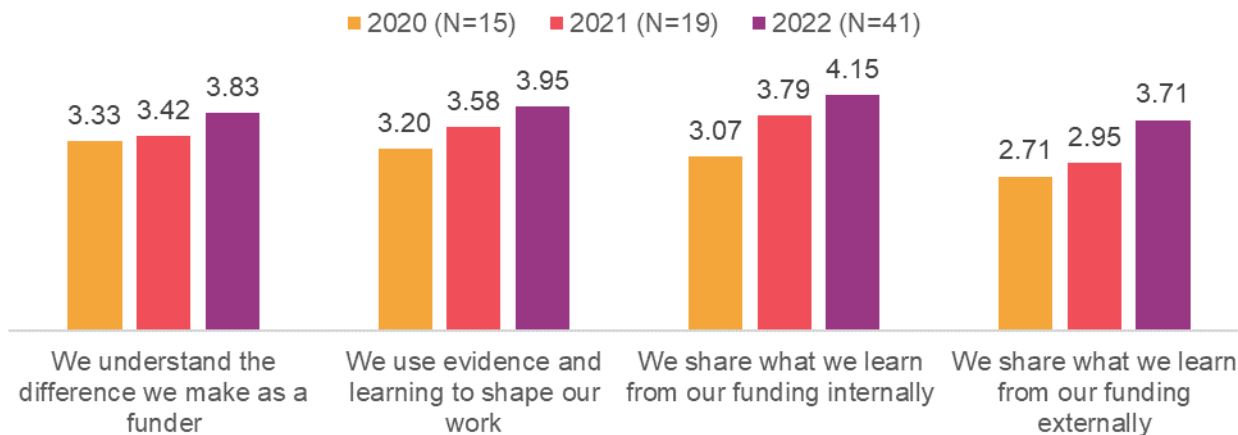


Learning within CBT

Weighted agreement statements - To what extent do you agree with the following statements: (N=41)

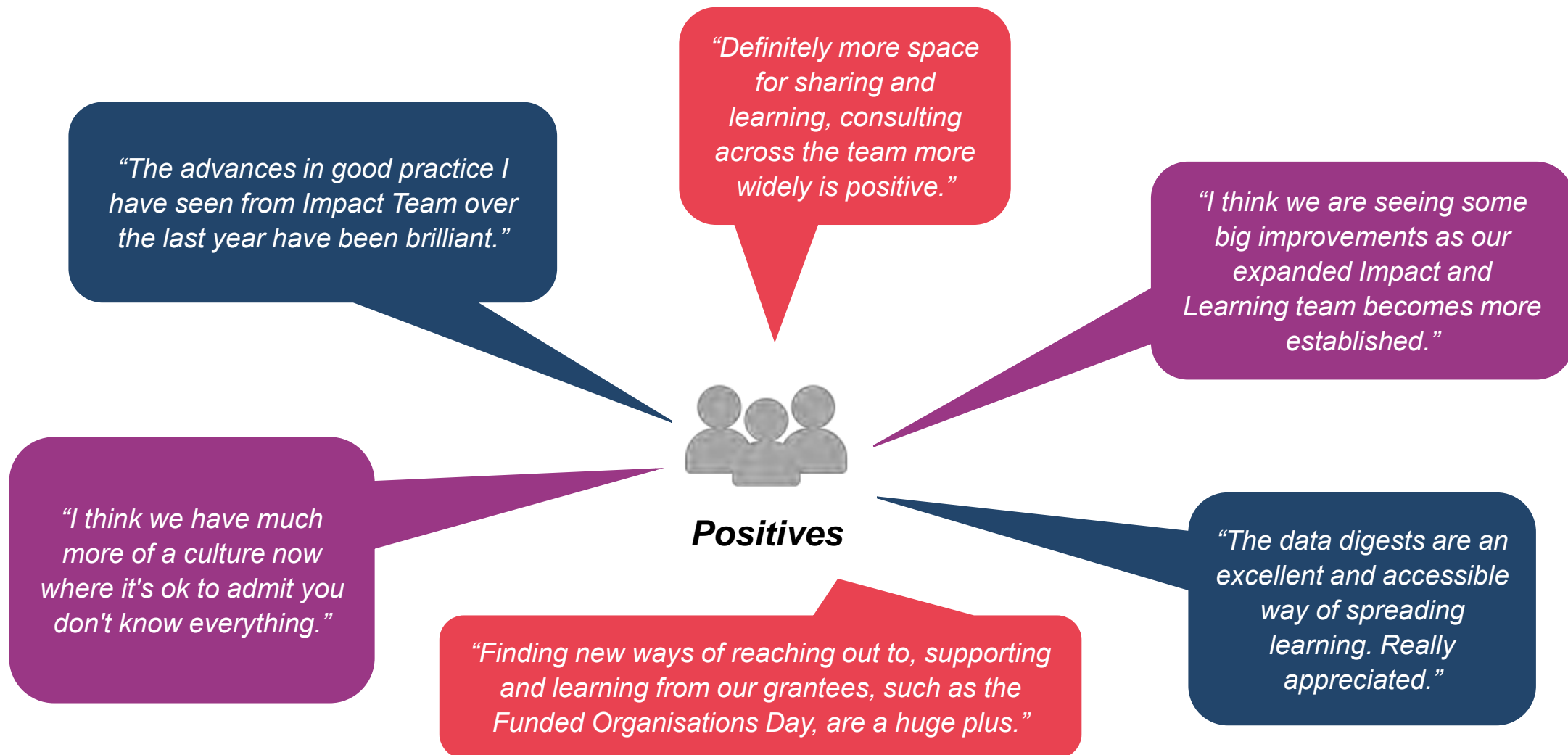


To what extent do you agree with the following statements:



- When asked about specific aspects of CBT's learning culture, **responses were positive.**
- On average, **staff agreed with all statements** relating to the use of learning within CBT, with particularly **strong agreement that CBT shared learning from funding internally.**
- Agreement amongst staff **has increased steadily since 2020.**

What staff think about CBT's learning



What staff think about CBT's learning



Conclusions and Recommendations

Conclusions & recommendations

Embedding values and learning

- Overall, evidence shows that **CBT has become more of a learning and values-led team since 2020**, the first year in which the CBT team completed our regular survey.
- Over the past year, **several initiatives have made that possible**: internal working groups that have pushed different values further up the agenda, efforts to work collaboratively with other organisations, steps towards recruiting a more diverse team, the growth of the Impact and Learning team, the creation of data digests, and more opportunities to engage with learning, amongst others.
- Given their positive impact, CBT should ensure that these initiatives **remain in place / continue going forward**. For instance, staff suggested that additional resources to support the working groups would help to drive progress against these values further.
- **Becoming a learning and values-led team, however, is a journey**. Going forward, CBT should explore a few key questions to ensure they can continue deepening their learning and values-led ethos (see following slide).

Conclusions & recommendations

Questions for CBT to explore going forward

Internally

- **How can CBT ensure that learning becomes embedded evenly across the organisation?** Some members of the CBT team felt that different teams within CBT were at different stages of embedding and embodying its values.
- **How can CBT ensure that progress is made at a similar pace across all values, when appropriate?** More progress seems to have been made on some values than others. Although it may at times be more appropriate to focus on particular values, it is also important to keep some momentum across all of them.
- **How to give team members the right amount of time for learning?** Some staff wanted more time to engage with learning, but others felt that introducing more learning initiatives could place additional pressure on already busy staff if participation is not properly supported (e.g. by ring-fencing time in the working day).
- This also leads to the question – **how can learning be targeted and strategic, so that available time can be used best within the team?** While the Impact and Learning team currently works to align its learning sessions with the team's priorities and the strategic direction of funding, further consideration could be given to how learning can be embedded as effectively as possible across the entire CBT team.

Conclusions & recommendations

Questions for CBT to explore going forward

Externally

- **How can CBT do more to share learning externally?** While there has been improvement over the years, learning tends to be shared internally more than externally. With funded organisations seeming keen to learn more from CBT's experience, there is a real opportunity for this knowledge to create further impact in the sector.
- **How can CBT's values fully translate into its funding decisions?** Some staff felt that the size of grants and application processes may be excluding certain organisations. It will be interesting to review the extent to which funding mechanisms are aligned with CBT's values. This is something that CBT aims to explore as part of its end-to-end user review in 2023.
- **How can CBT understand the impact it is having as a funder?** This was mentioned as a challenge and is further explored in the second section of this report. This is not straight-forward, but it is an important part of becoming a learning organisation.

The impact of CBT support on funded organisations

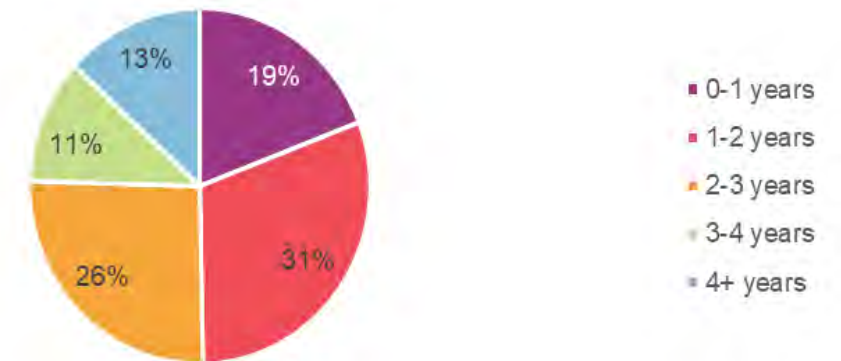
Overview

Surveying funded organisations

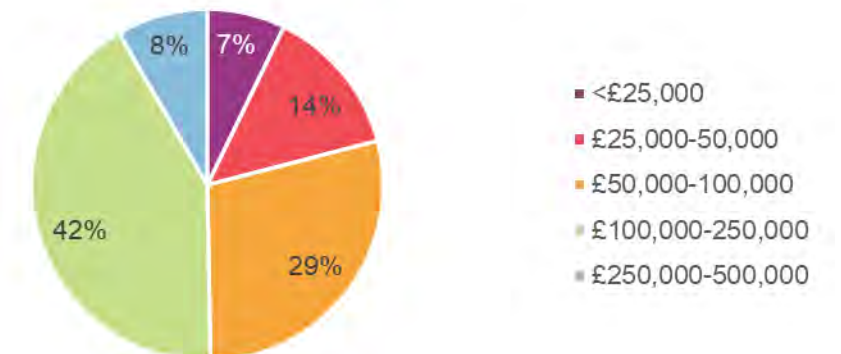
Summary of respondents

- **167 funded organisations** completed our survey. All respondents were recipients of funding under the Bridging Divides funding strategy.
- At the time of completing this survey, **half** of respondents were **less than two years** into their current grant. The **average length** of grant is technically 3 years, however this is skewed by the fact that many 5 year grants are split into two separate grants on the database; the true average is therefore not possible to calculate accurately currently, but is **higher than 3 years**.
- **Half** of respondents had received **under £100,000** of grant funding from CBT. In this respect, the sample of respondents is broadly representative of CBT's overall funding portfolio: of CBT's active grants (563), 47% (268) are under £100,000.

Years of funding received so far on current grant
(N=167)



Size of grant (N=167)

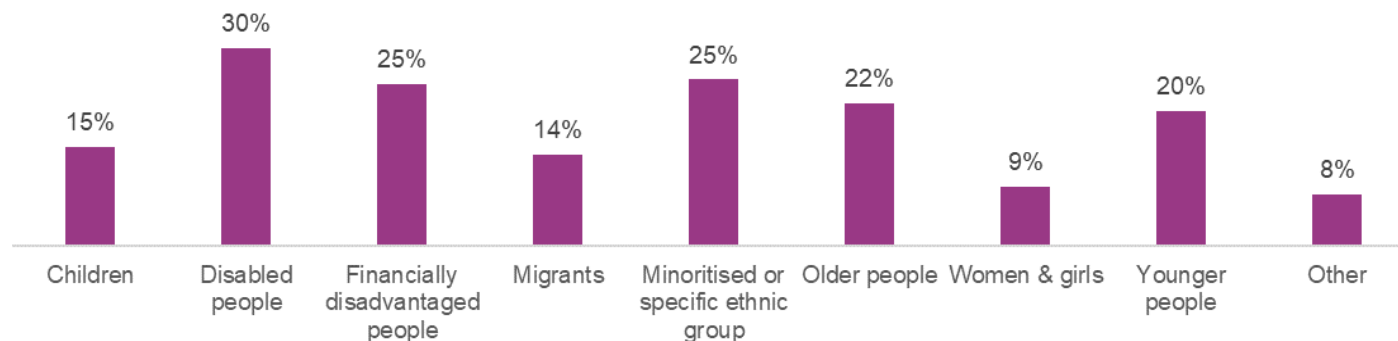


Surveying funded organisations

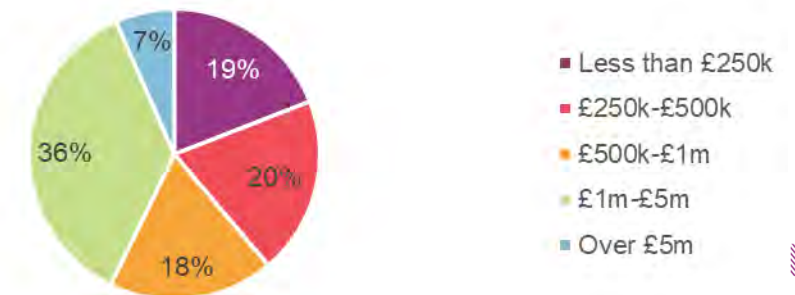
Summary of respondents

- The most common target groups survey respondents worked with were **disabled people** (30%), **financially disadvantaged people** (25%) and **minoritised people or specific ethnic groups** (25%).
- Over **half** of respondents (57%) had **less than £1 million** annual turnover.

Target group (N=167)
(respondents could select more than one answer)



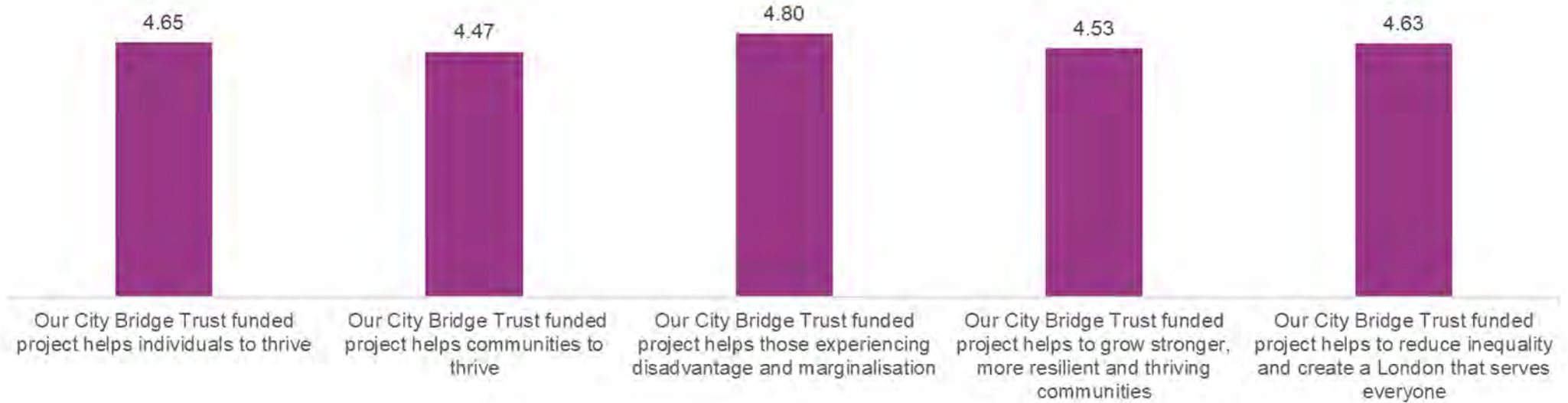
Size of organisation by annual turnover
(N=167)



Surveying funded organisations

Alignment with CBT aims and mission

Please indicate the extent to which you agree with the following statements, which relate to the mission and vision of City Bridge Trust (N=167)

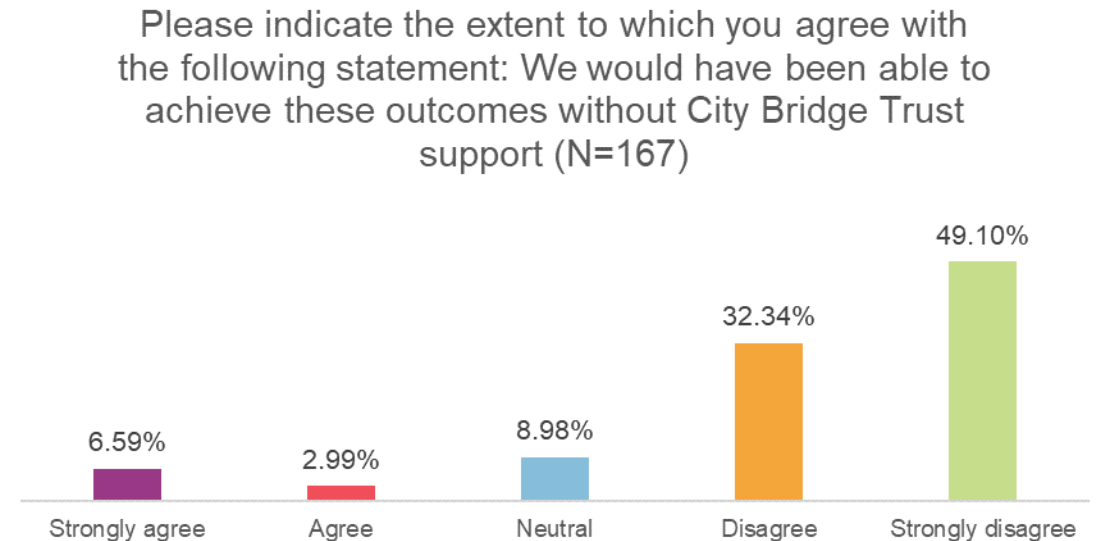
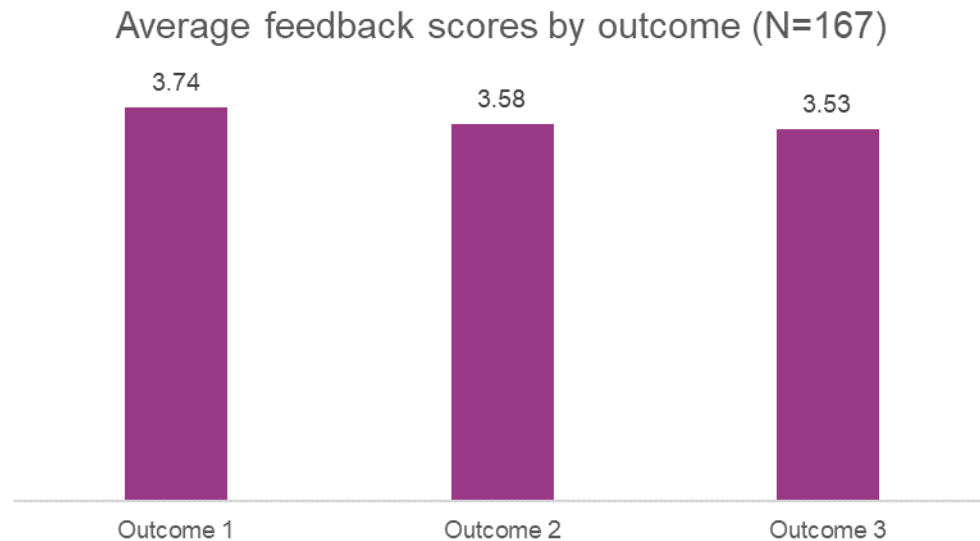


- Participants **strongly agreed** that **their work aligned with City Bridge Trust's aims and mission** as an organisation. All five of the above agreement statements received weighted scores above 4.4 (with 5 being the maximum), indicating strong levels of agreement that funded organisations' work aligns with CBT's aims and mission.

Impact of CBT funding and support

Impact on funded organisations

Achieving funding outcomes

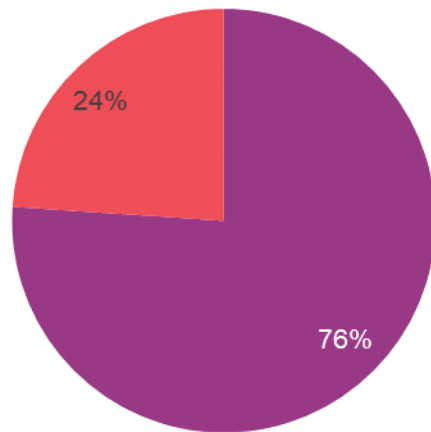


- When completing our survey, organisations were asked to rate the **extent to which they were achieving their three primary outcomes** (with 0 being not yet started, and 5 being completely achieved), which organisations set at the start of their funding. The average scores for all three outcomes were between **3.5 – 3.75**, which suggests that organisations were moderately positive about the extent to which they are achieving all three of their stated outcomes.
- The **majority** of respondents (81%) **disagreed** with the statement “we would have been able to achieve these outcomes **without City Bridge Trust support.**”

Impact on funded organisations

Non-funding support

Have there been any other positive effects (achieved or anticipated) of your relationship with City Bridge Trust?
(N=167)



■ Yes
■ No

“Being able to dip into a wide range of information - access to courses, initiatives, workshops and networking, and other potential funding opportunities that we would not have had. A consequent sharing and widening of knowledge among staff.”

Survey respondent



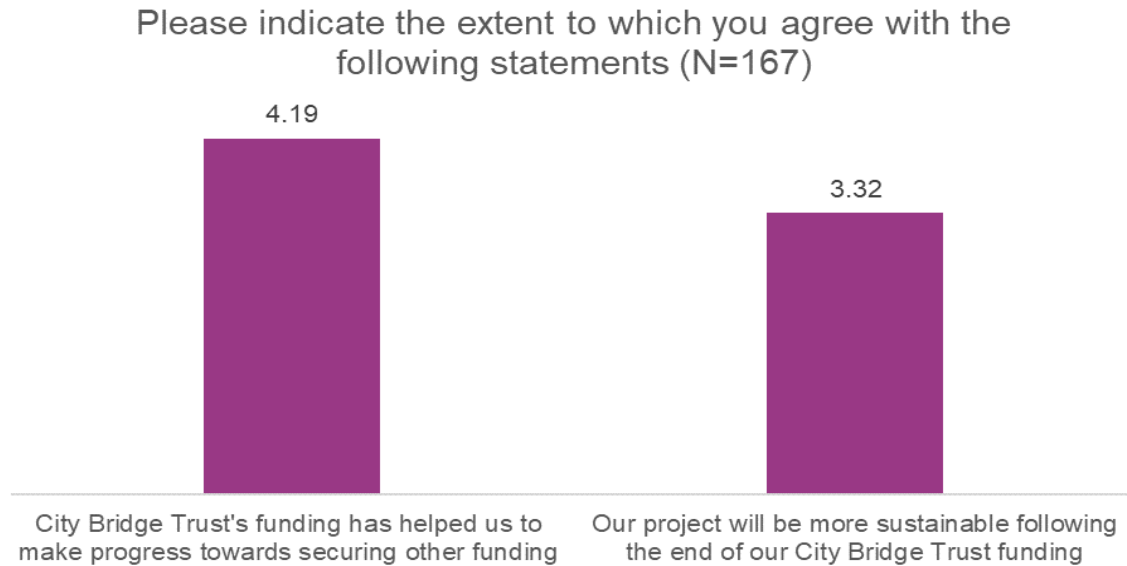
“The networking event was a great experience and provided a great space for us to share our experiences on operating throughout a pandemic. Great connections were made with other grantees and the shared experiences were very helpful.”

Survey respondent

- **Three quarters** of respondents (76%) reported there had been **positive effects of their relationship** with City Bridge Trust beyond funding.
- Respondents highlighted **networking opportunities**, **free training** and opportunities to **access additional funding** as the main positive effects of receiving City Bridge Trust support. This reflects findings captured in internal CBT quarterly reviews of funded organisations data conducted in 2021 and 2022.

Impact of CBT funding

Future sustainability



"Funding from City Bridge Trust gives a mark of confidence in our work which is hugely valuable when seeking other funding."

Survey respondent



"We feel that support from the trust has built our credibility with other funders - most notably NESTA Cultural Impact Development Fund."

Survey respondent

- There was a **strong level of agreement** that City Bridge Trust funding had helped respondents make progress towards **securing other funding**. Many stated that receiving funding from City Bridge Trust gave their organisations credibility in the eyes of other funders. This reflects feedback gathered in CBT's own quarterly reports since 2020.
- There was a more **moderate level of agreement** that respondents' projects would be **sustainable** at the end of City Bridge Trust funding.

Impact of CBT funding

Supporting target groups

There was a mixed picture in terms of the impact achieved by funded organisations over the last twelve months. While some organisations were able to make progress towards their outcomes, others found it difficult as the Covid-19 pandemic caused considerable disruption to their services (explored in more detail on the next slide).

Among those organisations who scored more highly on achieving their outcomes, there were three areas in which they had an impact:

- **Supporting vulnerable or marginalised communities**
- **Forming relationships with other organisations and communities**
- **Building skills and confidence among target groups**

Organisations demonstrated their impact in these areas by referencing monitoring and evaluation data they had collected over the course of their funded programme or project.

"We're doing well here, the whole group bonds as a community."

Interviewee

"In the last 3 years we've assisted 118 people who were homeless into secure housing and secured half a million in benefits."

Interviewee

"Long-term funding from the City Bridge Trust has been critical to delivering our services. Our surveys show a huge improvement in areas such as physical and mental wellbeing, although this is an ongoing process and cannot be 'completely achieved.'"

Survey respondent

"Each individual element of the programme was ranked as at least 80% finding it made a difference, in how they rated their organisation's skills and confidence in their ability before and after the programme."

Interviewee

Challenges

The impact of the Covid-19 pandemic

Unsurprisingly, the Covid-19 pandemic had a major impact on funded organisations' ability to deliver their services and achieve their intended outcomes. There were three primary ways in which Covid-19 prevented organisations from realising their outcomes:

- 1. Staff capacity:** many organisations struggled to continue their services owing to staff sickness and high levels of stress and burnout. For other organisations, recruiting qualified staff and volunteers proved challenging.
- 2. Adapting to online delivery:** During periods of lockdown, funded organisations had to pause all face-to-face activities. This forced many to adapt their services for online delivery. While this worked for some organisations, it was much harder for others.
- 3. Lower engagement from target groups:** Following the easing of lockdown restrictions, some organisations found it difficult to engage their target communities. This was particularly an issue for organisations working with vulnerable communities.

As a result, many organisations had to **adapt their outcomes** to reflect different models of delivery or lower levels of engagement. Most organisations noted City Bridge Trust's flexibility and support during this time made these changes easier.

"Our programme had to stop during the 2 years of Covid as it involves direct face to face research, so we are well behind on achieving our original outcomes."

Survey respondent

"Once the Covid restrictions came in it was more difficult to build relationships online compared to in person."

Interviewee

"Covid has prevented us from some of our usual activities, in particular our work delivering advice in detention centres."

Survey respondent

Challenges

Measuring progress towards outcomes

Some funded organisations noted that they found it difficult to measure the impact of their work. The challenges identified by survey respondents fell into three broad categories:

- **Demonstrating impact:** Several organisations described their difficulty in attributing impact to their services or work. This was particularly an issue for funded organisations who were looking to demonstrate progress made towards less tangible outcomes, e.g. increases in confidence or wellbeing, and those who were not directly delivering activities or services.
- **Lack of time:** Some organisations collect a variety of data but do not have the time or staffing capacity to analyse the data they collect.
- **Participant bias:** Other organisations expressed concern that, as they were collecting feedback from the communities they worked with, themselves, there was a risk that respondents would be more likely to report positive impacts and outcomes.

"It's very difficult to measure impact, this is one of the things we struggle with in terms of our development as an infrastructure organisation, because we don't deliver services you don't always see the impact we've had."

Interviewee

"The outcomes we work towards are difficult to evaluate in empirical terms."

Survey respondent

"We don't always have time to analyse the data I'll be honest."

Interviewee

"Because we're the ones asking for feedback on ourselves it's difficult to get an honest answer."

Interviewee

Funded organisations' relationships with CBT

Relationship with CBT

A flexible approach

Funded organisations spoke positively of their relationship with CBT over the last twelve months and highlighted three aspects of their relationship which they particularly valued: **flexibility**, **trust** and **open communication**.

1. **Flexibility:** Organisations praised CBT for their flexibility, particularly as they attempted to adapt to new ways of working and delivery during the Covid-19 pandemic. Many organisations had to change elements of their outcomes or their outputs (e.g., if any outcome included in-person activities), and noted that CBT's offer of core funding, which carried less restrictions than project funding, enabled them to maintain their projects at a time of deep uncertainty.

"Once Covid hit, they understood, and it was really helpful of them to un-restrict some of those funds for certain activities. Then, we could use the funding for the activities we could deliver and repurpose the ones we couldn't."

Interviewee

"CBT allowed us to change the desirable eligibility criteria based on the needs of the sector at the time, they were totally on board with us making changes... It's really great to have a funder so chilled out and supportive."

Interviewee

"They've allowed us to have an extension on our reporting the last two years, it's been helpful."

Interviewee

Relationship with CBT

Trust and open communication

2. **Trust:** Organisations observed that CBT were proportionate in their monitoring requests, which made them feel that they were trusted to get on with their funded activity. Several organisations noted that support and help was available when they wanted to access it.
3. **Communication:** Many organisations, particularly those interviewed, noted that having a point of contact within easy reach was a positive of the relationship with CBT. They spoke highly of their grant / fund manager by name, and many had examples of their helpfulness. This was reflected in survey feedback: organisations valued the relational nature of CBT's funding practice, as they felt it was easy to have honest, frank discussions with their grant / fund manager.

These findings reflect similar feedback gathered during our last survey of funded organisations in 2019: organisations described CBT as an open and approachable funder, and many felt comfortable sharing learnings with their funding manager – even when they hadn't achieved their outcomes.

"I know a lot of my fellow programme managers have a lot of worries because of pressure from the funder. But with CBT there's the understanding that they trust us and understand we're able to cope with any challenges we face."

Interviewee

"I've felt incredibly supported by the grant managers, they balance it really well, they're there when you need them."

Interviewee

"It really helps that we have their named contact person... I love building up that relationship, you get to a sort of understanding and you can pick up the phone and talk to somebody about any questions."

Interviewee

"[CBT are] always really open to having conversation, being able to take on ideas we've had and have key discussions during difficult times."

Survey respondent

Support needs of funded organisations

Support needs of funded organisations

Funding needs

While many organisations noted that they had enough financial support, there were three key issues which were consistently identified by those organisations which noted their need for additional funding:

- **Extra staffing needs:** Many organisations wanted further funding so that they could afford more key salaried positions that could help them to achieve and surpass their outcomes.
- **Sustainability of impact/funding:** The need for further funding to continue their impact was noted particularly by organisations who felt they had achieved their outcomes (or were on track to achieve them). These organisations suggested they could achieve further impact with a continuation of their funding / longer-term funding.
- **Covid-19:** Many of the original outcomes set by organisations became unattainable during the pandemic, and therefore led to some outcomes being changed, or taking longer to achieve. Organisations that were badly affected by Covid-19 identified an increased need for additional funding – especially when responding to higher levels of demand among their target communities.

“Extra staffing capacity would help us improve on outcome 3.”

Survey respondent

“[We need] long-term funding to ensure continuity of provision.”

Survey respondent

“The client group is in great need, exacerbated by the pandemic – there is a lot more that could be done to support these vulnerable individuals.”

Survey respondent

Support needs of funded organisations

Relationship building support

When asked what forms of non-funding support they would benefit from, funded organisations frequently identified relationship building and networking as a key area of support. Organisations suggested that CBT could support them to establish connections with three different stakeholder groups:

- **Other funders:** Many organisations asked whether CBT could support them to find other sources of funding, for example through connecting them with other funders.
- **Similar funded organisations:** Many organisations felt that CBT could offer additional networking support to bring funded organisations together. Organisations expressed interest in forming connections and partnerships with others working in their sector and felt that CBT could use its role to facilitate these connections.
- **Potential volunteers and staff members:** Some organisations felt CBT could use its network to assist them with their day-to-day operations, for example by putting them in contact with volunteers.

This mirrors some of the feedback gathered in our last survey of funded organisations. In 2019, over 42% of organisations suggested that CBT could bring together learning networks of organisations who have shared interests.

"Finding long-term and sustainable funding is a priority, so any support finding new sources of funding would be helpful."

Survey respondent

"Introductions to more similarly funded organisations to scope potential partnership working, facilitating those links would help us achieve our outcomes."

Survey respondent

"Support with recruitment of volunteers and raising awareness of our organisation."

Survey respondent

Support needs of funded organisations

Other needs

Several organisations also identified other ways in which CBT could offer support to their work and future sustainability:

- **Training:** Many organisations were aware that CBT offered training but did not access it. For some, staffing capacity prevented them from doing so; others had not been signposted to the training and did not know what they could access.
- **Promoting their work:** Smaller organisations noted that raising awareness of their work was challenging as they had limited reach through their social media channels or limited communications capacity. Some organisations suggested that CBT could promote their work on its social media channels to promote greater awareness of the work that funded organisations are doing.
- **Visits:** A few organisations wanted CBT to visit their projects more often so that funding managers would have a better understanding of their needs. Again, this reflects feedback from our previous survey of funded organisations: prior to the Covid-19 pandemic, organisations also suggested that more visits would help them to demonstrate their impact.

"Please send information about your free training and network events. To date we can't recall receiving information about these."

Survey respondent

"The support is brilliant but sometimes organisations lack capacity to use the support."

Interviewee

"We have limited access to social media, publicity and advertising. We would appreciate further support from CBT with public awareness of our organisation."

Survey respondent

"Visits to our activities would be really useful for the grant-officers to understand in more depth the needs of our community and how we work."

Survey respondent

Conclusions and Recommendations

Conclusions & recommendations

Impact on funded organisations

- The question ‘what impact has CBT had on funded organisations’ implies **two levels** of analysis: (i) the impact that CBT has had on **organisations** themselves, and (ii) the impact that they, in turn, have had on their **end users**. While CBT rightly cares about understanding both, its indirect impact on end users is more challenging to assess than its direct impact on funded organisations. This is exacerbated by the often less tangible nature of the impact that some funded organisations aim to achieve.
- Overall, CBT has played an **important role for funded organisations**. CBT has managed to build trust with them, has maintained open communication, and has been flexible. Such ways of working, alongside funding, have enabled organisations to **adapt and continue their services** in the face of the pandemic. This is a noteworthy impact as organisations cannot benefit end users without being viable in the first place.
- **Funding** continues, however, to be **front of mind for many delivery organisations** in this post-pandemic context. Many talked about their funding needs and valued the credibility that CBT gave them with other funders. The non-funding support they wished for was also often related to funding, such as introduction to other funders or support with promoting their work. Often, a lack of capacity underpinned many of the challenges organisations faced (e.g., with impact measurement). Going forward, CBT can continue to have a substantial impact in the sector by **funding and supporting the sustainability of delivery organisations**.

Conclusions & recommendations

Impact on funded organisations

- Currently, CBT's current grant holders can access **the 'Funder Plus' offer**, which includes:
 - The **Bridge Programme**, where funded organisations can access free, additional support from CBT's network.
 - The **STRIVE programme**, which provides business advice and guidance to funded organisations.
 - Other types of support through such as property advice, Eco-Audits, and support to test repayable finance models.

The Bridge Programme provides fundraising support and the STRIVE programme marketing support, which **align well with the current need** of organisations to access further funding. CBT could **further promote those programmes** to funded organisations, highlighting the types of support that align well with their current needs.

- Going forward, CBT should continue **communicating about non-funding offers**, and **monitor** the reasons why people may not take them up, so action can be taken to make them more widely accessible. As part of its broader comms activity, CBT should also continue to **share content from funded organisations** on social media to highlight their work to a wider audience.
- The **network and learning** event delivered by CBT in April was well received by funded organisations. This or similar events could be **organised in the future** to support organisations to expand their networks.
- Finally, CBT plans to **restart its learning visits**, which organisations wished to see reintroduced. These visits will enable organisations to showcase their work and further strengthen their relationship with CBT.

Conclusions & recommendations

Impact on funded organisations

- Regarding CBT's **indirect impact on end users**, it is important to mention that many funded organisations did not feel like they would have achieved their intended impact without funding and support from CBT. In that sense, change created by funded organisations **can partly be attributed to CBT**. In other words, CBT did have an impact on the people it aims to reach down the line.
- **What that impact looked like, however, is less clear.** While funded organisations have achieved a range of positive outcomes and addressed a variety of needs (e.g., supporting disabled people, providing advice and employment support, etc.), those were **specific to each organisation** and are difficult to generalise – in the context of the present research – across CBT's portfolio.
- **Measuring that end impact itself comes with a range of challenges.** With end users and organisations self-reporting impact to the people who support or fund them (respectively), response bias is likely to be at play. And given several funded organisations declared finding impact measurement challenging – for various reasons – the data they report may not always be robust or reliable. Going forward, CBT should explore ways to collect reliable impact data across their portfolio, in a way that can be manageable and valuable for funded organisations.

Appendix

CBT's impact on funded organisations

Comparing our findings with other CBT data

Our findings	CBT data
<ul style="list-style-type: none"> • Slide 33: Three quarters of respondents (76%) reported there had been positive effects of their relationship with City Bridge Trust beyond funding. • Respondents highlighted networking opportunities, free training and opportunities to access additional funding as the main positive effects of receiving City Bridge Trust support. 	<ul style="list-style-type: none"> • Highlighted in quarterly reviews of data from funded organisations. The positive effects identified have been consistent throughout 2021 & 2022. See Feb-April 2021 report for summary. • The value of networking opportunities has also been highlighted in case studies
<ul style="list-style-type: none"> • Slide 34: There was a strong level of agreement that City Bridge Trust funding had helped respondents make progress towards securing other funding. Many stated that receiving funding from City Bridge Trust gave their organisations credibility in the eyes of other funders. 	<ul style="list-style-type: none"> • Adding credibility, increasing capacity for fundraising, helping develop partnerships, increasing financial stability & helping build evidence base, all of which helps secure further funding, have all consistently come up as positive benefits on fundraising in quarterly reports from the last two years
<ul style="list-style-type: none"> • Slide 34: There was a more moderate level of agreement that respondents' projects would be sustainable at the end of City Bridge Trust funding. 	<ul style="list-style-type: none"> • CBT have consistently found that a majority of funded organisations report CBT funding has helped improve their organisational sustainability - particularly with longer term grants. This has been highlighted in quarterly reports and case studies.
<ul style="list-style-type: none"> • Slide 35: Three impact areas identified by respondents: (i) supporting vulnerable or marginalised communities; (ii) forming relationships with other organisations and communities, and (iii) building skills and confidence among target groups. 	<ul style="list-style-type: none"> • Case study examples include Commonweal Praxis, Interlink, Lewisham Local, Hopscotch Women's Centre. as well as quarterly reporting, e.g. Aug-Oct 21.
<ul style="list-style-type: none"> • Slide 36: Staff capacity challenges 	<ul style="list-style-type: none"> • This challenge and ways orgs have responded has been covered in CBT's quarterly reports, e.g. Aug-Oct 21 and Nov 21-Jan 22, and case studies e.g. The Wish Centre, Hopscotch Women's Centre & St Joseph's Hospice.

CBT's impact on funded organisations

Comparing our findings with other CBT data

Our findings	CBT data
<ul style="list-style-type: none"> • Slide 36: Adapting to online delivery • Adapting outcomes 	<ul style="list-style-type: none"> • Covered in detail in the Covid barriers, adaptations & learning slides as well as quarterly reports and case studies such as ALLFIE, Grief Encounter, Wish Centre & St Joseph's Hospice. • Examples of this shown in quarterly report May-July 21.
<ul style="list-style-type: none"> • Slide 37: Evidencing impact 	<ul style="list-style-type: none"> • Evidencing impact is often easier for organisations who provide clinical services, see case study on St Joseph's Hospice, or achieve outcomes recognised by statutory services, e.g. case study on Commonweal Praxis. On the other hand, CBT also has evidence of how funding has helped to improve an organisations' evidence base (in quarterly reporting), and evidence of less tangible impacts are included in quotes in case studies e.g. TinderSticks and on the thank you wall.
<ul style="list-style-type: none"> • Slide 39: CBT support – flexibility, trust and open communication 	<ul style="list-style-type: none"> • CBT quarterly reports e.g. Feb-Apr 21, May-July 21, and in the thank you wall.
<ul style="list-style-type: none"> • Slide 42: Additional needs of funded organisations - extra staffing, sustainability of impact, and the impact of Covid-19. 	<ul style="list-style-type: none"> • The need for this has been highlighted in multiple case studies, e.g. TinderSticks, ALLFIE and quarterly reports e.g. Aug-Oct 21.
<ul style="list-style-type: none"> • Slide 43: Connections with other funders and funded organisations 	<ul style="list-style-type: none"> • Demonstrated in case studies e.g. Wish Centre, Lewisham Local, and St. Joseph's Hospice.
<ul style="list-style-type: none"> • Slide 44: Other support needs – training and promotion of work. 	<ul style="list-style-type: none"> • Shown in case studies e.g. TinderSticks & quarterly reporting e.g Aug-Oct 21. Suggestions from case studies, e.g. Lewisham Local.

