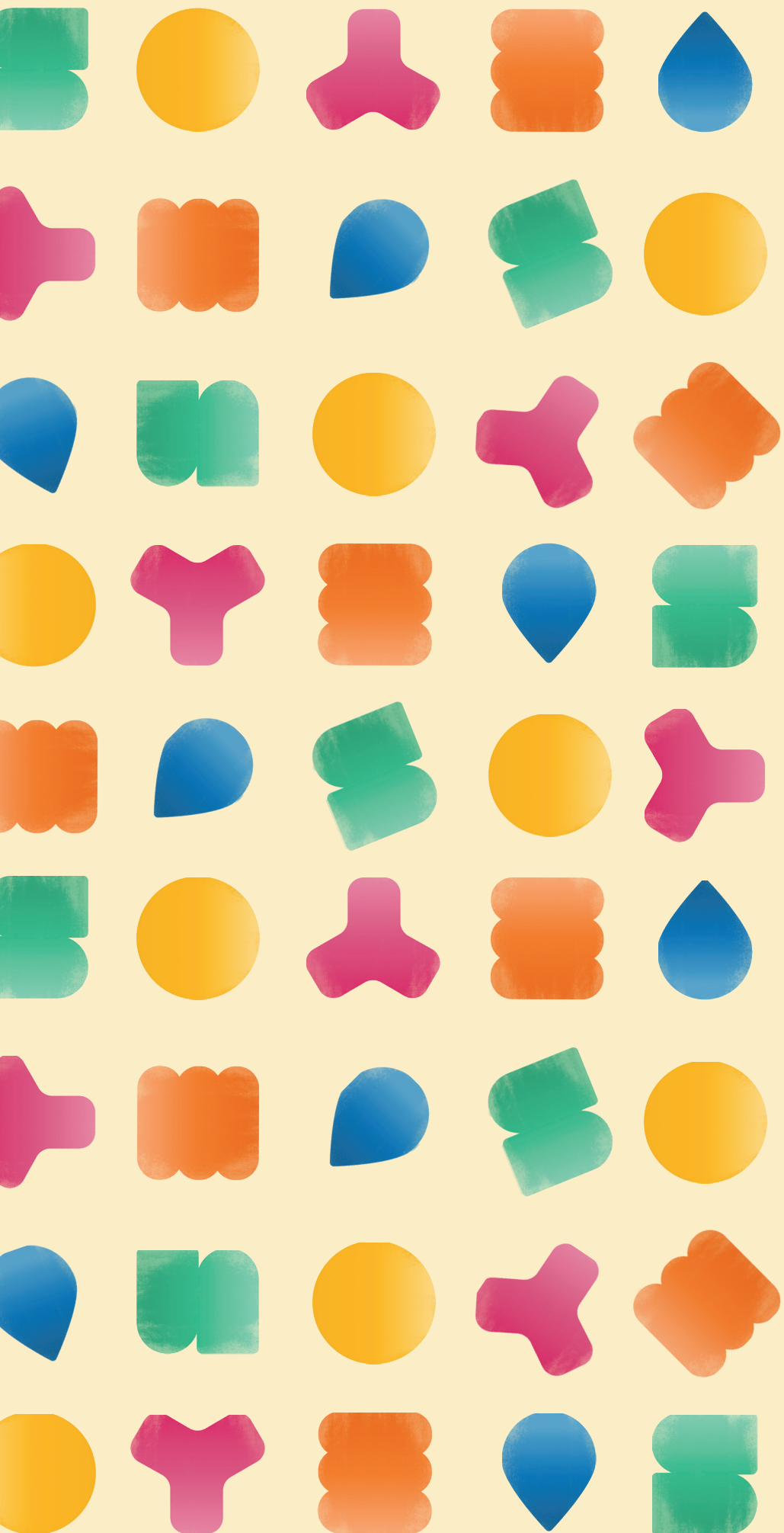
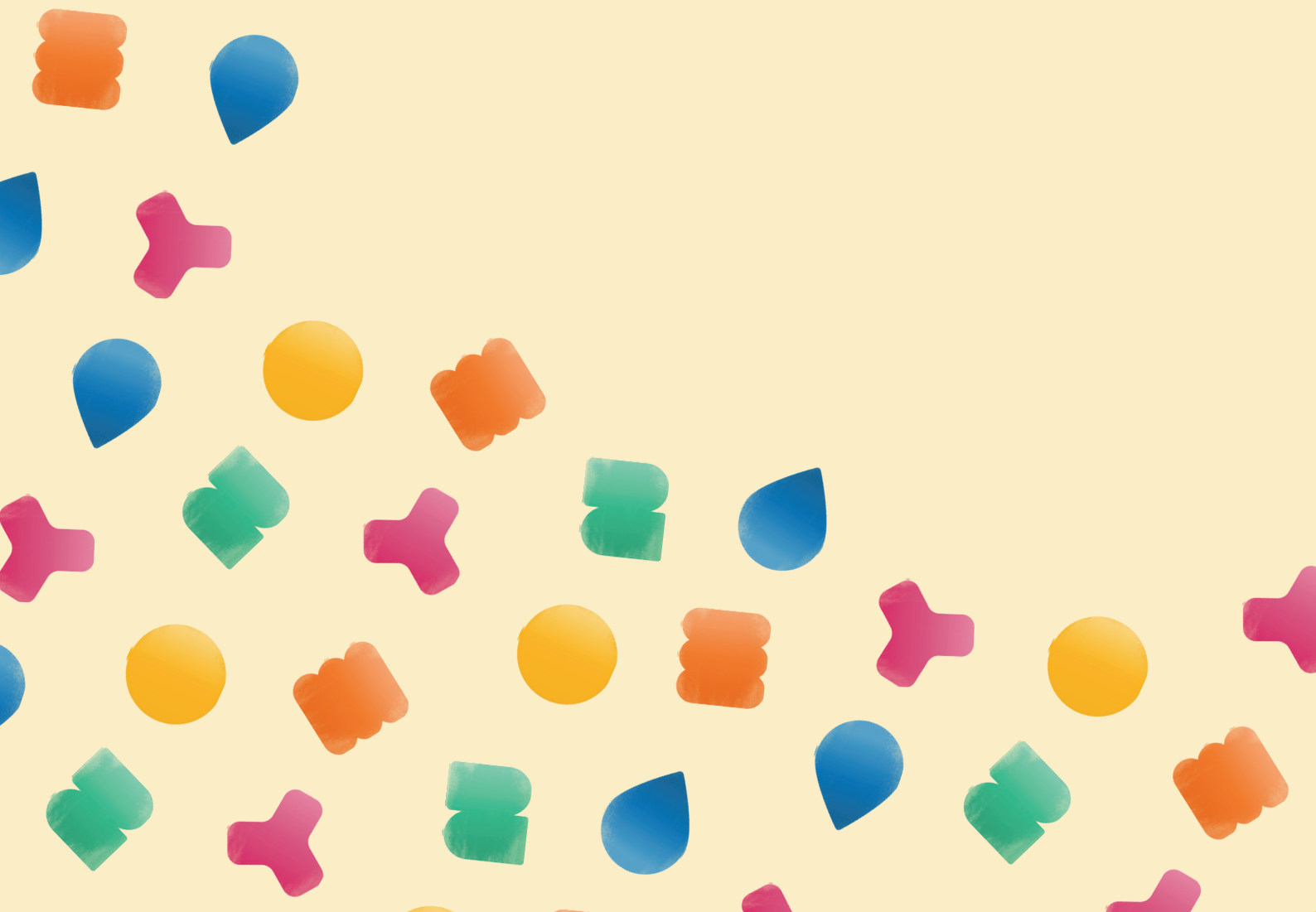


REFLECTING ON OUR

FESTIVAL OF LEARNING

2023





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ABOUT

About London Funders

London Funders is the cross sector network for funders and investors in London's civil society. We are the only place that brings together public, private and independent funders to build a better London by taking action on what matters to our city and our communities. From the arts to zoos, and from Barking to Barnet, our members invest in every aspect of London's life. They support the capital through grants, commissioning, social investment and more, as well as directly to Londoners.

We're here to:

- enable a movement of members to have strong and trusted connections, based on shared values and ambitions
- facilitate and lead collaborative programmes where only working together can achieve the change that's needed
- and drive a learning culture, where shared data, intelligence and insight leads to better decision making and action.

FOREWORD

From 10 – 24 May 2023, over 720 people representing over 130 organisations came together to join our annual Festival of Learning. This event brings together our members to share learning, insights and experiences, to build hope and community, to strategise and explore our shared vision of a fairer, greener and safer London.

Our purpose at London Funders is to bring funders together to build a better London by taking action on what matters to our city and communities. Our annual Festival of Learning is core to our ambition to drive a learning culture, where shared data, intelligence and insight leads to better decision-making and action.

The hosts and participants in our Festival of Learning shared a phenomenal depth and breadth of insight, far too much to capture here (everyone who took the time to contribute to the Festival is listed in Appendix 1). The purpose of this report is to condense a fraction of nearly 100 hours' worth of learning that took place during the Festival into digestible learning points to help inform and inspire how funders work.

We hope that you enjoy the recaps provided in the pages ahead, which we have arranged thematically, so that you can easily focus on the areas of most interest. If you would like to pick up the points raised in any of the sessions, do not hesitate to get in touch with the London Funders team.

We would like to thank Jessica Franklin, freelance writer and media consultant for this report, alongside all of our members and contributors who so generously shared their learning. We are grateful to Paul Hamlyn Foundation for their support of this year's Festival.



EXECUTIVE SUMMARY

Over 11 days and 33 sessions, we were challenged and inspired by ideas from within the funding community, and friends and colleagues from outside our sector.

We learned how:

- Strong, trusting relationships mean support can reach those who need it with speed and efficiency when **Combatting Crises** in our communities. Our members and their partners have been working flexibly, creating bespoke local solutions led by the needs of the people they serve, implementing trust-based processes that reduce admin on all sides to allow organisations to dedicate more time and resources to supporting their clients and communities.
- The way funders, community organisations, and movements have mobilised in response to crises over the past few years has led to a **Reconsidering of Risk**. Many funders are changing how they work to prioritise the risk of missed impact over the risk of misused funds. This includes moving towards making funding as unrestricted as possible, and finding innovative ways to support creative and dynamic changemakers who might previously have been written off as too risky.
- **Practicing Participation** in our grant making and working practices drives an important shift in power, both in our own sector and in wider society. Many of our members have been working differently to ensure that individuals with lived experience of an issue have decision-making power around the distribution of resources in their communities.
- The foundations of **Embedding Equity** in our processes and practices are laid through open and honest discussion of how issues around Diversity, Equity and Inclusion (DEI) show up in our society, in our work, and in ourselves, and devising systems to encourage, monitor progress, and hold ourselves accountable. This work requires ongoing reflection and refinement, in terms of both our actions and our understandings of the changing social contexts we operate in.

- London Funders members have been **Catalysing Collaboration** across the funding ecosystem with ground-breaking initiatives. Dedicating the proper time and resource to engage fully in collective work seems key to success, and investing in the processes of collaboration is helping to drive systemic change in innovative and impactful ways.
- It's not just what we do that matters, how we do things also forms a vital part of bringing about change. London Funders members have been **Pioneering Processes** that facilitate better experiences and outcomes across many aspects of their work, including improved understanding and results in decision-making, amplifying learning insights and impacts, as well as boosting team resilience.
- **Elevating Evaluations** involves working out what really matters and learning how best to measure this. Focusing on a few well-thought-out indicators facilitates more useful insights to increase the impact and influence of the work funders support. This also helps funders, grantees and partners save time and resources when it comes to collecting and storing information. Qualitative and quantitative information can be collated and interpreted in complementary ways to more fully understand and articulate the story of your work.



Combatting Crises

“To get those funds out quickly, we were able to take a measured risk and go with whatever worked for our partner organisations because those trusted relationships with local partners were already in place.”

**Lisa Robinson, Director of Development and Communications,
Islington Giving**

Deprivation is not a new problem in our city, but it has been both compounded and complicated by the twin crises of the pandemic and the cost of living, as well as the cumulative effects of policies like Brexit, austerity, and a hostile environment for migrants and asylum seekers. While this period of long-running and acute crises has been deeply challenging, this has also been a time of important learning, growth and creative adaptation to meet the needs of communities.

London Funders’ members have found that **strong relationships with trusted partners enable them to provide support quickly to those who need it, as well as reducing strain on organisations’ time and resources by making it easier to apply for and administer grants.**

Shifts in how people communicate and work together as a result of the pandemic have proved challenging at times for frontline service providers, but have also led to **better services that can meet people where they are, on their own terms.**

- **Access to Justice Foundation** shared **What they’ve learnt from grantees about the shift to hybrid service delivery and the implications for funders**, exploring how the challenges of the pandemic has changed they ways the advice sector delivers its services
- In their session on **Responding to the cost of living crisis: Practical solutions and long-term opportunities**, **The National Lottery Community Fund** shared their insights from across the country on food banks and warm spaces

- **Islington Giving** presented **Lessons from working with their local community to distribute funds to individuals**, exploring how they were able to get support during the cost of living crisis out to individuals across the borough through trusted partnerships with community organisations
- **Supporting communities in times of crisis: Experiences from Together for London** was delivered by the **London Community Foundation** and their partners, who shared learning on how funders can better support grantee organisations in delivering their work with urgency

“Many of these networks and projects have been working through crisis, thinking they’d only be there for months and now finding years later, they’re still there. They’re looking at ways of becoming more sustainable, but they need thinking time to consolidate their work, and consider what that longer term response looks like.”

**Sarah Watson, Head of UK Knowledge and Learning,
The National Lottery Community Fund**

KEY LEARNING

- Working through trusted relationships can reduce time and resources spent on grant application and administration processes, meaning support can reach those who need it faster. This can apply not just to how funders and grantees work together, but also in how organisations deliver grant-funded support to their clients and communities based on what they already understand about them.
 - The less time funders and grantees spend on applications and monitoring, the more resource can be devoted to doing work that directly delivers impact on the ground. In Festival sessions, members shared some of the practical ways to reduce the admin both internally and for those they fund. Suggestions included:
 - Only asking for what you'll actively use and considering how much information is collected 'just in case'
 - Removing word limits and overly-specific questions on applications and monitoring forms to allow organisations to copy and paste from existing materials
 - For due diligence on things that are essential for funders but unlikely to be read in full, such as data protection or safeguarding policy, using a tick box that specifies this item exists and is viewable upon request has been a useful way of reducing admin on all sides
 - Asking potential grantees for information that cannot be found elsewhere. For example, use publicly available information about the applicant during the application process, such as annual reports
 - Facilitating the re-use of existing applications for future rounds of funding, for example, the first application remains stored on the system and the group can simply click "resubmit"
 - Publishing application timelines and deadlines, as well as success rates for application stages was welcomed by grantees who felt they got more clarity about the process
 - Offering opportunities for applicants to ask questions before applying allows organisations to make a more informed decision about whether to apply
 - Hybrid application forms and/or monitoring reports that allow both written and video content improves accessibility and can help reduce the time it takes to apply for, and manage grants
 - Grant uplifts in line with inflation can help charities meet their own increasing expenses, including energy costs, rent, vehicle running costs, and higher prices of necessities.
- The cost of living crisis also impacts the staff in grantee organisations, not just their clients. This burden can be especially heavy for junior staff or for those with lived experience. We heard that for

“Something we’ve learned [from the pandemic] is to be client-led. We’ve always told clients how they’re going to access us, but it’s about allowing them to tell us what they find is best. ‘I want to telephone, I work and I can do that on my lunch hour.’ So they can get access to the services during times that suit them.”

Lucy Williams,
Advice Service Manager,
Citizens Advice Caerphilly
& Blaenau Gwent

funders unable to give fully unrestricted funds, broadening what spending can be included within your programmes can help support frontline staff struggling with rising prices.

Many groups currently supporting their communities through crises were set up thinking they'd be needed for only a few months. We heard how these groups now need support to become more sustainable, including some breathing space and thinking time to plan for the future.

Longer term, multi-year funding allow organisations to plan for the future and spend less time during crises seeking new sources of funding to support their ongoing work.

Reconsidering Risk

“When you start actually deconstructing what risk is, it is more of a feeling than a spreadsheet.”
 Esther Foreman, CEO, The Social Change Agency

A A desire for impact can sometimes manifest as a need for control. Historically, foundations have implemented stringent checks to try and ensure their funds are being used effectively, but many have come to question how much of this diligence is undue. Where traditional attitudes to risk might be impeding rather than enhancing the impact we aim to achieve, it might be time to reconsider how we work.

We heard through several Festival sessions that traditional assumptions about risk often dissolve with closer examination. Building trust and relationships is important to **mitigate actual and perceived risks of giving unrestricted grants.** As seen with mutual aid groups during lockdowns, leaders, networks, and movements are often able to mobilise with more speed and agility than charities, NGOs, and governments. Though it can be considered “risky”, **funding individual groups working outside of traditional organisational structures can produce swift and significant impacts.**

- **The Social Change Nest** presented a session on **Exploring risk in funding grassroots groups**, which discussed how funders can mitigate their sense of risk in supporting groups, leaders and movements doing important and impactful work but lacking formal organisational structures
- **Allianz Foundation** shared **Grassroots insights from European civil society leaders: Current challenges, future opportunities and implications for funders**, based on seven **Future Labs** they held in cities across Europe with activists, artists and changemakers to understand better how to support movements for justice and change
- The **Institute for Voluntary Action Research (IVAR)** answered their own question, **Why restrict grants?**, with a wealth of **evidence they’ve collected** to show how unrestricted funding – or funding as unrestricted as circumstances allow – works better for everyone
- **IVAR** was also **Turning the dial on accountability** by finding out which of **the eight commitments to Open and Trusting Grant Making** were proving the easiest and most challenging to implement for funders signed up to these commitments

“Unrestricted Grants are a tool for building trust, rather than something that has to be earned when an organisation has built your trust. That’s our entry into the relationship.”

Amy Braier, Director, Pears Foundation

KEY LEARNING

- Risk can sometimes be more about perception than reality, and we heard how some have used discussion exercises to help secure buy in from staff and trustees when embarking on an endeavour that might be considered risky. This included exploring how funders understand their own risks, the risk to people and groups on the frontlines, the different kinds of risks faced from acting versus not acting, and options to mitigate actual and perceived risks.
- Building trusting relationships can go a long way to mitigate actual or perceived risk, especially where funders fully invest in a relationships-based approach and really get to know their grantees.
- Funders can misunderstand challenging circumstances as potential failings if grantees feel unable to be open about the difficulties they face. Cultivating honest dialogue reduces real and perceived risks, and being able to understand and support with issues earlier means funders and grantees can more effectively realise their shared goals.
- If a group or individual doing impactful work is considered too risky to fund directly, speakers shared other ideas for how to support them, including:
 - Providing safe spaces to meet and work, both physically and online, such as community centres, secure online meeting platforms, networking events etc.
 - Providing collective infrastructure, like policy templates, legal advice forums, training for individuals and groups to sign up to, etc.
 - Providing or funding access to support systems for fundraising, mental health, public relations, leadership training and organisational development
 - Supporting the building of strong relationships with influential media outlets and journalists to influence framing and the public debate about the issue they're trying to tackle.
- Risk can additionally be managed through using specialist third parties who operate infrastructure for groups lacking formal incorporations, such as the **Open Collective fiscal hosting system** used by Social Change Nest, allowing groups to transparently manage their funds.

“Unrestricted funding and multi-year funding are really important because it gives us the ability to stabilise. Stability means that we can not only do better with the impact we’re having on society, but we can improve and innovate on that impact.”
 Nav Mirza, Chief Executive, Dads Unlimited

Practising Participation

“With the widening inequalities we’re seeing across the globe, many communities are calling for more power over how money is distributed to address injustices they are experiencing. The funding community has vowed to do more to create fairer societies and we’ve seen a significant rise in interest of participatory grant making as a way to democratise money.” Danielle Green, Assistant Director, Camden Giving

Participatory grant making aims to ensure that individuals with lived experience of an issue have decision-making power around the distribution of resources to address the specific needs and priorities of their communities. This not only serves to reduce the systemic biases, historical injustices and power imbalances that often exist in traditional grant making processes, it also recognises and respects participants expertise, knowledge, and lived experiences as essential in delivering effective and long-term strategies and solutions for the problems their communities face.

Our members shared advice and insight on **how funders can enhance participation in their grant making and in their day-to-day work**. There was an emphasis on **fair compensation as a foundation of participation**, and ideas on how to shape your practice **around meeting participants on their own terms**, to make your work together as accessible and rewarding as possible. Other sessions focused on **sharing experiences from their work with particular groups**, including children, young people, and people facing multiple disadvantages.

- There can be no equitable participation without fair pay and **The Living Wage Foundation** hosted a session **Debunking Living Wage myths: How London’s funders can lead the roll-out of the Living Wage across the third sector in the capital** which explored how we as funders can all play our part in **making London a living wage city**
- **Barking & Dagenham Giving and Islington Giving** shared their learning on **Levelling the playing field for participation**, focusing on the challenges of fair compensation, and outlining insights from their experiences of paying participants for different kinds of involvement in their work
- **Camden Giving** explored **How to embed participation in grant making** by sharing insights from their **Participatory Grant Making Toolkit**, created in partnership with the **London’s Giving** programme, and founded on the core values of flexibility, respect, justice, and evolution
- **Involving young people in strategy: Lessons learnt from the Co-op Foundation** shared insights from their **Future Communities Vision project** on how to meaningfully engage young people in shaping your work and strategy
- The importance of physically including children in the design and use of community spaces was explored by **Clarion Futures** in their session on **Playful communities: The role of positive play in creating healthier, happier, and more connected neighbourhoods**
- The **National Lottery Community Foundation** invited their partners **St Giles Trust** to share their work supporting people suffering from addiction, homelessness, and multiple disadvantages on their **Peer Advisors programme** in **Creating systemic change in service-delivery**



KEY LEARNING

- Funders can embed participation in various ways, at different stages of their processes, within different parts of their organisations, even just doing smaller pockets of participatory grant making within one particular fund. We heard how “participation doesn’t have to be all or nothing; do what’s feasible for you”.
- Speakers shared the different ways to compensate people fairly, including hourly wages, one-off payments for participation in a particular project, or by arranging or providing a particular product or service of equivalent value.

- Speakers encouraged funders who are concerned about how payments may impact on any benefits participants may be receiving to take specialist advice. Using terminology like “gift” to disguise what is quite clearly payment for work is unlikely to be effective mitigation if HMRC decide to investigate.
- Funders were also encouraged to be patient, compassionate, and supportive with participants – a positive and equitable process is part of the work, and lived experience is often traumatic. Making sure the appropriate support and pastoral care is in place to care for people, especially since they may already be or recent have been in a vulnerable position is key.

“I got involved with the focus groups online and that was so useful. I did it in my bedroom and so I was in a comfortable space, I didn’t have to worry about traveling to a place or my own timings. I just slotted it into my day.”

Claire Muhlawako Madzura,
Young Changemaker,
Co-op Foundation



“Sometimes if you just sit down and listen to that person, and they can see that you’re listening and taking in what they’re saying, you might not give them the answers that they want, but if they feel that you’re hearing and understanding them, that makes all the difference.”

Beverley Henry, Peer Advisor, St Giles Trust

- Festival contributors highlighted that limiting advertising by simply putting up a post on social media won't be enough to ensure a diversity of participants. Instead, they suggested proactively reach out to the different groups to get a diversity of perspectives and experiences. This might be through local community groups or leaders, through VCS organisations, through the local council or civic institutions, such as schools, libraries, or community centres.
- Some funders have invited previous participants to new panels, which allows new participants to connect with people who have already been involved in similar project – this has helped people understand their role and feel more comfortable in it.
- It is possible that grant making might be a completely new concept for members of the communities that funders want to engage with. Making sure participants are properly informed, using simple explanations and straightforward language that avoids jargon will make the process less intimidating.
- We heard about the importance of making it as easy as possible for people to join in. This might be hosting meetings in community venues, or other locations which are trusted by local residents. If your participants are already using channels like WhatsApp, find ways to incorporate that into your workflow.
- Participants shouldn't have to gratefully thank funders, donors or trustees for providing things that the system never should have denied them in the first place. There was an encouragement to find ways to navigate and mitigate the power dynamics of relationships between funders and communities, for example, describing funders' role as "facilitating" rather than "leading".
- Currently around 1 in 7 jobs in the third sector pay below a living wage. Funders were told that they need to consider the costs required for organisations to pay people fairly. A good place to start is by sampling existing grants to find out to what extent organisations are able to pay their staff fairly and what it would take to go further.
- Funders were also encouraged to directly communicate with grantees about the Living Wage, encouraging them to make sure all their workers are fairly paid and provide resource for them to do this, including incorporating year-on-year increases in living costs into multiyear grants.

Embedding Equity

“There are a lot of organisations currently grappling with the fact that funding has been shown to be totally inequitable. Some of the work to do is in diversifying their broader system of the funding landscape and the representation of people on boards and in decision-making rooms.” Tayo Medupin, Freelance Design Strategist and Founder of Hello Brave

There can be no just future without reckoning with the injustices of the past. Our society and institutions are built on the systemic elevation of particular groups and the often violent exclusion of others. It is our collective responsibility to act across all aspects of our practice to embed Diversity, Equity and Inclusion (DEI) in our work, and to be open and reflective in our approaches, holding ourselves consistently accountable for our actions and impact.

In the Festival this year, we learned from interventions to address historical injustices in both **grant making processes and internal working practices**; our organisational cultures, how we recruit and support staff, make decisions and take action. Sessions explored ways to use data **to monitor and understand work on DEI**, as well as how to make more strategic decisions on **how to achieve DEI goals**, ensuring work is **informed by the lived experiences and perspectives of those most impacted** in the present day, and by an understanding of our histories.

- In their session, **Learning together: Understanding the barriers that stand in the way of a more equitable funding ecosystem, New Philanthropy Capital** presented **a framework** they have developed for embedding DEI in grant making processes and practices
- Techniques for **Strategic data usage for equitable decision-making** were presented by **City Bridge Trust**, including, adding equity tags to project data, presenting collated data learnings as an infographic, and using historical data to glean current insight
- **Black Design Collective**, partners of **Impact on Urban Health** presented their **pioneering programme investing in junior-to-mid-level Black researchers and designers** in their session **Investing in the future: Empowering Black researchers and designers to address health inequalities**, and posed questions for funders about how to better recruit, retain, and support black designers
- In **Why history is essential to steer philanthropic approaches in today’s world**, the **Grant Giver’s Movement** and **John Ellerman Foundation** explored the importance of knowing your organisation’s history and gave advice on the process of how to do this

KEY LEARNING

- According to the **Grant Givers' Movement's Ethics of Philanthropy report**, 80% of respondents agreed that organisations who benefited from wealth created through harmful exploitative practices should make reparations, yet the majority of respondents could not identify the ultimate origin of their organisation's wealth.
- Exploring a foundation's history can be a long and challenging process. Although it can throw up painful discoveries and provoke difficult discussions, many argue this is an essential step in restoring justice to the groups marginalised by these histories. For funders interested in embarking on this process, the following learning points were shared:
 - Think carefully about why you are interested in finding out more about your organisation's history and how you will use the findings to inform your present work and priorities
 - Talk openly to colleagues and involve everyone in the process. Explore hopes and reservations, map potential barriers and motivations to help inform your approach and bring people together

- As research in history can potentially unearth difficult information, trustees need to be engaged from the start. We heard that one option could be to host a conversation that identifies risks with the process, particularly the risk of not doing such research
- Consider the impact of the findings on staff wellbeing throughout the journey, particularly staff who are already bear the brunt of systemic injustice
- Create a safe space for staff to engage in findings and participate in a meaningful way and to develop the next steps for reckoning with those findings
- Try starting with your own archives. Find out how things are managed and catalogued, and how much of the information is well-understood
- A mapping exercise can help find living links to your foundations or origins; What do you already know? Who do you already know that might have some answers?

“As grant makers, it can be argued that we have a responsibility to confront the reality of what philanthropy originated from and that it may have contributed to the systemic inequities our various organisations are seeking to address.” Roxanne Nazir, Organiser with Grant Givers' Movement and Head of Grants, Battersea Dogs and Cats Home

- Sometimes the origins of your own organisation may be interlinked to another organisation, and they may have done research or have useful material
- It's important to be open about your findings. Talk about it, both internally and externally, thinking about who you are now what you might want to do going forward as a result.

“Think about who holds the power, not just within your relationship as funder and your grantees, but to what extent long standing power imbalances and power dynamics have affected the communities that you’re seeking to help through your grant making, what are really the root causes of these power imbalances and how can you move forward.” Lily Meisner, Researcher, New Philanthropy Capital

- Tackling systemic injustice is a continuous process. We heard about the importance of taking time and creating a safe space to continuously refine and reflect, both from the perspectives of our own work as funders and changing social contexts.
- Members discussed how inclusive grant making means building strong, mutually beneficial, and trusting partnerships, reframing relationships to prioritise respect for grantees and those with lived experience.
- We heard from NPC how to facilitate open, honest, and strategic conversations to explore what DEI means to and for your staff and organisation on issues such as:
 - Workforce recruitment practices and processes
 - Workplace culture
 - Sourcing of consultants and freelancers
 - Understandings of DEI concepts such as intersectionality and unconscious bias
 - What systems in place to set DEI goals, evaluate outcomes, and implement learning to improve
 - How to factor DEI into your grant making, at every stage of the process
 - How to communicate with current and potential grantees and how welcoming and accessible this is for groups experiencing structural inequity.
- Take time to understand the impact this work can have on staff who have lived experience. We heard about how important it is not to ‘lean on’ people who’ve been personally affected by the inequity or injustice you are trying to tackle. Ensure you provide the space and right support to respond to issues – both for individuals and collectively - which might come up in the process.
- Setting clear and well-thought-out goals and focus areas can be helpful. We heard about options to provide tailored funds for groups that have historically been marginalised, or ringfence a portion of grants for those for whom funding has historically been inaccessible.
- Funders were encouraged to think about how they find grantees, partners, and opportunities, and consider ways to reach outside usual networks to deeply engage the people and communities you aim to work with.
- It’s also key to be transparent about who is making decisions, and the processes by which decisions are made. Decision-making can be strengthened by meaningfully including people with lived experience in that process.
- Exploring DEI data – from your own organisation, from grantees, and from external research – can yield useful insights and demonstrate patterns thrown up by synthesis and comparison. Participants shared practical ways to do this, including:
 - Adding equity tags to databases and information management systems that mark DEI categories, enabling you to understand which groups your work is and is not reaching and in what ways
 - Embedding DEI in your evaluations, segmenting analyses by key groups to understand differences
 - Collecting feedback from grantees via a platform such as [**Grant Advisor**](#) that helps mitigate power differentials by allowing them to remain anonymous
 - Using 15-minute “Data Digest” sessions where a member of staff presents key DEI insights that allow their colleagues to digest key equity insights from relevant research that they wouldn’t otherwise have time to digest
 - Use historical data, from both internal and external sources, on particular issues of equity to inform current funding decisions.

- To promote talent from communities experiencing structural inequities, sessions explored practical ways to do this, including:
 - What systemic issues might be faced by minoritised employees in the workplace and how line managers and leadership can best support their team to mitigate these issues
 - How to create and uphold anti-racist and inclusive cultures in the workplace where everyone feels comfortable and valued
 - Organisational structures and assumptions that might be limiting to particular groups and how to deconstruct those
 - How to boost meaningful representation at board level and in senior leadership teams
 - What investment staff might need to support their training and development
 - How to do this work without it feeling tokenistic or extractive.

Catalysing Collaboration

“There’s multiple roles that funders can play, each one using their power in the way that they can to most constructively bring about the change that everyone wants to see.”

Emily Sun, Co Lead, Place Matters

Working together with a range of different partners, and in a variety of different ways, can be a powerful driver towards systemic change. Speakers and attendees at this year’s Festival came from across the funding ecosystem; from small community organisations to London’s local authorities, from family trusts to some of the biggest philanthropic organisations in the country. The range of access, capabilities, and expertise that differences bring are our greatest strength in collaboration, but can also present challenges.

Many of this year’s sessions shared their learning from **ambitious long-term projects connecting groups across the funding ecosystem**, such as a partnership of funders supporting projects that connect government and national systems like the NHS, with frontline community organisations. Speakers and participants shared **their insights from overcoming the challenges of collaborating** among

groups who have very different cultures and ways of working, and explored their experiences **striving for change collectively to produce an amplified impact**, greater than the sum of its parts.

- **Place Matters** shared the importance of the different the roles funders can play, the various ways to exercise power, and how these combine to achieve systemic change on a local level in their session, **Unlocking the power of place: Insights and reflections on funding change**
- **Three is the magic number: Collaborating to address the exploitation of migrant workers in London** explored the innovative **Citizenship and Integration Initiative**, which funds secondments to the Greater London Authority for people working in civil society organisations

- The **National Lottery Community Fund** told us how they are **Building Healthy Communities** by developing effective and sustainable partnerships between the voluntary and community sector, the NHS, and local authorities
- In a session from **London Funders**, we explored **Integrated Care Systems**, which aim to deliver better health outcomes for people and communities by bringing together different parts of the NHS and health and social care with the voluntary and community sectors
- **Sharing Lessons from the Violence Against Women and Girls (VAWG) Grassroots Fund**, **The London Community Foundation** explored how peer learning and support networks, information-sharing and partnership-building, can build the resilience of local organisations working to tackle VAWG in their communities
- **London Funders** discussed how to **turn ambition into action by working across sectors to create systemic change** with a focus on **London Funders’ Propel initiative** which is a collaboration between several of the capital’s biggest funders

“Health doesn’t happen in silos, inequalities and social discrimination impacts people’s health and wellness. The NHS and ICS understand that without true collaboration with the voluntary and community sector, they will never be able to achieve their vision of a healthy and well population.” Tal Rosenzweig, Director of Voluntary Sector Collaboration and Partnership, Southeast London Integrated Care System

KEY LEARNING

- Collaboration requires time and energy, which can sometimes prove challenging on top of already-packed day jobs. Festival contributors spoke about the importance of fully resourcing the work it takes to collaborate including allocating specific hours every week, or appointing staff whose primary role is to nurture and facilitate the process. Staff need the capacity to do the thorough and thoughtful work required for effective collaboration.
- Collaboration can enhance the work funders are already doing across multiple levels, from harnessing a wider network working in the same field or place, or working at a systems level to influence narrative, policy, and practice. A useful tip from Festival contributors included spending time strategically mapping how these different levels might connect and intersect.
- Aiming to break down inequities and power differentials right from the beginning of the collaboration and throughout the process helps ensure everyone involved truly trusts that their voice will be heard. Thinking about strategic and relational ways to do this, and asking for advice from experts, consultants, other funders, and communities can help this process.
- Festival speakers shared what elements have made collaborations successful through their own work, including, setting clear goals and values collectively from the start; investing in time and spaces to build relationships and trust; and investing time in collective decision-making processes. A clearly articulated shared sense of purpose, and open, human, communication, can go a very long way as well as not making assumptions about other partners' knowledge, especially if you are collaborating across sectors or bringing people from very different worlds together.
- Create space throughout the collaborative process to explore other partners' needs and motivations, a process which can be enhanced by using a facilitator or someone who can serve a 'neutral arbitrator'. We were also reminded that not everything has to be agreed or implemented all at once. Rather than being hobbled by the pursuit of perfection and universal agreement, testing, learning and doing what is feasible and then improving was an important learning point shared by collaborating funders.
- Mistakes can be our greatest learning, and getting things wrong can be a vital step to eventually getting things right. Funders can maximise their impact by investing in spaces and relationships with grantees that are supportive, honest, reflective and open about challenges and combine collective expertise to solve them.
- Festival contributors also shared how collaboration has helped them move away from seeing their organisation as a single entity and towards an understanding of where they sit in a complex system of interconnecting actors and processes. Knowing their role in the wider system of co-operation and playing it fully has resulted in effective collaboration for many.
- Collaborating with those beyond your immediate field and who have influence over the environment you are trying to shape can bring real benefits. Festival contributors shared how they're already seeing positive changes as a result of the broader alliances they are making.

“There needs to be a maturity about proactively seeking critical friends, in knowing that all of us, in all the work we do, can do it better. Be comfortable with being challenged to grow.”

Tamara Smith, Senior Project Co-ordinator (Insecure Immigration Status), Greater London Authority

Pioneering Processes

“In the world of philanthropy and grant making, there’s a sense that the job you do isn’t necessarily just a job. It feels like it says something about who you are and the values that you hold, so some of these questions that pull in different directions, people feel particularly keenly.” Rhodri Davies, Philanthropy Expert in Residence, Pears Foundation

Process can define outcomes in many different ways, meaning that how we do things matters. The approach we choose can improve decision-making, make systems and projects more effective, and deliver a more meaningful and rewarding experience for the people involved. Processes that encourage reflection, analysis of lessons learned, and adjustments based on feedback often lead to better and better outcomes over time.

This year at the Festival we heard **about how flexible and adaptable process can accommodate changes or unexpected situations**, improving the chances of positive outcomes, and how **giving people time, resources and support to participate fully in collective processes** produces better experiences and results.

Learning is an important ongoing process, **and implementing regular practices to encourage reflection, knowledge sharing, and application of lessons learned from past experiences enhances the learning process** and improves decision-making capabilities.

- In their session, **Exploring tensions in philanthropy: A polarity management framework, Pears Foundation** presented **a technique for resolving tensions in your work** that seeks to balance push-pull forces in decision-making and strategy to produce better outcomes

- **Collaborate CIC** explored how to use insight to inform what you do and how you do it, and **what learning as strategy means for funders** in their session **Learning: What do we really mean and what does it take?**
- **City Bridge Trust** and **Renaisi** shared reflections and learning from their report, **Responding to the Resilience Risk 2** in their session on **Building resilient teams: Strategies for fostering equitable work environments**
- **Lightning Reach and the Social Innovation Council** shared insight on taking a human-centred approach to product design in their session, **Working together for social impact: How Lightning Reach and the Social Innovation Council streamlined access to financial support**

“For organisations to be really resilient, the individuals themselves that work within them need to have the opportunity to shape that resilience and use their agency to be part of creating a resilient organisation.” Julia Mirkin, Funding Manager, City Bridge Trust

KEY LEARNING

- Funders were encouraged to embed learning as practice within annual calendars and grant making cycles as well as creating the space for grantees to learn with and alongside funders. Rather than something that happens as a single event (when a project or programme is completed for example), embedding learning as an ongoing and active process, at individual, team, and organisational levels has enabled more agile and reflective ways of working.
- Learning can usefully be reframed in terms of process rather than evaluation. Instead of seeking to prove some action has had a benefit, learning becomes an end in itself; a constant process of adapting our work for maximum impact in a complex world that changes rapidly.
- For ambitious projects, a practical tip we heard was setting the vision and overall outcomes as early as possible in the process, by discussion and consensus of all participants. You can always keep things simple and start small, then gradually build up as you learn more.
- Consider the capacity of staff to support their own and other's learning, and to gather the information that is needed to support it. We heard about the importance of considering how to provide the time and resources needed, without piling too much more on top of already overfilled day jobs.

- Team resilience can be thought of as a team's ability to absorb, manage and recover from pressure and adversity in a way that strengthens the team's capacity to sustain performance and deal with challenges in the future. Factors that can support team resilience include:
 - Investing in strong and positive team relationships – a group of resilient individuals may not necessarily result in a resilient team
 - Empowering team members to participate meaningfully, having agency to affect change in their work and to be supported in doing this
 - Commitment at senior level to investing in teams and team resilience, giving staff the time and resource needed to engage.
- 'Design Thinking' is an approach that can help identify alternative strategies and solutions which are not instantly apparent with your initial level of understanding. This process aims to understand the people involved, challenge assumptions, redefine problems and create innovative solutions. It involves five steps:
 - Empathise – understand the problem from the users' perspective
 - Define – find the problem by identifying the users' needs and pain points
 - Ideate – generate creative solutions to the problem
 - Prototype – build a working model of the solution

“We learned the importance of keeping things really simple and starting small. We started with a minimum viable product to test our ideas and constantly got feedback.” Robby Ogilvie, UX/UI Designer, Lightning Reach

- Test – test the solution with users, constantly making improvements and responding to user feedback.
- There are some tensions inherent to our work as funders that seem to be fundamentally unresolvable. Examples might include attending to current needs while developing long term solutions, balancing idealism with pragmatism, or configuring the right spread of breadth and depth in our work. We heard from Pears Foundation that doing a **Polarity Management exercise** to balance the forces pulling us in different directions can help to:
 - Make decisions collectively
 - Align motivation and intention
 - Understand points of convergence and “pain points” to target solutions
 - Devise novel solutions to or insights into long-term or seemingly intractable issues
 - Secure buy in from key stakeholders, such as leadership and trustees.

Elevating Evaluation

“Making sure you’re asking the right questions is crucial before you work out how to answer them.” Anne Kazimirski, Evidence and Impact Director, Impact on Urban Health

In a world saturated with readily available data, conducting meaningful evaluations means being discerning. Investing time and resource in understanding what it is you want to measure and why, can help develop a clearer sense of how evaluation feeds strategy and ensure you are using the right methods to capture the information you need.

Insights and experiences on collecting, storing and analysing data, for funders and grantees, as well as for collaborative projects and shared learning, were explored during the Festival this year. Many innovative approaches were shared, including a shift from monitoring impact to evaluating influence and holistic approaches to understanding the impact of unrestricted grants. A theme throughout was streamlining systems and workflows to reduce the admin and hours

spent on evaluation, both for funders and grantees, carefully considering needs and purposes in order to collect only information that will be used to shape action.

- In **Understanding what works: How to build evidence and learn effectively, Impact on Urban Health** explored their shift in focus of their learning and evaluation strategies towards understanding the influence their work is having
- **Lloyds Bank Foundation** gave a session **Exploring the impact of unrestricted grants: Tools and approaches for monitoring and evaluation** following their decision in 2020 to make all new grants made through their open programmes unrestricted

- **Superhighways** shared some pointers on moving from huge Excel spreadsheets to a low code/no code funder reporting portal in their session, **Co-design, pilot, reboot: Creating a new funder reporting system**
- In their session on **Swamps, bridges and the road to data maturity: What we can learn from data journeys research**, **Superhighways** shared insights on the complex **journey to fully confident data use**

KEY LEARNING

- Qualitative and quantitative data can both be valuable, and Festival contributors shared how they've allowed numbers and narrative to sit together and complement one another. Software such as **MAXQDA** can help with qualitative and mixed methods of data analysis.
- To work out what kind of information to collect, plan what you will do with the data in the short and long term. Ask staff and leadership what information they need, figure out the points at which data will be monitored, collated or presented; where and how it will be stored, and what actions and decisions those things will be used to inform.
- Low-code, no-code web-based solutions (e.g. digital platforms that don't require any coding knowledge) such as **Knack**, **Zoho Creator**, or **Air Table** can be used to create bespoke reporting and monitoring systems. They provide an accessible, low-cost way to build applications, designed to be quick to build, adapt, and change. They offer built in automation tools that link up with other applications, such as Mailchimp, and have large support teams and an active user community.
- Using shared data standards such as the **DEI Data Standard by Funders Collaborative Hub** can save time; having the same standards used by many funders means it is easier to share data to facilitate learning, and grantees don't need to collect different kinds of information for each of their funders.
- While it may seem simplest for funders to collect the same information for every project, this might not be the most effective way of learning or understanding impact. Funders were encouraged to consider how you might balance bespoke solutions that facilitate more relevant insights with the time and resource it takes to administer them.
- It can be helpful to consider what information is important and persuasive for different audiences, and how these needs might be met with different kinds of data:
 - Developing evidence that persuades others to act might be most important for influencing external audiences
 - Partners are likely to want information that helps them to better achieve their aims
- For funders designing or refining reporting or monitoring systems, creating user statements to define needs and requirements for your evaluation systems can be a helpful exercise: E.g. "As Head of Grants, I would like to understand the impact of organisational development support on financial stability, so that I can plan future support packages". This makes it easier to explain to grantees and partners why they're being asked for a particular piece of information.
- Festival contributors shared the importance of supporting people to understand and interact with the systems you create – "the most brilliant system can fail if there's not enough training and support with using it". As far as possible, systems should be designed with and for the people who are going to be using them. A practical tip shared for how to do this is using an agile approach to systems approach, i.e. breaking the design processes into phases with Explore, Agree, Build, Review cycles in each phase, and improving the system following feedback from users.

"It's not just looking at your own data that you're collecting as an organisation, but looking at other data that other people have been collecting and using that to achieve the goals you're looking to achieve." Kate White, Manager, Superhighways



“It’s really helped us to think about the unit of change as the charity, that the main way that we create impact is to support charities themselves to be as strong as they can be. That’s been very useful in helping us to transition to totally unrestricted funding.”

Alex Van Vliet, Research and Learning Manager, Lloyds Bank Foundation

It is often difficult to directly attribute outcomes to a particular fund or investment. We heard how impact can also be measured by looking at whether the funder’s contribution has improved the overall health of the grantee organisation. Are they more resilient, more efficient, more sustainable as a result of the support? This can be more helpful than attempting to claim attribution for particular outcomes achieved.

- For funders interested in monitoring the influence of the work that they support, practical ideas shared by Festival contributors included:
 - Tracking how your “stories” are shared, e.g. where work or case studies are used to demonstrate or advocate for something
 - Noting when you see a shift in the key language or framing around an issue and people start talking in your terminology
 - Examples of where your ideas, learning, or recommendations have been taken up by others operating in the same field
 - How and how much others are investing in your approaches or recommendations.
- Monitoring and evaluation are a challenge for the organisations supported by funders. Some ways that funders can support their partners to advance on their data journeys and improve their reporting processes might include:
 - Provide core funding for data work, perhaps to set up a system, support digital tools, or update equipment that is no longer fit for purpose, or to fund consultancy or a dedicated role
 - Helping organisations pay for subscriptions to tools and databases which can support their monitoring work
 - Offer data training and support for smaller organisations, for groups of organisations, or leaders, to participate in together
 - Facilitating time and space to define their needs and find workable solutions
 - Funding secondments or collaborations to disseminate expertise
 - Fund and share research, providing data that organisations can use
 - Providing or supporting infrastructure to share data and insights across the sector
 - Being proportionate – for smaller grants, you might not ask for the same quantity of reporting as for larger ones.

Final reflections from London Funders

Part of our approach to learning is to be comfortable with not always getting to neatly packaged answers to complex questions but creating the space where people can take a step back to reflect, imagine and adapt.

The Festival was a great opportunity to do this. Our next step is to building on the learning points identified in this report, bringing our members together through different forums to identify opportunities for action, both individually and collectively. As a London Funders member, there are a number of ways you can engage with our learning programme, including:

- Local forums: we currently support local funder networks in a number of London boroughs. While each group is responsive to its local context, they tend to share similar aims – from identifying opportunities to collaborate with others and share effective grant making practices to sharing intelligence about local issues and exploring ways of aligning activities and funding most effectively.
- Member-led networks: chaired by individual members, these networks are a space where funders interested in specific areas meet on a regular basis to exchange knowledge and ideas, horizon scan, troubleshoot challenges, and seek opportunities to collaborate.
- Monthly insight meetings: to inform members about how current events, demographic trends, and policy decisions affect the lives of the communities we serve, London Funders hosts monthly member-exclusive insight meetings. Whether it's the cost of living crisis, the climate emergency, or other live issues affecting London, funders can get together to hear insights, intelligence, and data and share ideas on how to respond.
- Our weekly, member-exclusive newsletter, Funder Five for Friday: each week, we synthesise and draw out learning points from the latest reports, events and policy developments relevant to funders.
- Our long-term funder collaboration, Propel: building on the commitment funders in London made to build on the learning from London Community Response, London Funders are working with funders across sectors and the capital's equity infrastructure organisations to deliver Propel. Propel is about giving the capital's civil society and communities the flexibility and capacity to explore, develop and lead collaborative ways of tackling some of London's biggest challenges. You can read more about the Propel collaboration and how you can get involved [here](#).

We're continually developing more opportunities for our members to connect and learn. Please remember to visit our website for more details of these opportunities as well as new events as part of our ongoing learning programme. If you want to discuss any of these initiatives with a member of the team, get in touch with us [here](#) or visit our [website](#).

We want to finish this report by saying a huge thanks again to Paul Hamlyn Foundation and everyone who contributed to the 2023 Festival of Learning. From London Funders members, to charities and community groups, to campaigners and innovators – thank you for sharing your insights and ideas so that we can deepen our understanding of what is needed to make London a fairer, greener and more equal city. Everyone who contributed to Festival sessions is listed in the Appendix below.

See you next year!



Appendix: Festival of Learning contributors

Session	Organiser	Speakers
Let's get the learning started	London Funders	Elijah (a London-based label and artist manager, DJ, writer, previous grant maker and public speaker)
Lessons from working with our local community to distribute funds to individuals	Islington Giving/ Cripplegate Foundation	Lisa Robinson , Director of Development & Communications, Islington Giving/ Cripplegate Foundation Victor Momodu , Programme Manager, Islington Giving/ Cripplegate Foundation
Exploring risk in funding grassroots groups	The Social Change Nest	Esther Foreman , CEO, Social Change Agency Eda Tajuddin , Programme Manager, Social Change Agency
Understanding what works: How to build evidence and learn effectively	Impact on Urban Health	Sarah Handley , Evaluation and Learning Lead, Impact on Urban Health Alice Thornton , Evaluation and Learning Lead, Impact on Urban Health Anne Kazimirski , Evidence and Impact Director, Impact on Urban Health
Unlocking the power of place: Insights and reflections on funding change	Place Matters	Jo Blundell , Co-Centre Lead, Place Matters Emily Sun , Co-Centre Lead, Place Matters
Debunking Living Wage myths: How London's funders can lead the roll-out of the Living Wage across the third sector in the capital	Living Wage Foundation	Andrew Gordon , Programme Officer for Living Wage Funders, Living Wage Foundation Ella Rechter , Living Wage Foundation/Citizens UK, Making London a Living Wage City Tessa White , Head of IB Grants & Verification, WCVA Angela Linton , Chief Operating Officer, Youth Music UK Sufina Ahmad , Director, John Ellerman Foundation
Grassroots insights from European civil society leaders: Current challenges, future opportunities and implications for funders	Allianz Foundation	Dr. Simon Morris-Lange , Head of Research, Allianz Foundation
How to embed participation in your grant making	Camden Giving	Gabbi Stopp , Chief Executive, Share Gift Tom Hollis , Trustee, Camden Giving Danielle Green , Assistant Director, Camden Giving Daniel Jourdan , Head of Grant Programmes, Camden Giving

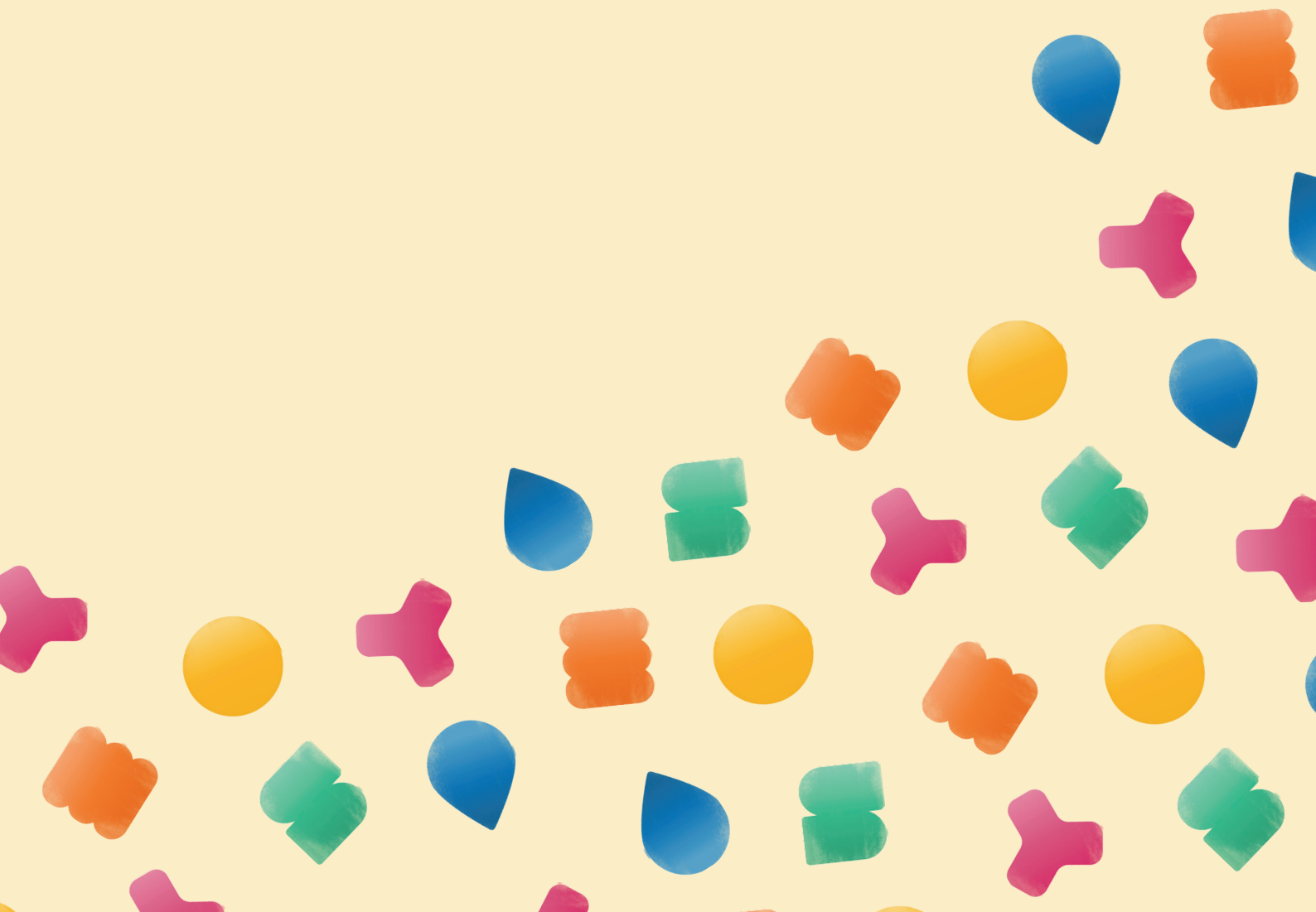
Session	Organiser	Speakers
Why history is essential to steer philanthropic approaches in today's world	John Ellerman Foundation and the Grant Givers' Movement	<p>Sufina Ahmad, Director, John Ellerman Foundation</p> <p>Suela Aksoy, Organiser, Grant Givers' Movement and Senior Programme Manager, Lloyds Register Foundation</p> <p>Roxanne Nazir, Organiser, Grant Givers' Movement and Head of Grants, Battersea Dogs and Cats Home</p>
Co-design, pilot, reboot: Creating a new funder reporting system	Superhighways	<p>Kate White, Superhighways Manager, Superhighways</p> <p>Alice Linell, Data and Evaluation Adviser, Superhighways</p> <p>Sorrel Parsons, Digital Adviser & Training Manager, Superhighways</p> <p>Karen McLean, Superhighways</p> <p>Clare Chamberlain, Superhighways Support</p> <p>Yolande Burgess, Strategy Director, London Councils</p>
Learning together: Understanding the barriers that stand in the way of a more equitable funding ecosystem	New Philanthropy Capital	<p>Sarah Denselow, Principal: Effective Philanthropy, New Philanthropy Capital</p> <p>Daniel Seifu, Researcher, New Philanthropy Capital</p> <p>Lily Meisner, Researcher, New Philanthropy Capital</p>
Exploring tensions in philanthropy: A polarity management framework	Pears Foundation	<p>Amy Braier, Director, Pears Foundation</p> <p>Shoshana Boyd Gelfand, Director of Leadership and Learning, Pears Foundation,</p> <p>Bridget Kohner, Deputy Director, Pears Foundation</p> <p>Rhodri Davies, Philanthropy Expert in Residence, Pears Foundation</p>
Investing in the Future: Empowering Black researchers and designers to address health inequalities	Impact on Urban Health	<p>Tayo Medupin, Design Strategist, Hello Brave</p> <p>Michael Ojo, Black Design Guild</p> <p>Radhika Byron, Portfolio Manager, Impact on Urban Health</p> <p>Amelia Woods, Freelance Facilitator and Social Researcher</p>
Levelling the playing field for participation	Barking & Dagenham Giving and Islington Giving	<p>Anne Shewring, Programme Director, Islington Giving/Cripplegate Foundation</p> <p>Cameron Bray, Head of Learning and Participation, Barking & Dagenham Giving</p>
Supporting communities in times of crisis: Experiences from Together for London	London Community Foundation	<p>Sam Fox, Head of Grants and Impact, London Community Foundation</p> <p>Emma Chapman MBE, General Secretary, In-Deep Community Task Force</p> <p>Rita Wahid, Managing Director, Aishah Help</p> <p>Rich McStraw, Fundraising Director, StandOut Programmes</p>

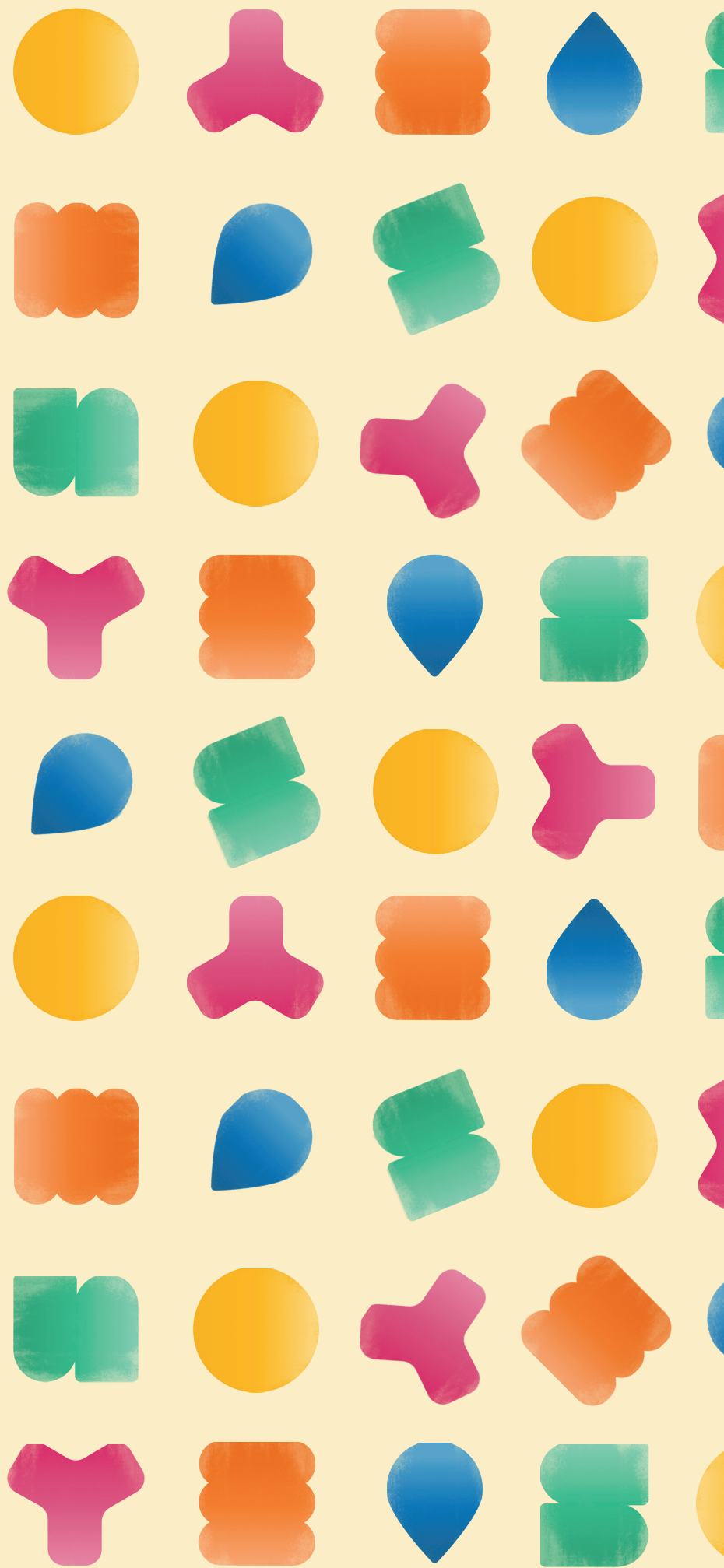
Session	Organiser	Speakers
Swamps, bridges and the road to data maturity: What we can learn from data journeys research	Superhighways	<p>Kate White, Superhighways Manager</p> <p>Alice Linell, Data and Evaluation Adviser, Superhighways</p> <p>Sorrel Parsons, Digital Adviser & Training Manager, Superhighways</p> <p>Karen McLean, Superhighways</p> <p>Clare Chamberlain, Support, Superhighways</p> <p>Nissa Ramsay, Researcher, Superhighways</p>
Playful Communities: The role of positive play in creating healthier, happier, and more connected neighbourhoods	Clarion Housing Group	<p>Sarah Mitton, Age Friendly Communities Manager, Clarion Housing Group</p>
Building healthy communities	The National Lottery Community Fund	<p>Farah Dualeh, Programme Manager, Women's Inclusive Team</p> <p>Alex Hayes, Head of Funding (Strategic Programmes), The National Lottery Community Fund</p> <p>Alison Robert, Partnerships Manager, Tower Hamlets Council for Voluntary Service</p>
Turning the dial on accountability	Institute for Voluntary Action Research	<p>Elaine Wilson, Head of Learning and Development, Corra Foundation</p> <p>Nav Mirza, Chief Executive, Dads Unlimited</p> <p>Keeva Rooney, Researcher, Institute for Voluntary Action Research</p>
Creating systemic change in service-delivery	The National Lottery Community Fund	<p>Sue Ormiston, EU Programme Manager, The National Lottery Community Fund</p> <p>Brendan Ross, London Skills and Employment Manager, St Giles Trust</p>
Three is the magic number: Collaborating to address the exploitation of migrant workers in London	Citizenship and Integration Initiative (a pooled fund held by Trust for London)	<p>Klara Skrivankova, Director of Grants, Trust for London</p> <p>Tamara Smith, Senior Project Co-ordinator (Insecure Immigration Status), Greater London Authority</p> <p>Geraldine Blake, Co-ordinator, Citizenship and Integration Initiative</p>
Learning: What do we really mean and what does it take?	Collaborate CIC	<p>Lewis Haines, Head of Practice, Collaborate CIC</p> <p>Dawn Plimmer, Director of Practice, Collaborate CIC</p> <p>Ezechias Ngendahayo, Community Engagement Manager, Refugee Council</p> <p>Chris Manion, Head of Grants, British Science Association</p> <p>Lewis Hou, Science Ceilidh</p>

Session	Organiser	Speakers
Strategic data usage for equitable decision-making	City Bridge Trust	Ruth Feder , Head of Impact and Learning, City Bridge Trust Emma Horrigan , Data Analyst, City Bridge Trust
Action learning for London's funders	Youth Music	Carol Reid , Programme Director, Youth Music
Turning ambition into action	London Funders	Nezahat Cihan , Chief Executive Officer, London Legal Support Trust Paul Roberts , Chief Executive, LGBT Consortium Ali Ahmad , Programme Manager, The Ubele Initiative Alice Wilcock , Assistant Director (Civil Society and Sport), Greater London Authority
What we've learnt from grantees about the shift to hybrid service delivery and the implications for us as funders	Access to Justice Foundation	Shabana Aslam , Grants Director, Access to Justice Foundation Ceri Hutton , Social Justice Research, Evaluation and Consultancy Lucy Williams , Advice Service Manager, Citizens Advice Caerphilly & Blaenau Gwent
Involving young people in strategy: Lessons learnt from the Co-op Foundation	Young Changemaker	Claire Muhlawako Madzura , Young Changemaker Dr Asimina Vergou , Head of Learning and Impact, Co-op Foundation Andy Mortimer , Head of Communications, Co-op Foundation
Why restrict grants?	Director, Institute for Voluntary Action Research	Amy Briar , Director, Pears Foundation Edmund Kung , Director, Sport4Health Hansa Raja-Jones , Founder, Holding Space Ben Cairns , Director, Institute for Voluntary Action Research
Integrated Care Systems: What are they? How can we align with them?	London Funders	Chris French , Associate Director, London Funders Tal Rosenzweig , Director of Voluntary Sector Collaboration & Partnerships, SE London ICS Katy Nex , Associate Director, Social Finance
Responding to the cost of living crisis: Practical solutions and long-term opportunities	National Lottery Community Fund	Nick Smith , UK Knowledge and Learning, The National Lottery Community Fund Sarah Watson , Senior Strategy Advisor and Head of UK Knowledge and Learning, The National Lottery Community Fund Sue Neville , Funding Manager, The National Lottery Community Fund

Session	Organiser	Speakers
Building Resilient Teams: Strategies for fostering equitable work environments	City Bridge Trust	<p>Julia Mirkin, Funding Manager, City Bridge Trust</p> <p>John Williams, Project Manager, Renaisi</p> <p>Ollie Brown, Senior Project Manager (Research & Evaluation), Renaisi</p>
Working Together for Social Impact: How Lightning Reach and the Social Innovation Council streamlined access to financial support	Lightning Reach	<p>Hannah Canner, Marketing & Partnerships Manager, Lightning Reach</p> <p>Robby Ogilvie, UX/UI Designer, Lightning Reach</p> <p>Cat Illingworth, Charity Consultant (former Operations Manager at the Smallwood Trust)</p> <p>Claire Donovan, Head of Policy, Research & Campaigns, End Furniture Poverty</p>
Lessons from the Violence Against Women and Girls grassroots fund: Insights and reflections	The London Community Foundation	<p>Sarah Easby, Head of Grants and Impact, The London Community Foundation</p> <p>Nimat Jaffer, VAWG Programme Manager, The London Community Foundation</p> <p>Lisa Le Masson, Mayor's Office for Policing and Crime (MOPAC)</p> <p>Susan Price, Mayor's Office for Policing and Crime (MOPAC)</p> <p>Nairat Ali, Junior Consultant, The Social Innovation Partnership</p> <p>Juliana Rondon, Strategy and Organisational Development Director, Respeito</p> <p>Queen Ekuerhare, President, Flashy Wings Ministry</p> <p>Amtal Rana, CEO, Kiran Support Services</p>
Exploring the impact of unrestricted grants: Tools and approaches for monitoring and evaluation	Lloyds Bank Foundation	<p>Alex Van Vliet, Research and Learning Manager, Lloyds Bank Foundation</p> <p>Aaliya Ali, Research and Evaluation Officer, Lloyds Bank Foundation</p> <p>Emma Tregear, Manager for South East and London, Lloyds Bank Foundation</p>







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