

Committee: Funding Committee of the Bridge House Estates Board Bridge House Estates Board	Date: 11 September 2023 26 September 2023
Subject: Anchor Programme Round One	Public
Report of: Sacha Rose-Smith, Chief Funding Director	For Decision
Report authors: Sam Grimmett Batt, Funding Director; Khadra Aden, Head of Anchor Programme; Clara Espinosa, Head of Anchor Programme	

Summary

The Anchor Programme aims to grow stronger, more resilient communities for a London that serves everyone. At its heart is a commitment to achieve change for Londoners at a systemic level by providing long-term, core funding to civil society organisations (CSOs) which provide infrastructure support to London’s voluntary and community sector. The fund aims to achieve the following:

- a. Capacity building: improving capacity to engage in positive structural change
- b. Wider knowledge sharing within civil society
- c. More equitable outcomes for London’s marginalised communities
- d. A more balanced funder/grantee relationship with a deep focus on the funded organisations’ learning journey
- e. Resourcing infrastructure organisations with an equity focus at a meaningful level in terms of both length and value of funding, supporting true financial sustainability
- f. Impacting London’s civil society at a systemic/systems change level
- g. Demonstrate leadership within the funding community by awarding funding that is both core (rather than project) and long-term (up to ten-years)

For this programme, only organisations which met the “Anchor Programme CSO” criteria were eligible (henceforth referred to as “Anchor CSOs”). Anchor CSOs are defined as second-tier infrastructure organisations that are well grounded within their community, (or multiple communities if working intersectionally, see Appendix 1), that convene, catalyse, and connect people (or organisations) and improve their lives. Anchor CSOs were also required to demonstrate an equity focus.

This paper summarises the Anchor Programme, its background, aims and objectives, and activity to date, updates the Committee on the plans for Round Two, and recommends an additional allocation of **£5m** bringing the total allocation to **£25m**. The paper will also present 15 Round One applications totalling **£15,948,630** for decision today. Individual assessment reports for each application are included in your agenda pack.

Recommendations

It is recommended that the Funding Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity’s best interests:

- i) Agree an additional allocation of £5m to the Anchor Programme, bringing the total allocation to £25m.
- ii) Endorse to the BHE Board the recommendations for funding of the following six grants (totalling £7,888,670):
 - a. £1,491,000 over ten years to Action for Race Equality (charity no. 1056043) at Appendix 8a;
 - b. £1,500,000 over ten years to Alliance for Inclusive Education (charity no.1124424) at Appendix 8b;
 - c. £1,408,400 over ten years to Consortium LGBT (charity no. 1105502) at Appendix 8c;
 - d. £1,202,900 over ten years to Imkaan (charity no.1105976) at Appendix 8d;
 - e. £1,003,000 over seven years to Spectra CIC (charity no. 07975254) at Appendix 8e;
 - f. £1,283,370 over ten years to The Interlink Foundation (charity no. 1079311) at Appendix 8f;
- iii) Endorse to the BHE Board, in principle subject to the following conditions being met, £1,048,500 over seven years (£149,200; £149,600; £150,000; £149,800; £149,900; £150,000; £150,000) towards core costs to help The Ubele Initiative (TUI) develop a 'Centre of Financial Excellence' and support Black-led organisations overcome systemic barriers in the voluntary sector (found at Appendix 8g).

Confirmation of the award and the first payment will be subject to the following conditions:

- The TUI Directors/Board confirm and provide satisfactory assurance that they have considered, understood, and accepted the risk of taking on liability for advice provided within the Centre of Financial Excellence.
 - TUI confirms that the role of Chief Finance Officer (CFO) is in post and will determine the staffing structure, roles, and Job Descriptions for the new Centre, noting that the CFO may wish to consider the use of consultants to provide advice.
- iv) Approve the following eight recommendations (totalling £7,011,460):
 - a. £999,990 over eight years to Council of Somali Organisations (charity no. 1154667) at Appendix 8h;
 - b. £979,370 over seven years to End Violence Against Women Coalition (EVAW) (charity no. 1161132) at Appendix 8i;
 - c. £993,700 over eight years to Galop (charity no. 1077384) at Appendix 8j;
 - d. £999,200 over ten years to HEAR Equality and Human Rights Network (charity no. 1168591) at Appendix 8k;
 - e. £979,500 over seven years to Inclusion Barnet (CIO no. 1158632) at Appendix 8l;
 - f. £591,300 over seven years to Migrants Rights Network (charity no. 1125746) at Appendix 8m;
 - g. £925,000 over ten years to Muslim Charities Forum (charity no. 1166149) at Appendix 8n;

- h. £543,400 over eight years to Southall Community Alliance (charity no. 1104671) at Appendix 8o.

It is recommended that the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity's best interests:

- v) Approve the recommendations for funding of the following six grants (totalling £7,888,670):
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 - f. £1,283,370 over ten years to The Interlink Foundation (charity no. 1079311) at Appendix 8f;
- vi) Approve, in principle subject to the following conditions being met, £1,048,500 over seven years (£149,200; £149,600; £150,000; £149,800; £149,900; £150,000; £150,000) towards core costs to help The Ubele Initiative (TUI) develop a 'Centre of Financial Excellence' and support Black-led organisations overcome systemic barriers in the voluntary sector (found at Appendix 8g).

Confirmation of the award and the first payment will be subject to the following conditions:

- The TUI Directors/Board confirm and provide satisfactory assurance that they have considered, understood, and accepted the risk of taking on liability for advice provided within the Centre of Financial Excellence.
- TUI confirms that the role of Chief Finance Officer (CFO) is in post and will determine the staffing structure, roles, and Job Descriptions for the new Centre, noting that the CFO may wish to consider the use of consultants to provide advice.

Main report

Aims and Objectives

1. The Anchor Programme was co-designed by a group of CSOs and is based on the following principles and vision (refer to Appendix 3 for the timeline of activities):
 - a. Provide long-term grants to support the sustainability of the sector by:
 - i. Reducing the need for constant fundraising, allowing organisations to focus on core mission and retention of key talent.

- ii. Supporting systems-change (see Appendix 1) by allowing for work to take place over a meaningful length of time that can realistically yield measurable change.
- iii. Supporting organisations to develop and sustain institutional knowledge and memory.
- b. Account for the intersections within society
- c. Address root causes of inequity rather than the symptoms and contribute to structural change within the sector.
- d. Support organisations where work is led by and for, or at least co-designed by the organisations/communities they support.

Budget Update and Plans for Round Two

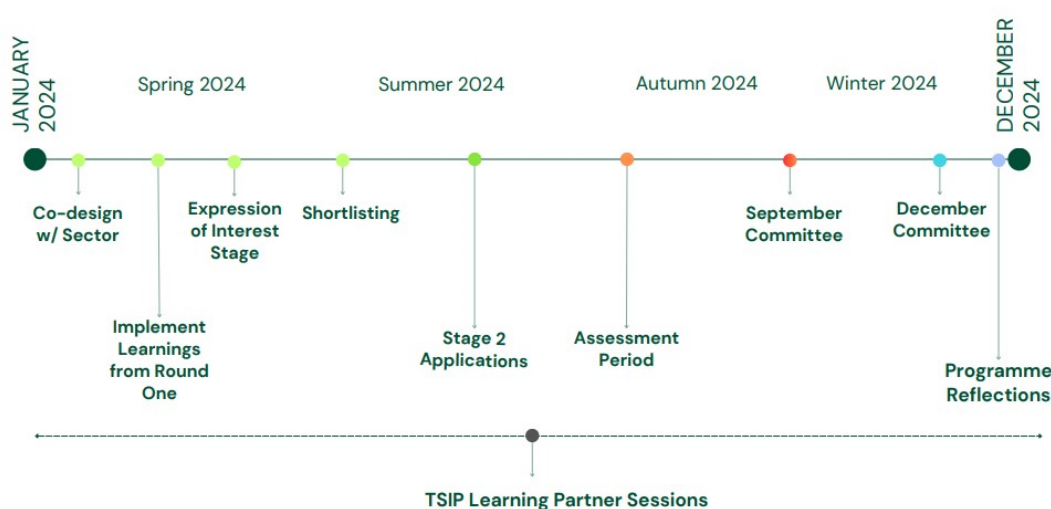
2. The Committee originally agreed an allocation of £20m towards the Anchor Programme on 20 June 2022 across a two-year period. No recommendation was made at that time as to how much would be spent in each year in order to remain flexible and able to embed learning as the programme developed.
3. It had been initially envisaged that the £20m would be split evenly across two rounds in 2023/24 and 2024/25, with approximately £10m spent in each year. In reality, once the programme was more fully worked up and the volume and quality of applications received in Round One was analysed, the decision was taken to frontload the £20m to meet demand. Just under £16m of recommendations have been brought to the Committee for consideration today, which leaves £4m remaining for Round Two.
4. Permission is therefore sought to allocate a further £5m towards the Anchor Programme, bringing the total allocation to £25m. This £5m will be included in the budget for 2024/25, along with the remaining funds from the initial allocation. As part of initial planning for the 2024/25 budget the Funding Directors have worked with the BHE & Charities Finance Team to identify available funds. This has formed part of the wider spend planning for 2024/25 and will not impact other planned programmes for that year, with the final budget to be presented to this Committee in December 2023.
5. Given the level of interest and number of applications received in Round One, officers are confident that there will be sufficient quality applications in Round Two to award the full £8.9m. Plans for the final distribution of funds (assuming the £5m additional allocation is approved) are set out below.

Development grants (2022/23)	Round One (2023/24)	Round Two (2024/25)	Total
£0.1m	£16.0m	£8.9m	£25.0m

6. Plans for Round Two of the Anchor Programme are being developed. It is envisioned that Expressions of Interest will open in spring 2024 with recommendations taken, potentially, to September or December's funding Committee in 2024. The underlying principles of the fund will remain the same including the co-design element. Learning from Round One will be incorporated such as:

- a. The importance of building trust with organisations participating in the co-design sessions, including increasing the number of in-person meetings.
- b. We aim to learn from the high rejection rate by narrowing the criteria for Round Two.
- c. We will use the most common declination reasons from Round One to feed into the design of Round Two, and the eligibility criteria.
- d. Keeping track of reflections and formalising it so we can share learnings, particularly around the co-design process with the wider funding sector.

Anchor Programme - Round Two 2024



Round One Proposals for Consideration

7. These grants, if agreed, are to be distributed as long-term core grants, of between seven to ten years. CBT's usual assessment processes have been applied including financial, governance, and other due diligence. Applicants could apply for between £50,000 per year and £150,000 per year, for up to ten years.
8. A total of 173 expressions of Interest were received at stage one in April 2023. 30 organisations were longlisted, this was further narrowed down to a shortlist of 15, who were invited to submit an application in stage two. As predicted, following trends in the funding sector and lack of multi-year core funding available, the number of applications recommended for approval represent a small proportion of the total number of applications received (nine percent).
9. A high number of applications was expected, and staff did incorporate a strategy to attempt to mitigate this throughout the application stage. However, reflecting on the rejection rate will feature as a key component of the Anchor learning activities and changes will be incorporated into Round Two to embed this learning.
10. The mitigation strategy included:

- a. A communications plan which included creating a dedicated web page with information on the aims of the Anchor Programme and the eligibility criteria, as well as an FAQ page to answer queries organisations had asked prior to submitting an application.
 - b. A blog explaining the origins of the programme and co-design process.
 - c. Two webinars to provide more information about the programme and answering eligibility questions directly from prospective applicants. A total of 75 organisations attended these sessions and positive feedback was received.
11. Unsuccessful applicants have been signposted to other relevant CBT programmes, such as the Infrastructure Strand. A dedicated webpage was also created listing the most common declination reasons and a webinar will be delivered to organisations which require more support. Additionally, the most common declination reasons have been analysed and will feed into the design of the second round of the programme.
12. The recommendations presented to you today focus on bringing about systemic change by enabling Anchor organisations to use core funding towards core activities such as supporting central staff roles to enable movement building (see Appendix 1), to strengthen organisation's governance, to support policy and research teams, and to expand second-tier capacity building work (refer to Appendix 6 for the background report on the use of Anchor core funding).
13. Before applications were assessed, external systems change and systems thinking training was undertaken by all assessors.
14. CBT's responsive grant making (its day-to-day grant making as opposed to strategic work such as the Anchor Programme) policy does not usually award revenue grants that include posts at more than one Full Time Equivalent (FTE). This limit was not applied to Anchor Programme applications to reflect learning from previous funding programmes such as Propel, the London's Giving scheme, and The Cornerstone Fund, which highlighted a recognised need for meaningful investment in strategic programmes looking to achieve ambitious outcomes at scale. Learnings from Round One of the Anchor Programme will be shared widely with colleagues across CBT and will also feed into the end-to-end review.
15. In addition to this, the usual responsive grantmaking policy not to exceed 50% of an organisation's total income was not applied as an eligibility criteria. This is in recognition of CBT's role as a significant funder of London's civil society infrastructure. Restricting applications from organisations already in receipt of significant CBT funding could limit impact (especially because this existing funding is for specific and focused projects, rather than the organisation's core activity and mission).
16. Additionally, because the Anchor Programme focuses specifically on organisations with an equity focus (e.g., those led by and for communities with protected characteristics), there is a further balance to be considered as there is only a small number of these organisations working in London and so to limit applications would

unfairly inhibit these organisations working on niche thematic areas (e.g., the LGBT+ sector).

17. For any organisation for which the Anchor proposal under consideration equates to (or cumulatively equates to, in conjunction with other CBT grants) more than 50% of their total funding, this has been specifically highlighted in the assessment report (there are two such recommendations). Assessors have undertaken a specific analysis of the ongoing sustainability of the recipient organisations. This assessment involves the assessor satisfying themselves that the funding, if approved, will not create a “funding cliff edge” for the organisation, and that they have a sufficient ongoing fundraising strategy and income diversification plans.
18. A number of other applicants under consideration are in receipt of current funding in one or more of CBT’s other programmes (but the cumulative funding does not equate to more than 50% of overall funding). This other funding includes standard responsive grants and other strategic programmes such as The Cornerstone Fund. This funding is for specific project work which is in line with our focused criteria for those programmes. This was considered during assessment, and assessors are confident that there is no duplication of funding across different programmes.
19. Following grant awards, a bespoke monitoring framework (incorporating regular, at least annually, monitoring points) will be devised with the Learning Partner, which will incorporate our standard requirements, checks and balances during the grant period, as well as assessment of the ongoing sustainability of the funded organisation. Funding will be paid in quarterly instalments, as per the usual CBT policy.
20. CBT’s standard grant terms and conditions will also apply for each grant, which include robust safeguards protecting CBT throughout the entire grant period (Appendix 5). This includes the ability to stop payments at any time should the terms and conditions be breached. As with the usual terms and conditions, these safeguards are considered sufficient to allow you to agree each grant commitment in full at the point of the award (there is always the option of including additional conditions to a funding decision which are pre-requisites to the award and there is one such example in your paper).
21. In addition to a monitoring framework which complies with our audit and regulatory requirements, the Anchor Programme Learning Partner, TSIP, is leading on the development of a shared learning and evaluation framework that captures progress of the funded work and the shared principles and ambitions of the collaboration. This will include a participatory systems mapping workshop to support funded organisations to think through what they want to influence, and one-to-one learning interviews to capture progress from an individual perspective. This work will also inform the planning for Round Two of the Anchor Programme.

Conclusion

22. There are estimated to be around 700 civil society infrastructure bodies in the UK, spending over £500m a year¹. Most are regionally based, and the majority are small, with more than 80% having an annual income of less than £1m. Over the last 12 years there has been a decline in funding available to infrastructure organisations, with spending not matching growth in the sector². Further background information about the infrastructure sector can be found at Appendix 2.
23. Over the last 25 years CBT has underpinned London’s civil society infrastructure with its grants and has been a driving force in not just funding but also innovating in this sector. The Anchor Programme continues this by not just supporting those organisations delivering change on the ground and with reactive and emergent work, but also the important underlying networks and expertise that allow it to happen. It builds on the legacy of our responsive infrastructure funding, the Cornerstone Programme, Civil Society Roots, and our practice during the pandemic.
24. The programme is generating a lot of excitement and interest in the sector. The Anchor team has received multiple requests from other funders to share learning on the programme, particularly the co-design element. A blog sharing learning so far was published on 9 March 2023³. The programme has been described as “game changing” for the sector. Following Round One, there are plans to hold a reflection session to share learnings on the programme and which may in future encourage leverage of other’s money into this funding area.
25. Round Two will encompass an iterative approach, and the additional allocation of £5m (bringing the total allocation to £25m) will, if approved, enable new grants to be made which learn from the delivery of Round One and also build on the exciting and transformational work that the Round One funded organisations will lead.
26. Funding civil society infrastructure and systems change supports CBT in its mission to reduce inequality and grow stronger, more resilient and thriving communities in London. The Anchor applications presented for consideration today, totalling **£15,948,630** (including one in principle recommendation for £1,048,500), propose ambitious, pan-London work over the next seven to ten years that will provide vital resource and capacity to affect systems change on issues that impact some of the most marginalised and underserved communities in London.

Background Paper

- Report to the Funding Committee, entitled ‘Anchor Programme Update’, date 20 June 2022, (Item 9)
- Report to the Funding Committee, entitled ‘Ten-year Grants’, dated 9 March 2022, (Item 20)
- Report to the former City Bridge Trust Committee, entitled ‘Interim Review of Bridging Divides’, dated 25 March 2021.

¹ [360 Giving report](#)

² [Sector Infrastructure Funding Analysis – 360 Giving \(2023\)](#)

³ <https://www.citybridgetrust.org.uk/news-and-blog/the-story-of-the-anchor-programme>

Appendices

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 - Appendix 8f – The Interlink Foundation
 - Appendix 8g – The Ubele Initiative
 - Appendix 8h – Council of Somali Organisations
 - Appendix 8i – End Violence Against Women Coalition
 - Appendix 8j – Galop
 - Appendix 8k – HEAR Equality and Human Rights Network
 - Appendix 8l – Inclusion Barnet
 - Appendix 8m – Migrants Rights Network
 - Appendix 8n – Muslim Charities Forum
 - Appendix 8o – Southall Community Alliance

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Appendix 1 – Definitions

Civil society (or voluntary and community) infrastructure

The engine that drives civil society/the voluntary and community sector – the cross-cutting system of support, guidance, and expertise available to ordinary civil society organisations. Civil society infrastructure encompasses the organisations, networks and systems that connect frontline delivery organisations, communities, policy makers and thinktanks, and the academic, public, and private sector and which, together create the “whole” that is the wider sector.

Second-tier organisations

Organisations which have a primary purpose focused on supporting other charities and non-profits, rather than delivering frontline services.

Equity focus

Organisations that are ‘led by and for’ the communities they serve, and which are progressive and inclusive in their ways of working. Often, they work with communities with protected characteristics (or otherwise marginalised communities), and they may work intersectionally (across more than one community).

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 Black 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.

Movement building

Movement building is organising and motivating people to work towards a collective vision or cause that is important for a community. In other words, it is the process of bringing forward a powerful idea and getting other people to join the cause, resulting in a compounding effect that gets the message in front of policymakers and the general public.

Systems change/systemic focus (also see Appendix 4)

Systems change work acknowledges that to address the complex challenges in the world today the underlying systems that underpin human societies and behaviour will have to change. Systems change is underpinned by the idea of addressing the causes, rather than the symptoms, of a societal issue by taking a holistic view of the system and attempting to shift the component parts; its underlying models, structures, and worldviews, and the pattern of interactions between them, to create a new system (or systems) that behave(s) differently. Within civil society and the voluntary and community sector, systems change work focuses often on addressing the causes, rather than the symptoms of inequality, and requires a shift in mindset from linear thinking to embracing complexity and interconnectedness, as well as working across organisational and sectoral boundaries and scales.

Appendix 2 - Background of Infrastructure Sector and CBT's Involvement

- There have also been significant closures and mergers in the infrastructure sector, coupled with a growth in the number of charities, Community Interest Companies (CICs), and other voluntary and community groups. This has resulted in an overall decline in the number of infrastructure bodies offering support. For infrastructure organisations that are “led by and for” their communities, the funding available is even more scarce and often limited to short, unpredictable, project-based funding cycles which limits work aiming to achieve long term change. These specialist organisations are often least able to pay for services without grant funding. CBT will be one of only a small number of funders offering up to ten years of core funding, and, as far as we are aware, the only funder offering this long-term support to vital equity focused infrastructure organisations.
- There is little data available describing the state of the infrastructure in London specifically. However, we know that in 2020/21 an estimated 10,700 organisations and community groups were actively engaged in infrastructure support from London's Council for Voluntary Service (CVS)⁴ network, in the form of advice, guidance and support, training, networking opportunities and other events. CVS's make up only one part of the infrastructure sector, and the total number of organisations supported across the capital by the entire infrastructure network is therefore likely to be even higher.
 - Recently, the importance of the infrastructure sector for civil society generally, and in London, has been acknowledged in a number of reports and events:
 - A recent insight meeting hosted by London Funders, read the insight briefing [here](#).
 - A [report](#) on London's CVS network.
 - A [report](#) by Resource for London, in which Sam Grimmett Batt (Funding Director and one of the authors of this paper) is quoted, on the general state of London's infrastructure sector.
 - And finally, [this report](#) from 360Giving, on funding in the infrastructure sector.
- Infrastructure groups are key to ensuring effective and efficient support and information, and a safety net for organisations to fall back on. There can be a false perception (particularly amongst the general public) that change, and impact only emerge from front-line activities that are tangible. Infrastructure organisations do however have a role to play in delivering public benefit and advancing social justice and diversity, equity, and inclusion in the sector, by supporting capacity building, convening, and catalysing. Their work promotes knowledge exchange and equity, higher quality services, and greater sharing and collaboration, and reduces duplication.

CBT and London's Civil Society Infrastructure

- CBT has long recognised the importance of civil society infrastructure, offering support to these organisations through its responsive grant programmes since its inception. Since 2015, it has spent more than £20m supporting such work, and now

⁴ [London Plus- London CVS Network Impact Report \(2023\)](#)

spends between £3m and £5m a year through rolling, responsive grant programmes and strategic initiatives. CBT has been a founder or seed funder of many of London's key infrastructure bodies, including London Plus, London's Giving, and the Council of Somali Organisations. CBT also funds strategically on this theme, including seed-funding and continuing to fund [Catalyst](#) to support digital infrastructure, and funding innovative network infrastructure such as Healing Justice London and shared infrastructure such as Grant Advisor, IVAR, and the Foundations Practice Rating. We regularly co-fund with other infrastructure funders like the National Lottery Community Fund, Paul Hamlyn Foundation and Trust for London and convene events.

- The Anchor Programme follows as the logical next step in a series of infrastructure focused strategic collaborations that CBT has founded and/or participated in. In 2015, to mark its 20th anniversary, CBT awarded a series of special strategic grants for infrastructure bodies, some of which were at risk of closing. In 2016, CBT produced the "Way Ahead" report⁵ with London Funders and other stakeholders, which focused specifically on London's civil society infrastructure and how its key organisations connected across London and should be resourced. This led to focused investment in the sector for the first time, with CBT developing the Cornerstone Fund, a collaboration with the National Lottery Community Fund and Trust for London.
- The Cornerstone Fund supported consortiums of infrastructure organisations working together to tackle pan-London issues in 2017/18 and 2021/22. Concurrently, CBT worked with the Mayor of London and the National Lottery Community Fund to deliver two rounds of the Civil Society Roots programme in 2017 and 2022/23, which also provided funding to infrastructure organisations, but focused on supporting those with an equity focus.
- However, these programmes only provided short term funding. The learning from them has informed the development of the Anchor Programme significantly and, if the recommendations are approved, will continue some of the work begun in these programmes (for example, the Ubele Initiative received some of its early seed funding via Civil Society Roots, and Consortium LGBT+ received Cornerstone funding which has informed its mission now)⁶.
- The Anchor Programme has also been influenced by CBT's pandemic work, in particular the equity focus and innovation that it undertook during the delivery of the London Community Response Fund (LCRF) and by programmes from other funders, such as the Growing Great Ideas fund by the National Lottery and the Racial Justice fund by Trust for London (which CBT also co-funds).

⁵ [The Way Ahead, 2016](#)

⁶ [Capacity to change - Resource for London \(2023\)](#)

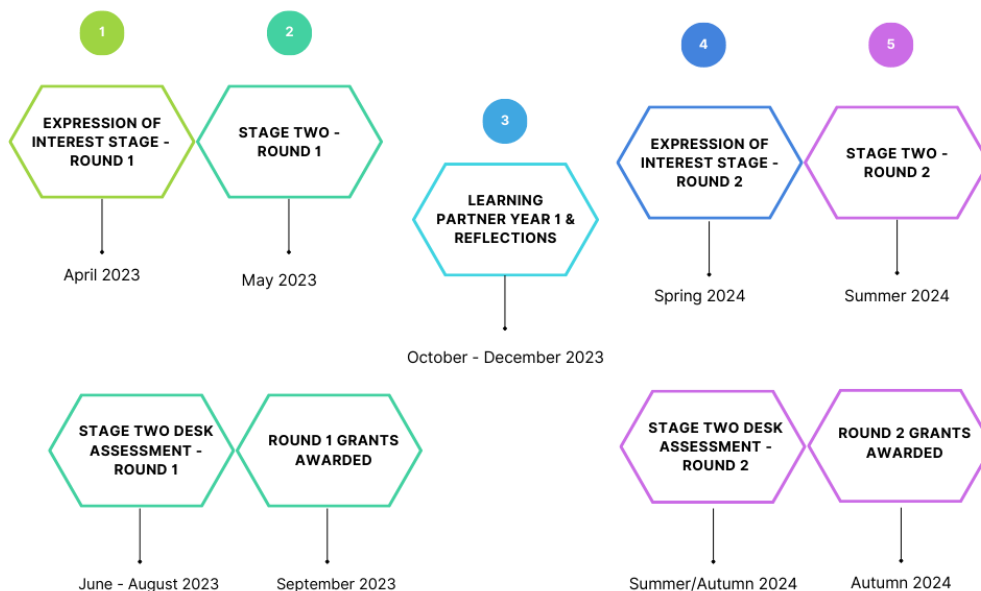
Appendix 3 -Timeline of Activities to date

Work on the Anchor Programme began in earnest following the approval of three key recommendations by the former Grants Committee:

- a. On 22 March 2021, that grants of up to ten years could be awarded in both Propel and Anchor Programmes.
 - b. On 9 March 2022, to award long term (up to ten-year) grants in order to respond to the recognised need for long-term core (as opposed to project) funding as a pre-requisite for systemic work addressing the root causes of inequality.
 - c. On 20 June 2022, to allocate £20m of funding to the Anchor Programme.
- **January 2022:** Task and finish group established and agrees overarching co-design principle. External facilitator, The Social Innovation Partnership (TSIP), delivers a facilitated roundtable, focused on reducing power imbalance and underpinning principles of collaboration and equity. 15 CSOs attend, sharing expertise to co-design what the programme might achieve and how.
 - **April- June 2022:** Design group made up of 22 CSOs attend five sessions to inform the overall aims and objective of the programme (additional invitees added to include those communities not represented at the roundtable). This led to the following principles and vision:
 - a. Provide long-term grants to support the sustainability of the sector by:
 - i. Reducing the need for constant fundraising, allowing organisations to focus on core mission and retention of key talent.
 - ii. Supporting systems-change by allowing for work to take place over a meaningful length of time that can realistically yield measurable change.
 - iii. Supporting organisations to develop and sustain institutional knowledge and memory.
 - b. Account for the intersections within society
 - c. Address root causes of inequity rather than the symptoms and contribute to structural change within the sector.
 - d. Support organisations where work is led by and for, or at least co-designed by the organisations/communities they support.
 - **August 2022:** TSIP appointed as Learning Partner to develop learning framework and incorporate a reporting approach. The learning framework will include challenging the traditional funder/grantee dynamic and supporting funded organisations to learn from their own work and each other through peer learning sessions. Learning activity will include four interactive discovery workshops and development of the overarching learning framework, and it is envisaged that it will also include over the course of the partnership:
 - a. Evaluation plan support sessions for funded organisations
 - b. Innovation exchange opportunities
 - c. Action learning workshops
 - d. Learning interviews

- e. Funder feedback sessions
 - f. Four biannual reports
 - g. Guest learning blogs
 - h. Development of a communications calendar
- **November 2022:** Khadra Aden and Clara Espinosa, appointed as joint programme leads, begin implementation of the Anchor Programme.
 - **November - December 2022:** Advisory panel of CSOs formed, with operational focus on the application process and communications strategy. A two-stage application process was piloted to follow suggested sector wide best practice outlined in the IVAR's actions to improve funding⁷.
 - **January – April 2022:** Operationalisation of Anchor Programme and launch of Expression of Interest stage.
 - **May 2023:** Shortlisting panel of CSOs supported the Anchor team to narrow down Expressions of Interest.
 - **June 2023:** Second stage applications received (see paragraph 8), and robust assessments undertaken by CBT Funding Manager over three months.

Anchor Programme Timeline



⁷ [IVAR practical actions to improve funding](#)

Appendix 4 - Anchor Criteria

Expression of interest

- 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.

Application Stage

- 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 broad-based 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

Appendix 5 - Risk Mitigation (excerpt from previous paper received by the Grants Committee on 9 March 2022).

Excerpt 1:

In the case of all grants awarded, the standard grant terms and conditions³ apply, which, amongst other terms, include the following particularly relevant provisions which protect CBT:

General provisions	Monitoring and evaluation provisions
Application of additional terms and conditions if the grantholder is not complying with the grant agreement; and/or if CBT believes such conditions are necessary to ensure the project is delivered as agreed.	Review of written monitoring reports, visits (with or without notice) and comprehensive reviews of records kept by grantholders.
Unused funds to be returned, and grantholders to promptly notify CBT of unused funds.	Grantholders agree to be available for meetings with CBT, allowing full and free access to such records as necessary, as well as to employees, agents, and premises for CBT to monitor the project.
Payment of grants in quarterly instalments	Provision of appropriate oral or written explanations where CBT requests them.
Payment of the grant (or any part) may be withheld if CBT believes it will not be applied to the project as agreed or if monitoring is not satisfactory.	Prompt notice of any variation to or decrease in the project outcomes; or of any financial or other difficulties which can have a material impact on effective delivery of the project or compliance with the grant agreement.
Withholding, suspending, or requiring repayment of a grant in a wide range of circumstances e.g. <ul style="list-style-type: none"> • grantholder uses the grant for purposes other than for the project • satisfactory progress has not been made; provision of materially misleading or inaccurate information; • significant change of purpose, ownership, or beneficiaries so that the grant is unlikely to fulfil the purpose for which it was awarded; • grantholder becomes ineligible to hold the funds; • duplicate funds received • fraudulent, dishonest, negligent activity 	Completion and return of regular monitoring reports as required by CBT, using the forms and/or instructions sent by CBT and in accordance with CBT specified timescales.
	Further updates on the progress of the project on request and provision of further information and documents as required by CBT.
	Provision for CBT to impose additional monitoring requirements should it deem them necessary.

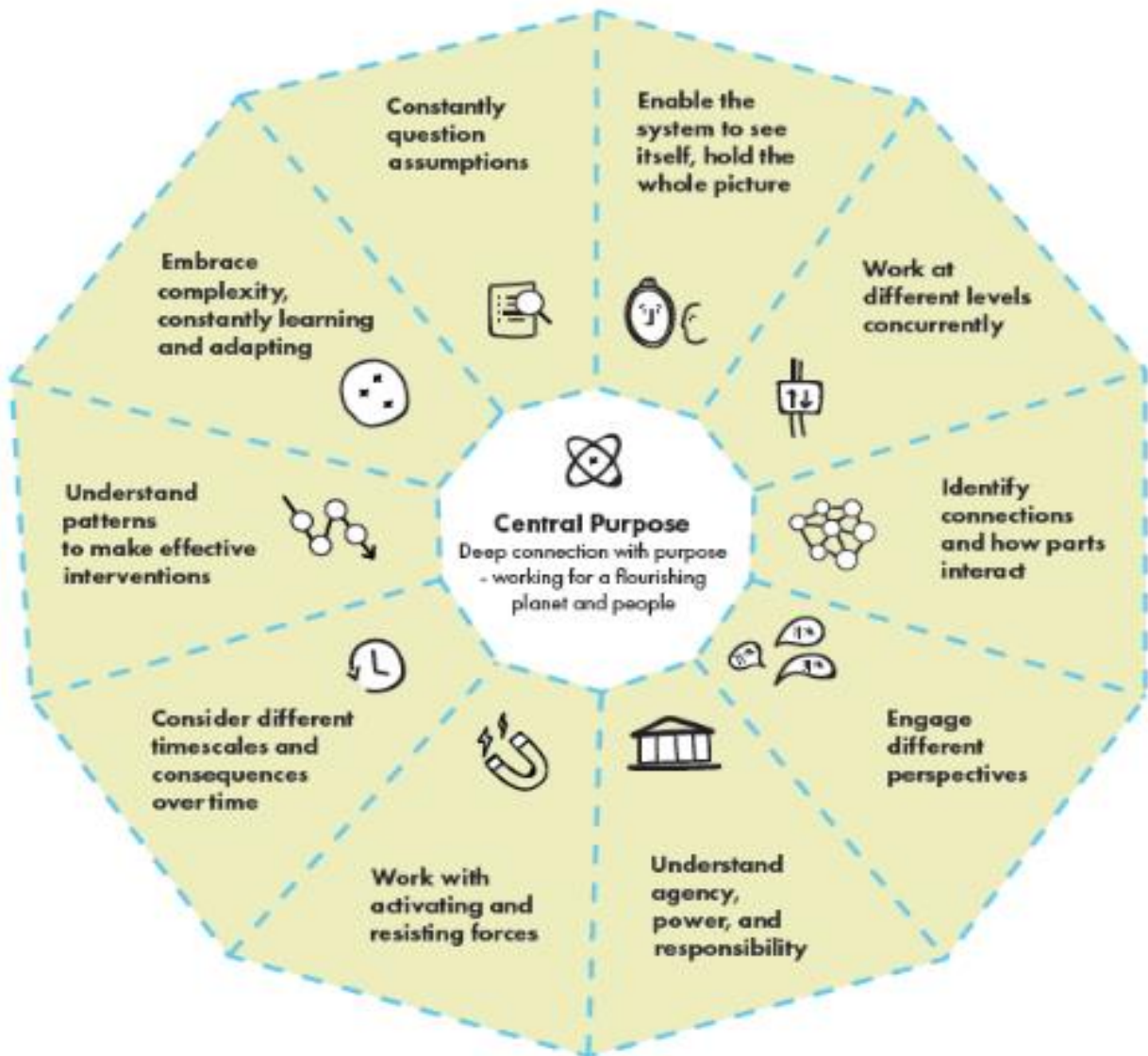
Appendix 6 - Use of Core Funding

Core funding will enable the recommended organisations to work on the following:

- Develop policy and research to contribute to structural change in the sector; including hiring research and policy officers
- Strengthen organisation's core functions such as finance and governance
- Increase capacity building support to enable movement building such as providing advice and guidance to frontline organisations
- Provide long term financial stability to core strategic roles to allow organisations to work on their long-term strategy
- Develop key, equal partnerships with organisations and communities that are often excluded, marginalised and minoritised
- Help build and/ or improve digital platforms and CRM (Customer Relationship Management) systems
- 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
- Develop partnerships and create a space for networking, convening groups and supporting them to share their knowledge and insights with a wider audience
- Set up representative advisory boards to inform future plans
- Create an environment that supports movement building and where activism and solidarity is possible (instead of simply firefighting)

Appendix 7 - Systems Change

The focus of the Anchor Programme is to look at how organisations are addressing the root causes of inequality rather than the symptoms of it. To help assessors understand this concept, two external facilitators, [Louise Armstrong](#), and [Jessica Romo](#), were hired to deliver two training sessions. Both facilitators had worked on the evaluation of Paul Hamlyn Foundation's [Backbone Fund](#).



The sessions focused on what systems change is in context of the Anchor Programme, looked at examples of systemic issues that applications might be addressing and explained system change practices using the wheel below which was developed by the [School of System Change](#).

The iceberg model is a systems thinking tool that can be used to understand the underlying causes of a problem or event. It is typically presented in a visual manner, with acknowledgment of the event or problem above the surface of the water and the underlying patterns and causes at different levels below the surface.

This tool helps us to understand the nature of the power structures, the design of the system and behaviours that are contributing to the event at the tip of the iceberg.

The Iceberg Model

E*EVENTS

What is happening?

These are the kinds of things you see in the news.

PA**PATTERNS

What are the trends or cycles that can be observed?

These are the kinds of things academics or institutes might report on...

STR**STRUCTURES

What creates or influences the patterns?

What are the relationships between the parts?

MENTAL MO**MODELS

What assumptions, beliefs and values underlie the system, that hold it in place?

Think, big ideas or values passed down over time.

