



JOHN LYON'S CHARITY



The Next Five Years: 2023 and Beyond



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1. EXECUTIVE SUMMARY



TO TRANSFORM THE LIVES OF CHILDREN AND YOUNG PEOPLE TO LEARN, GROW & DEVELOP THROUGH EDUCATION.

VISION

- To transform the lives of Children and Young People to learn, grow & develop through **education**

MISSION

- Education is at the heart of John Lyon's Charity because it enables us to have the greatest possible impact on Children and Young People in our Beneficial Area. As an independent grant-giver we champion through thought leadership and work in partnership to create systems change for the wider benefit of the Children and Young People and Education sectors.

VALUES

- John Lyon's Charity is a **collaborative** funder, working with grantees, government and trusts and foundations to ensure the needs of the Children and Young People and Education sectors are at the forefront of how we grant.
- We are an **independent** funder, we do not fundraise, and we do not bid for government contracts to provide services. We are apolitical and non-religious. This allows us to judge applications on their own merit.
- We are a **flexible** funder; we aim to be nimble in how we grant. We afford organisations with the space to think strategically, to experiment, to adjust and to have time for reflection.
- We are an **ambitious** funder and see our relationship with grantees as partnerships. Our aim is to be ambitious for the organisations we work with and aim to instil confidence in them. We are dynamic and passionate about who and what we fund. We also put the fun into funding by focusing on what children and young people need rather than responding to trends.

OBJECTIVES

- To improve the life chances of children and young people through **access to education** and learning they might not otherwise have had.
- To be an **inclusive** funder by providing **educational** opportunities for children and young people regardless of faith, ethnicity, gender or special need.
- To build **capacity** for the CYP and **Education** sectors and its organisations.
- To promote **collaboration** between organisations to best serve the CYP and **Education** sectors.

WHY DO WE NEED A STRATEGIC REVIEW NOW?

There are both 'push' and 'pull' factors as to why we need to take stock and think about the future strategic direction of the Charity. This will require the Charity to continue to be both proactive as well as responsive.

INTERNAL RATIONALE:

- The Charity last completed a strategy review in 2017/18. Since then, the Charity has grown, the economic landscape has changed, and we need to ensure we have the vision, mission and objectives that are fit for purpose for the next five years.
- There is a desire to work closer as an **educational** foundation to enable us to have more clout, influence and greater prominence (the sum is greater than its parts). Looking at our grants and grantees through a tighter educational lens will allow us to achieve this.

- The demand for our funding is increasing and our staff are already stretched managing over 500 grants. We cannot fund everything in the CYP sector.

EXTERNAL RATIONALE:

- The impact of a shrinking welfare state caused by the effects of austerity, Covid-19 and a Cost-of-Living crisis is threatening the sustainability of the CYP sector in our Beneficial Area.
- The funding landscape is changing towards greater collaboration, sharing of resources and research. Our stature has increased over the past five years, and we now have the opportunity to cement our place as a leader in systems change for the sector.
- There is an increasing need to refine our focus to ensure the biggest impact in light of the current landscape.



KEY CHANGES PROPOSED

FOCUS:

- A tighter **educational** focus to inform grants chosen to align with our wider Foundation strategy.
- Expansion and implementation of learning and evaluation to better assess impact and outcomes of grant giving.
- As a thought leader and collaborator with government and the Trusts and Foundation (T&F) sector.

PROGRAMME AREAS:

- Streamline from eleven to four.

BURSARIES:

- Continue to fund a small number of 100% bursaries at the two Foundation Schools and Christ's Hospital School.

GRANT PERIOD:

- Increase maximum duration for Main Grants from three to up to five years; security of funding is key in the CYP and Education sectors.

GRANT SIZE:

- Increase in average Main Grant size from £30K p.a. to £40K-£50K p.a.
- Increase in average Schools in Partnership Grant size from £50K p.a. to £60K p.a.
- Increase in SHAF Grant from £4K to £5K.

GRANT FUNDS:

- Introduction of a Refurbishment Fund.
- Introduction of a Gateway Fund for organisations new to the Charity.
- Removal of Small Grants Fund

GRANT NUMBERS /TYPE:

- Fewer, larger, longer grants to be awarded

2. CONTEXT I: THE CHARITY'S UNIQUE APPROACH TO GRANT-MAKING

The Charity's unique approach to grant making is born out of over 30 years of working with fixed parameters; the nine boroughs of the Beneficial Area (BA), and the focus of working with young people. These two requirements make the Charity different from other national or more generalist funders and guides the Charity in its thinking. The Charity's BA forms a constituency of young people that is unique in its make-up: it has four outer London boroughs and four inner London boroughs with a mix of inner-city wealth and poverty, including the wealthiest borough in the country, but also child poverty, in areas of North Westminster/South Brent higher than inner Glasgow and Liverpool.

Very few parts of the world rival London for the sheer scale of ethnic, linguistic and religious diversity and the North-Western part of London, that the Charity operate in, is the most diverse of all. By most measures of diversity, the London Borough of Brent is the most ethnically diverse in the UK and Harrow is the most religiously diverse borough in the country. The BA is in many ways the arrival lounge of the country, very often the first place that new waves of migrants come. This has shaped the structure and make-up of the voluntary sector in the BA, with a much higher proportion of groups serving these communities.

Whilst the Trust and Foundation sector has for years been trying to reach BAME led grassroots groups, the nature of the Charity's grant making and its investment in supplementary education over a number of years means the Charity has already built significant trust from these communities which has led to substantial impact for young people from the Charity's grants.

For a number of years now the Trust and Foundation world have been discussing how to deliver funding in *place* while also delivering relational grant making. These

are two values that the Charity has consistently held as imperative to how it operates. The Charity has developed longstanding relationships with local communities, who in turn value the Charity as a key local stakeholder and an important part of the local funding ecology. As national funders look at ways to be close to their grantees, the Charity already has strong bonds with its grantees. Hence, our mantra of undertaking 'grant making by walking about', boosted by the work of the YPFs, has given the Charity a recognisable brand in the sector and in the Beneficial Area.

This closeness to the groups and end users does, however, create its own challenges. For many groups, securing a grant from the Charity is the difference between survival and closure. The austerity of the last 12 years has led to a number of the groups that used to deliver services in the BA closing with the end of public funding. What is left is a sector that is primarily made up of small and medium size organisations. Over the last three years, 66% of the organisations funded by the Charity had incomes of under £1M.

The Charity has always worked hand in hand with grantees to ensure their applications are fit for purpose. Organisations within the BA are able to cope with the shifting priorities of other Funders knowing that the Charity's remit of **place and CYP** remains. This will clearly continue, but with a tighter focus on **education** as well. We recognise that we cannot fund every CYP group in today's economic climate. Hence, by viewing applicants with this stricter educational lens we will concentrate on those organisations that we believe can be robust, resilient and sustainable for the sector in our BA. We won't push organisations to expand when it's not appropriate. But where we see opportunity, will look to build capacity for an organisation and the sector as a whole.

We also recognise that we need to be mindful of the funding ecology within our BA because over the past 30 years we have shaped funding of the sector significantly. We have seen that groups which are closer to the people better serve them and are better at working with and understanding the challenges that communities face.

The Home-School-Community (HSC) strategy was launched in response to the pandemic to strategically distribute funds to strengthen the resilience of the CYP sector in our Beneficial Area. HSC has allowed the Charity to test out new ways of funding in response to the challenges of austerity and Covid. Crucially, this has been in addition to our 'usual' grant making. Since launching in April 2021, a lot has been learnt and our learning partner Renaisi is helping us to take stock of what has been delivered, refine the HSC programme where needed, and inform our overarching Strategy to consider:

- accessible funding for small organisations
- collaboration and cross-sector working
- long-term approaches to funding
- giving the organisations we fund more of a 'voice'.

The Charity has the privilege of a large, diverse voluntary sector within its Beneficial Area, and it has refined its grant making over the many years to reflect this. As we move forward with a new strategy our aim is to have the biggest impact possible on the CYP and Education sectors by utilising the skills and knowledge of the wider Foundation family. The next chapter for the Charity and the Foundation's philanthropy will be exciting, meaningful and create a positive transformation for Children and Young People over the next five to ten years.



3. CONTEXT II: THE CYP LANDSCAPE

A NEW REALITY FILLED WITH CHALLENGES

Relative child poverty has increased by 3 percentage points – the most sustained rise in relative child poverty since the early 1990s. With inflation forecast to hit 18% in March 2023, the current Cost-of-Living crisis is seriously affecting British families.

School spending per pupil in England fell by 9% in real terms between 2009–10 and 2019–20. This represents the largest cut in over 40 years and is having a likely widening of educational inequalities.

Many children and young people have a complicated home life that results in a lack of home support systems. HSC Evaluators, Renaisi, have evidenced that there is violence and threats that young people face to their safety, as well as vulnerable children and young people being groomed to be involved themselves in violent crime and gang activity. Furthermore, there are challenges in supporting children and young people's mental health. Particularly notable is the provision of mental health services, impacts of Covid-19 and isolation, as well as specific challenges around dealing with the impact of social media.

Covid-19 and the Cost-of-Living crisis have exacerbated nearly all challenges, and further threatens sustainability of organisations in this space. There is a distinct lack of opportunity and access to provision for young people. Services which took a hit during the pandemic are now struggling to bounce back. This has put a lot of pressure on schools and the voluntary sector and is particularly true in deprived areas.

More widely, there has been a tendency in the past to fund much larger organisations at the expense of community groups. This further impinges on the ability of small Children and Young People organisations to have the financial stability they require to thrive.

What remains however, is the need for young people to have a safe space to go beyond their own homes and schools. The importance of a peer group structure, beyond the home, is paramount, yet is least invested in by other funders. Young people need a safe environment where they can socialise and receive opportunities to develop and learn.

RESPONSES FROM THE T&F SECTOR

The Trust and Foundation Sector is responding to an increasingly challenging world and it often pushing itself to be better. Conversations frequently take place within the T&F sector regarding the duration of grants, unrestricted grants, the rate of spend.

There is a strong appetite for a significant shift to reduce the burden on grantees and make their ability to access funding as easy as possible. The Charity has been working closely with London Funders following the Covid-19 emergency response to shape collective and collaborative funding outside of emergencies. Propel launched in Autumn 2022, with the first round of funding awarded in Spring 2023.

A greater awareness and commitment to Equity, Diversity and Inclusion means that an increasing number of our peers are committing time, money and effort to ensure how they operate and how they give grants is following good EDI practice. This includes publishing data on grant spend, allocation and operation for complete transparency.

4. LIVING OUR VALUES

LEADING FROM THE FRONT

There are a number of working practices the Charity advocates that are now commonly recognised as exemplars within the T&F sector. This places the Charity as a leader and trusted friend in the sector.

- Its commitment to place-based funding offering 'grantmaking by walking around' is rare in the T&F world yet proven to be effective. Other funders turn to us for references on our grantees and others are now turning to place-based funding.
- Since its inception, the Charity has advocated for the importance of core costs. More than ever before, T&Fs are turning to consider funding what is vital.

The Charity has long been a proponent of investment in systems change and local infrastructure. Examples include the Charity's approach to Emotional Wellbeing in schools (with collaboration between local schools, charities and the Local Authority), piloting new ways of working (the Excluded Programme is supporting new ways to help schools and pupils navigate without permanent exclusions) and the establishment and replication of the YPF Model which has introduced the Charity to new audiences nationwide.

Establishing new programmes like these underpins the Charity's commitment to wider community engagement and its ability to act as an advocate and to champion local community voices.

We will increase our visibility amongst funder panels, grantees and government by committing to fund research and best practice in the CYP sector (e.g. Propel, Foundation Practice Rating), that gives the Charity a voice in shaping the sector for the future.

THE CHARITY AS A THOUGHT LEADER

The Charity works incredibly closely with YPFs and this gives the Charity a valuable and effective platform from which to influence wider policy and further build its reputation in the sector as an innovator and 'Thought Leader'.

The role that the YPFs are playing nationally in setting the direction of both Youth Policy and local collaboration more generally is significant and it is reshaping the sector far beyond the Charity's own Beneficial Area.

Most recently the DCMS has provided £250,000 to the YPF Trust to establish ten new YPFs in 'Levelling Up' areas around the country. It is now fair to say that the Charity's model for how to organise children and youth services at a local level has become the preferred model nationally.

The learning and tools garnered from the process of establishing new initiatives such as the YPFs will be harnessed to support the Charity's ambition to reinforce change in other priority areas in the CYP sector (e.g. Arts education). This is about providing capacity building for the sector.

Going forward, the Charity, with its independent, credible and trusted voice, can build upon its track record, ensuring that it becomes an increasingly recognised voice representing the whole CYP sector, not just within London.

The introduction of a Learning & Evaluation Manager will enable the Charity to better understand the impact of its grants, what works/doesn't work, and use this to inform other grant-makers.

EQUITY, DIVERSITY & INCLUSION

One of our objectives is to be an **inclusive** funder by providing educational opportunities for children and young people regardless of faith, ethnicity, gender or special need.

The Charity seeks to achieve this through equity in its grantmaking. Widening our knowledge and deepening our understanding of EDI will result in increased empathy and improved relationships with our grantees and the children and young people they serve.

Cultivating and sharing learning within this area has been part of the Charity's work for years, demonstrated through initiatives such as Perspectives - which focuses on best partnership practice within the arts, schools and music hubs for children and young people with special educational needs and disability - and the ongoing support provided to small, Black-led community organisations and supplementary schools.

Effective EDI should be sewn into the fabric of everything the Charity does. It is a continuous journey, evolving to meet the needs of the children, young people and charities in its Beneficial Area.

We will learn and expand our knowledge through open, honest and sometimes challenging discussions with our colleagues, Trustees, Grantees, those who are directly impacted by our work and with other Trusts and Foundations.

To support our commitment, we will also undertake training and development facilitated by external EDI experts. John Lyon's Charity will make changes; EDI will be at the heart of our decision making.

Our ambition is that this will help us to become an even stronger organisation and grant-maker, and that we can continue to lead by example.

5. i FIT FOR THE FUTURE: WHO?

The Charity supports organisations serving children and young people from birth to 25 years old.

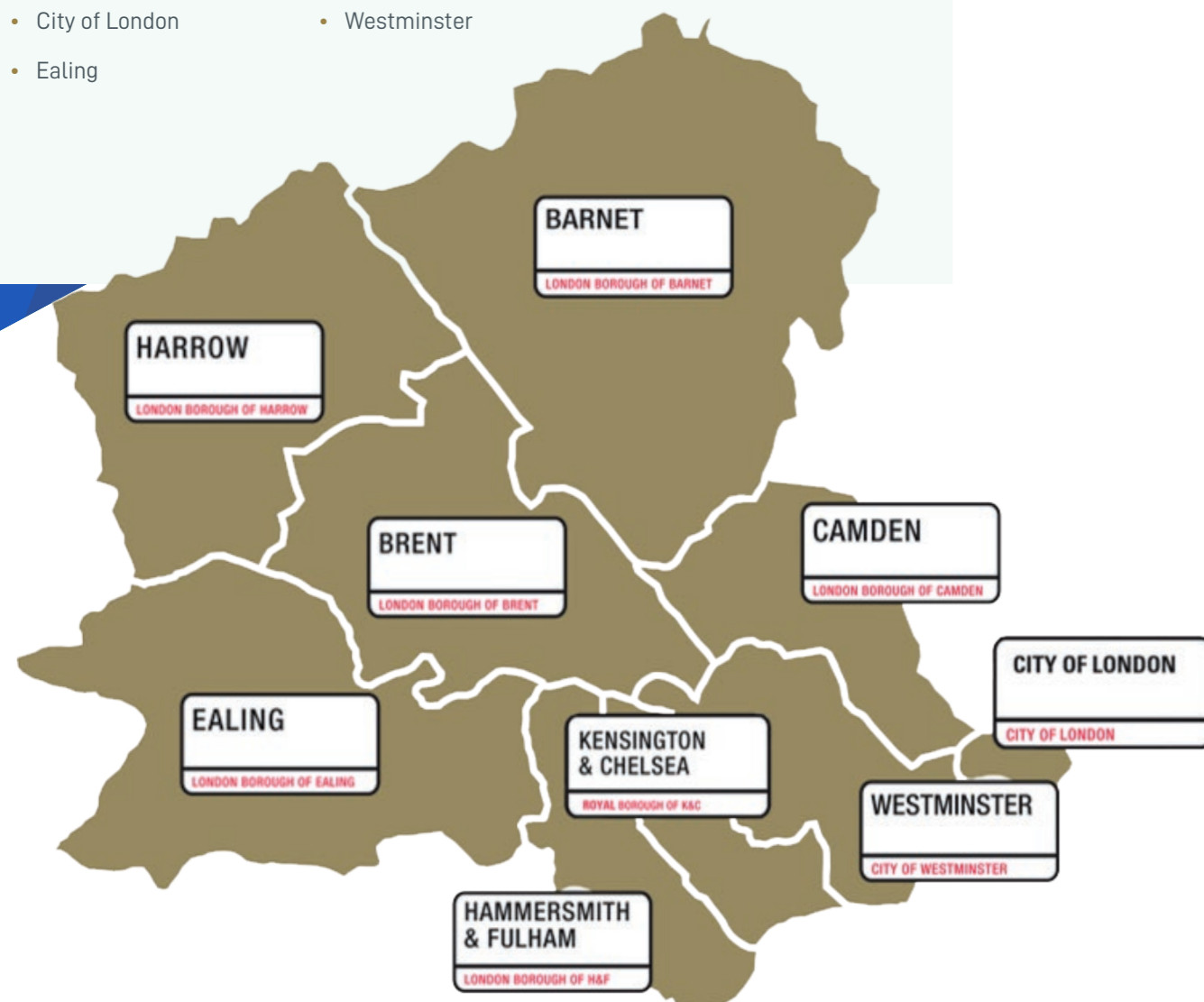
For those with special educational needs/disabilities and young people who experience particularly complicated experiences growing up, the Charity will support up to the age of 30. This could include care leavers, young offenders and young people with diagnosed mental health issues.



5. ii FIT FOR THE FUTURE: WHERE?

The NINE northwest London boroughs comprising the Charity's Beneficial Area:

- Barnet
- Brent
- Camden
- City of London
- Ealing
- Hammersmith & Fulham
- Harrow
- Kensington & Chelsea
- Westminster



5. iii FIT FOR THE FUTURE: WHAT?



FORMAL EDUCATION:

Education which takes place within the school or is directly linked to the curriculum, academic performance, or future careers.



INFORMAL EDUCATION:

Often outside of a school setting, opportunities which teach young people the skills they need to excel in education and in life. Broad personal development, skills acquisition and learning.



ACCESS TO EDUCATION:

Support which allows children, young people and families to engage with opportunities that level the playing field and ensures they can thrive and achieve educationally. School readiness, parental engagement, stable and healthy home lives.



CAPACITY BUILDING:

Necessary to enable organisations to respond and deliver to the needs of children and young people in the most effective way possible.

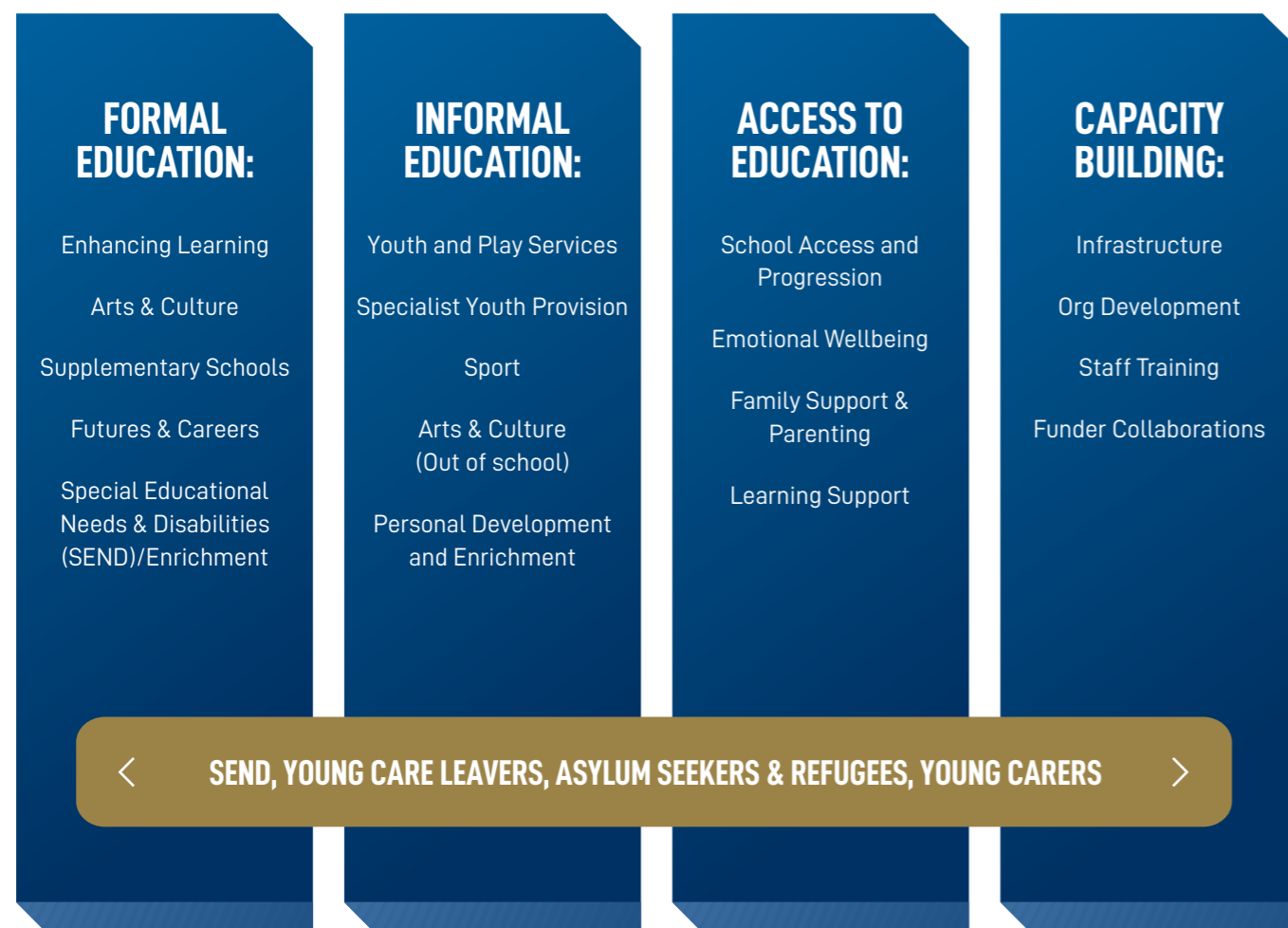
< SEND, YOUNG CARE LEAVERS, ASYLUM SEEKERS & REFUGEES, YOUNG CARERS >

5. iv FIT FOR THE FUTURE: THE FOUR PROGRAMME AREAS

All successful applications would need to demonstrate how they align to one of the four new Programme Areas, as outlined below. These would replace the Charity's existing eleven Programme Areas.

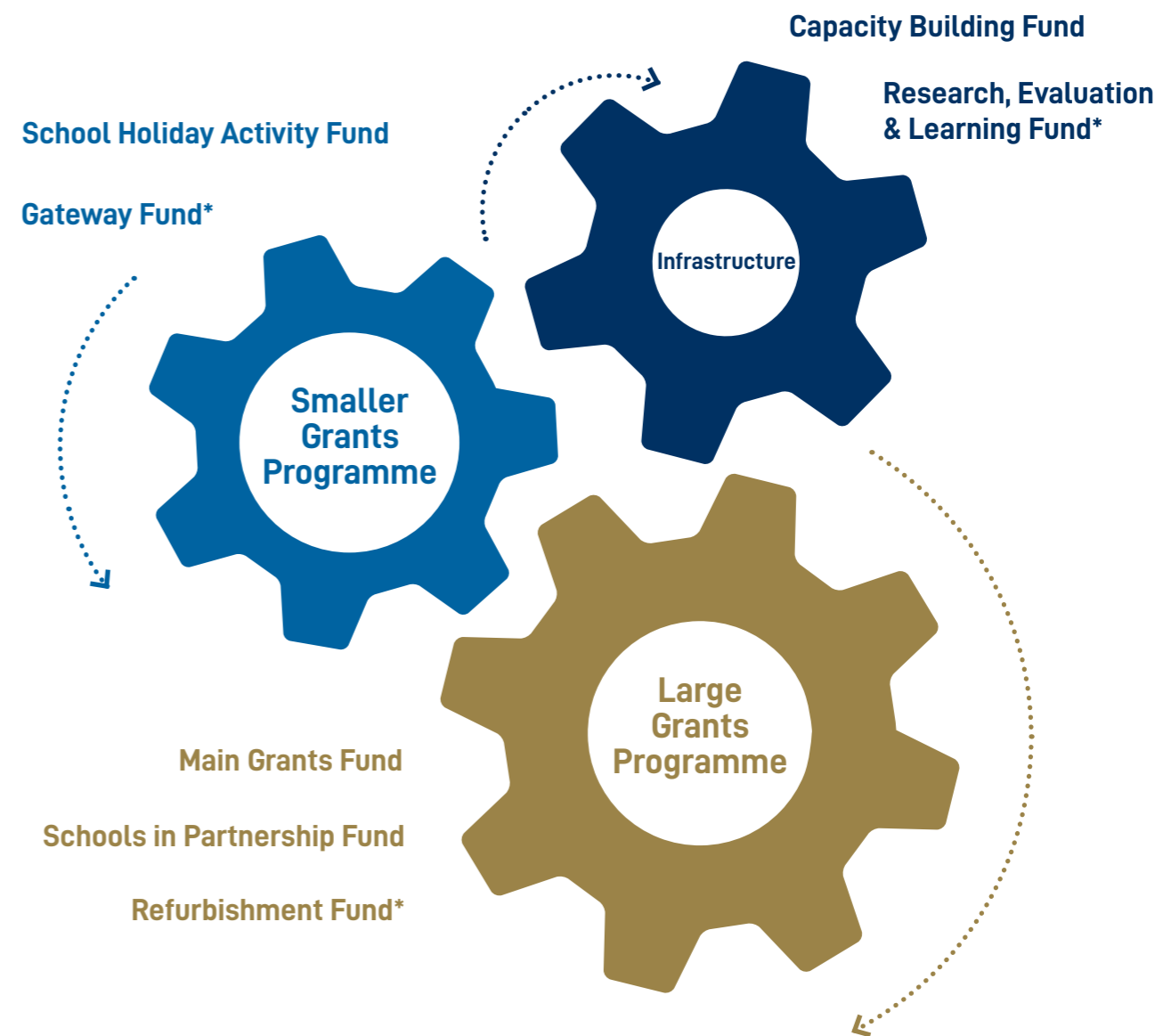
This streamlining of the Charity's Programme Areas will provide a tighter focus on education and allow for greater clarity for applicants.

The Charity's focus on specific educationally disadvantaged groups including, but not limited to, SEND young people, Children Looked After, Asylum Seekers and Refugees and Young Carers will continue to exist across all these areas.



5. v FIT FOR THE FUTURE: GRANT FUNDS

This updated strategy would still be delivered through many of the existing mechanisms the Charity has in place. This is important as, not least, it would retain access to 30 years of data that can continue to be mined. This strategy would be delivered through the Charity's Principal Grants Programme, consisting of three strands:



* Denotes new fund

5. vi FIT FOR THE FUTURE: GRANT FUNDS IN DETAIL

LARGE GRANTS PROGRAMME

MAIN GRANTS FUND

DURATION

We understand that security of funding is fundamental to charities. Several of our peers have started to award grants of up to five years, and we believe this would be a positive step for John Lyon's Charity to take. Longer term funding will enable grantees to focus on their core business without having to worry in year two that they need to apply for funding again.

Hence, from 1st April 2023, where appropriate, the maximum duration of the Charity's grants will increase from **three to five years**. For those with a five-year commitment, the Charity will continue to review the grant after three years as an opportunity to learn and take stock – for both JLC and the grantee.

Longer term commitments will impact on the amount of new spending available to the Charity each year. Therefore, we need to be mindful that longer duration grants will lead to fewer (but longer) Main Grants being awarded.

VALUE / SIZE

The average size of our grants has been circa £30,000 p.a. over the past five years. However, in light of the impact of austerity, Covid and the Cost-of-Living crisis (with imminent further public spending cuts ahead), we propose increasing the average grant size p.a. to circa **£40,000 to £50,000**.

We will ensure that organisations are awarded an appropriate level of funding for their size and needs. This is in recognition of the complexion and need of the groups in the Charity's Beneficial Area, which whilst presenting numerous opportunities for the Charity to fund in line with its ambition (fewer and larger grants), nevertheless is home to important grassroots community organisations that fill the gaps and are effective on a smaller scale. There may be a handful of vital charities for whom £30K p.a. is the top end of what they could receive in grant. While this will not be our primary focus, it will ensure we keep the funding ecology in our Beneficial Area healthy.

The impact for grantees is clear: **it would mean an increase in the average total grant from £90,000 over three years to a maximum of £250,000 over five years**. Again, the increase in Main Grants spend each year will lead to fewer (but larger) grants being awarded, to maximize the impact on our Beneficial Area.

It must also be recognised that austerity, Covid-19 and the current Cost-of-Living crisis has put inflationary pressures on grantees. It would therefore be a natural assumption to expect grant sizes to increase in response to these challenges and to expect that applicants ensure they are including inflation increases in their forward budgetary planning.

While the grant size will depend on the size, scale and need of grantees, our aim is to help those who have the capability and capacity to have a fundamental impact in their area of focus.

Not every grantee or applicant will be established or large enough to strategize for a five-year period and to receive such large grants. Our aim is to encourage organisations, work alongside them and get them to the point where security for the long term is no longer a pipe dream. Smaller and newer organisations will be encouraged to apply for a Gateway Grant as their first grant from us (see next section).

SCHOOLS IN PARTNERSHIP (SIP) FUND

In recognition of the squeeze on education budgets and the increasing pull on the Charity towards areas which are predominantly statutory/school responsibility, the Charity will refine its Schools in Partnership Fund into three core strands which are clearly delimited from the everyday educational provision. Schools will be encouraged to work together in groups and cluster arrangements (a minimum of two schools), maximising limited resources to impact a larger number of children and the sharing of best practice.



DURATION

Currently, we offer grants over three years. As with Main Grants, longer term funding for schools in the three specific areas below will allow them to focus on building sustainability rather than having to adhere to a shorter grants cycle. **Hence, where appropriate, we will start to award grants up to five years.**

VALUE / SIZE

We currently offer grants up to a maximum of £50,000 p.a. Going forward, we will offer up **to £60,000 p.a. for up to five years.** This will lead to larger SiP grants being awarded, which will allow an increase in the number of participating schools in a cluster, helping to have the biggest possible impact.

- Grants will be awarded in the following areas:
- School Access and Progression
- Emotional Wellbeing
- Arts & Culture
- Special Educational Needs and Disabilities (SEND)/Enrichment

REFURBISHMENT FUND

Since the onset of the pandemic, John Lyon's Charity has worked hard to respond to the crisis as quickly as possible to ensure our groups could continue delivering their vital services. Now, as the world adapts to the "new normal", we begin to look long-term, specifically targeting vulnerable groups most severely impacted by the pandemic.

Informed by our Home School Community strategic response, the Charity recognises the growing demand for community buildings, youth clubs etc. to be fit for purpose. The Charity anticipates increased demand for energy efficiency (e.g. new condensing boilers), DDA compliance / accessibility, particularly as the Cost-of-Living crisis takes hold. The Refurbishment Fund has a particular focus on renovation and repair. Organisations can apply for a grant towards the one-off refurbishment costs to the space(s) they deliver their services to young people from.

Organisations can apply for one of the two single-year grants available within this Fund:

- Refurbishment Small Grant – **up to £10,000 available**
- Refurbishment Main Grant – **up to £35,000 available**

These grants will focus on the spaces used by young people (e.g. fixing a leaking roof, not creating a new build). Organisations that have received funding from John Lyon's Charity in the past and/or are being funded by JLC at the current time will be eligible, with priority given to multi-use venues. Organisations must have at least a minimum two-year lease or equivalent for a Small Grant or a minimum five-year lease for a Main Grant. The building/venue must be used predominantly for the delivery of Children and Young People's (CYP) activities.

Specifically, the Refurbishment Fund can be used for:

- Minor or essential maintenance to a building such as re-wiring, roof repairs or plumbing.
- Small refurbishments such as upgrading kitchens, toilets or communal/delivery spaces.
- Upgrading or refurbishing indoor or outdoor activity spaces.
- Making spaces accessible to users.
- For Refurbishment Main Grant applications, the total cost of the project *including* the contribution from John Lyon's Charity must not exceed £100,000

This Fund cannot be used to purchase/renew equipment. The refurbishments should be for delivery/service users' space and no other spaces such as offices. We will also not consider making retrospective grants or grants made towards works which have already begun. Priority will be given to smaller organisations with a turnover of under £500,000, and hence schools will not be eligible to apply.

SMALLER GRANTS PROGRAMME GATEWAY GRANTS FUND

This will replace the Charity's Small Grants Fund which currently offers £5,000 one off grants to new and small organisations. While this was the 'pipeline' which allowed organisations to develop before progressing to the Main Grants Fund, we believe that requests of this size from small organisations should now be directed towards the Young People Foundations (YPFs). The YPFs were set up to fund and support smaller charities in our Beneficial Area, and this is where we should be encouraging small organisations to apply.

However, we recognize that a five-year grant of £50,000 will not be appropriate for some organisations new to the Charity. Hence, we will create a **Gateway Fund**. This will be for charities who are at the beginning of a journey with us, and where we see the possibility to help them fulfil their potential, with the intention of eventually supporting them to progress to the Main Grants Fund.

VALUE / SIZE

With that in mind, we will introduce Gateway Grants of **£10,000 to £20,000 p.a.** to a select number of organisations in the Charity's Beneficial Area, most of whom will not have received funding from the Charity previously.

DURATION

The duration of the grant will be for up to **three** years. This will allow organisations to develop a relationship with us nurturing potential to progress onto the Charity's Main Grants Fund.

We are passionate about helping smaller charities to aim high. Many of the grantees we consider our greatest successes (Mama Youth, Primary Shakespeare Company, West London Inclusive Arts Festival are just a few of many examples), started life as small, innovative charities with a passionate individual and a small amount of money. For these organisations, we were their first and often only funder. What we could see in the early days, was a nub of an idea, a pocket of light that we believed was worth funding. Hence, while we want to have a greater impact in our Beneficial Area by granting more for longer, it is necessary to nurture organisations in their early days as they look to become exemplars for the future, as in the case of the projects listed above.



SCHOOL HOLIDAY ACTIVITY FUND (SHAF)

One of the Charity's most straightforward, but most successful grant funds, SHAFs will increase from **£4,000 to £5,000** in recognition of the increase in costs for staff and delivery. The SHAF is designed to enable organisations to deliver fun and accessible activities for children and young people during the school holidays. This includes all half-term breaks, Easter, Christmas and the summer holiday.

Organisations may apply for the running costs of holiday programmes that provide young people with activities in supportive and accessible environments. Activities include holiday drop-in activities, Arts activities, sports projects, family activities, trips out of London and camping trips.

Organisations will no longer be required to take a break after three years, though it will be made clear that repeat funding year on year is not guaranteed and will be subject to demand and availability of funds. To ensure equity in grant-making (with a focus on small grass-roots organisations) one SHAF per organisation per financial year will continue.

An annual commitment of c.£500,000 of the Charity's available funds is deemed to be an appropriate demarcation (c.100 grants per year).

JLC EXTRA CAPACITY BUILDING FUND

INFRASTRUCTURE

The Capacity Building Fund is the Charity's main mechanism to strengthen both the sector and individual organisations. We believe that all our grantees should have access to high quality Capacity Building opportunities to be able to grow and understand their organisation as effectively and efficiently as possible. Capacity building is valuable and important because of its many long-term impacts, such as strengthening confidence, skills, knowledge, and resources whether its internal or external to the organisation.

LARGE GRANTS

Given the Charity's commitment to the Young People Foundations, grants will be circa **£50,000 to £100,000** p.a. multi-year grants to these organisations.

MICRO GRANTS

Predominantly focused on capacity-building individual organisations, grants of up to **£1,000** will be available (though c.£500 is expected to be the norm).

They will only be available to current or recent grantees, through a short application process to minimise the burden on both applicants and the Charity.

Grants currently available include communications and learning and development. The Charity expects the range of these to increase in the coming years to include topics such as digital/technology upskilling, finance, mentoring, fundraising and strategy.

RESEARCH, EVALUATION & LEARNING (REAL) FUND

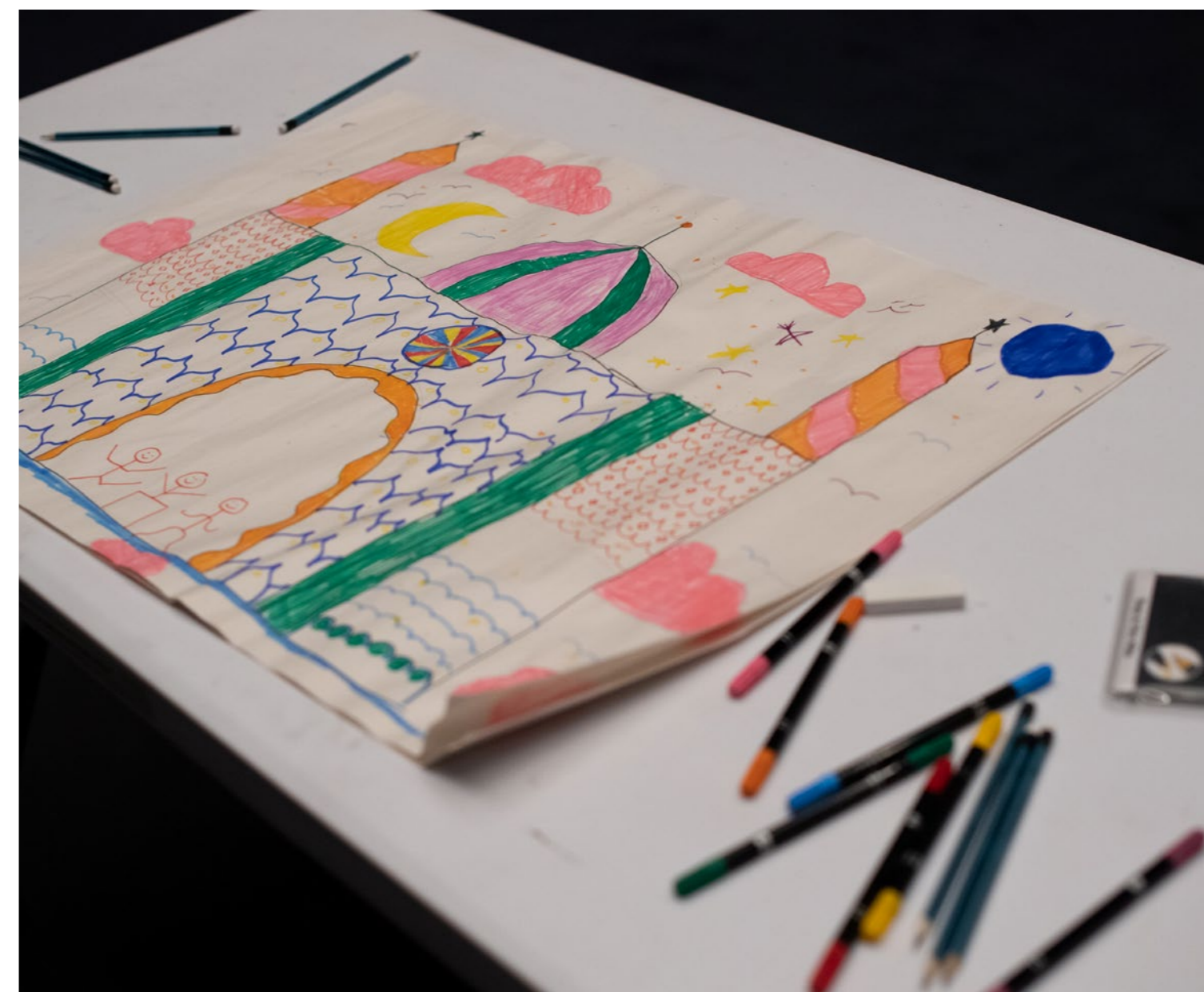
The Charity will create both a budget within OPEX (with a new post dedicated to this function) and a new grant fund towards REaL.

To be the best we can be, and make the best use of our assets, we need to be thoughtful and reflective. This is why learning – and being a 'learning organisation' – is critical: balancing data with intuition; combining evidence with instinct. By 'learning', we mean not monitoring, not impact assessment, not log frames, not descriptive reports, but proper focused consideration of truly mission-critical questions – about both strategy and practice – which lead to action.

We want to learn so that we and the organisations we work with can make informed and evidence-based decisions about how to be effective and have the greatest impact in our Beneficial Area.

This will ensure continued involvement in sector initiatives, including London Funders, ACF, IVAR, 360 Giving, Foundation Practice Rating.

Increased capacity will allow the Charity to restart its learning seminars, bringing organisations together to share best practice and learning. This will help the Charity to bolster its internal learning and provide confidence in the Charity's external voice and communications as a thought leader.



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