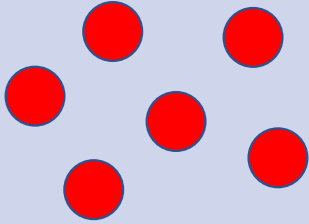
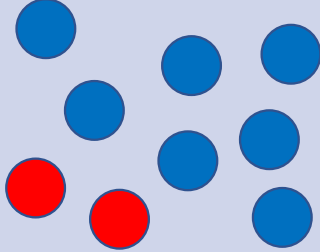



# Characteristics of Foundations

Summary of Trustee exercise for 2023 strategy development

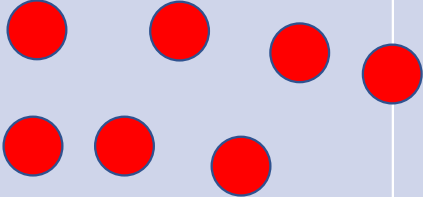
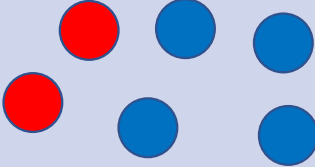
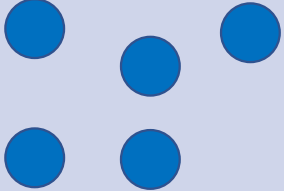
# Power and Control

Tension	Stabilisers	Modernisers	Transformers
<p><b>Power and Control</b>  <b>Centralised</b>  <b>Distributed</b></p>	<ul style="list-style-type: none"> <li>• Centralised decision making</li> <li>• Outcomes delivered for a community</li> <li>• Delivery models prescribed by grant making mechanism</li> <li>• Broadcast model for communication from the centre to frontline staff or grant recipients</li> </ul>	<ul style="list-style-type: none"> <li>• Experimenting with participatory grantmaking</li> <li>• Outcomes delivered with a community</li> <li>• Some flexibility of delivery and grantmaking models</li> <li>• Some decision-making devolved to frontline</li> </ul>	<ul style="list-style-type: none"> <li>• Decentralized decision making using digital technology</li> <li>• Outcomes delivered by a community</li> <li>• Flexibility of delivery and grant making models responsive to local needs</li> <li>• Peer to peer communications between foundation staff and grantees</li> </ul>
<p>Where do you stand?</p>			

# Power and Control - takeaways

- ❑ A clear interest in moving away from the more 'traditional' type of grant maker that we have been
- ❑ Already dipped our toes into making a small number of grants 'differently' and this appears to be something there is an interest in continuing to do and developing further
- ❑ Flexibility in our approach seems to be common theme across both columns with blue stickers
- ❑ Participatory grantmaking of some kind feels like an important theme to explore further


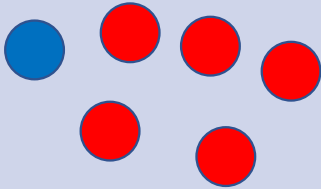
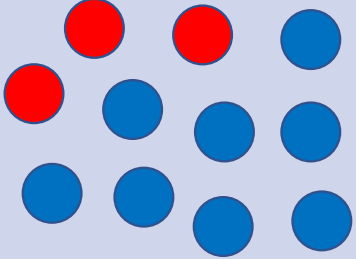
# Diversity

Tension	Stabilisers	Modernisers	Transformers
<p><b>Diversity</b></p> <p><b>Professional experience</b></p> <p><b>Lived experience</b></p>	<ul style="list-style-type: none"> <li>Professional and academic experience of foundation staff is prioritized</li> <li>Expert-led</li> <li>Strong influence from the family or founder</li> </ul>	<ul style="list-style-type: none"> <li>Efforts to introduce diverse voices and lived experience into decision making</li> <li>Awareness of the importance of diversity at senior leadership and board levels</li> </ul>	<ul style="list-style-type: none"> <li>Commitment to mirror the demographics and experience of beneficiaries among foundation staff and leadership</li> <li>Outreach and investment in people with lived experience as staff members and leaders</li> </ul>
<p>Where do you stand?</p>			

# Diversity - takeaways

- Answers clearly show that there is an appetite to do more in this area and move beyond our current approach
- Tapping into 'lived experience' is clearly important to people
- The involvement of experts by experience feels like an important element to build into our long term strategy – whether as Trustees or through involvement in other ways
- Future recruitment of Trustees should prioritise areas where there is under or no representation

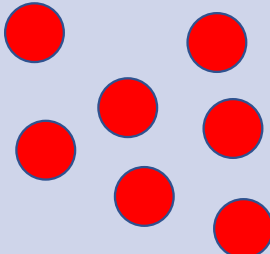
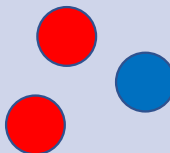
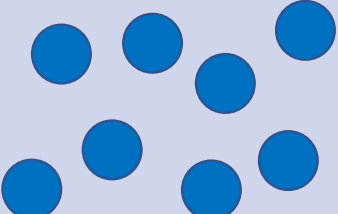
# Transparency

Tension	Stabilisers	Modernisers	Transformers
<p><b>Transparency</b></p> <p><b>Low exposure</b></p> <p><b>High exposure</b></p>	<ul style="list-style-type: none"> <li>• Transparency to confirm activity rather than challenge it</li> <li>• Compliance with regulatory reporting requirements</li> <li>• Little room for challenge or criticism</li> </ul>	<ul style="list-style-type: none"> <li>• Data and decision making published in an unstructured format</li> <li>• Transparency for transparency's sake</li> </ul>	<ul style="list-style-type: none"> <li>• Data published in a way that is useful and useable</li> <li>• Awareness of the limits and risks associated with data-purist approaches</li> <li>• Decision-making and strategy is public and open to challenge</li> </ul>
<p>Where do you stand?</p>			

# Transparency - takeaways

- ❑ This was an area where there was a clear view that we could do more – however there also seemed to be an awareness that this is an area that can have high-cost implications
- ❑ Sitting somewhere between holding a moderniser and transformer role appears to be the common consensus and this probably mirrors where we sit currently (with a little bit of stabilizer built in!)
- ❑ We already publish data through 360Giving and hope to use the website more and more to highlight the work we fund and our priorities and our rationale behind this.

# Role in public service delivery

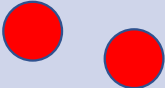
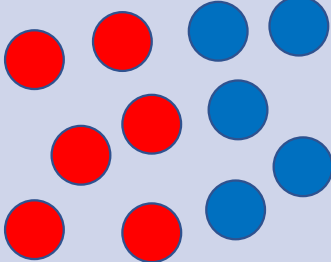
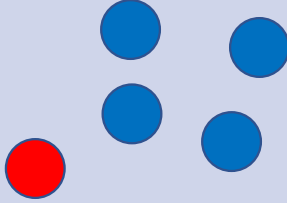
Tension	Stabilisers	Modernisers	Transformers
<b>Role in public service delivery</b> Safety net Test bed	<ul style="list-style-type: none"> <li>• Efforts to plug gaps in public service provision</li> <li>• Acceptance of current frameworks offered by the public sector</li> </ul>	<ul style="list-style-type: none"> <li>• Critical friend to the public sector, offering challenges and innovative ideas within existing delivery framework</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to advance public sector innovation through new delivery models and approaches</li> <li>• Desire to change the framework and terms of debate for problems addressed by the public sector</li> </ul>
Where do you stand?			



# Role in Public Service Delivery - takeaways

- ❑ A clear interest in supporting systemic change is evident in the way that people placed their blue stickers
- ❑ A willingness to consider new approaches to finding solutions to problems was also indicated. This could link into us reviewing the balance of proactive grant making (strategic grants that we identify) we undertake against reactive grant making (through open and advertised funding programmes)
- ❑ This also have the potential to link into identifying future social investments

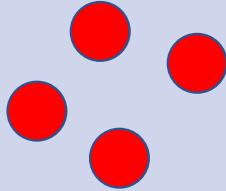
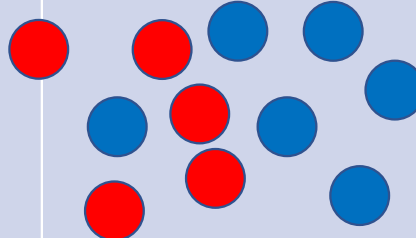
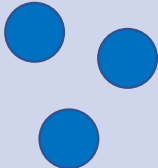
# Time horizons

Tension	Stabilisers	Modernisers	Transformers
<b>Time horizons</b> Near-term Long-term	<ul style="list-style-type: none"> <li>Focus on immediate needs of individuals and communities</li> <li>Cure rather than prevention</li> </ul>	<ul style="list-style-type: none"> <li>Main focus on existing needs of people and communities today</li> <li>Efforts to address structural and systemic change</li> <li>New technology to improve existing processes</li> </ul>	<ul style="list-style-type: none"> <li>Anticipation of future problems and focus on prevention</li> <li>Desire to address structural, systemic and political challenges</li> <li>New technology and processes to 'change the rules of the game'</li> </ul>
Where do you stand?			

# Time horizons - takeaways

- ❑ Again, there was a clear interest in supporting work that had a longer term and more systemic approach – however balancing pressure on assets against committing to long term relationships was flagged.
- ❑ This also links into anticipating future problems which would align with supporting work that was focused on earlier interventions – something we have discussed over the past 12 months.
- ❑ These responses mirror many of the areas highlighted in the role in public service delivery slide so these two areas feel linked

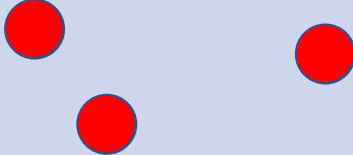
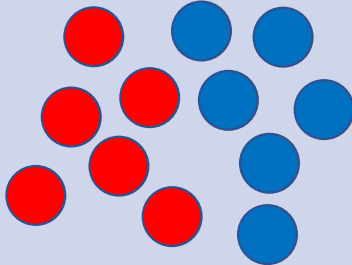
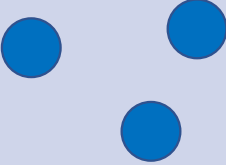
# Measurement, evaluation and learning

Tension	Stabilisers	Modernisers	Transformers
<b>MEL</b> <b>Metric-led</b> <b>Iterative learning</b>	<ul style="list-style-type: none"> <li>• Target-led</li> <li>• Tried and tested initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Data-driven</li> <li>• Continuous improvement through learning and established feedback loops for key metrics</li> <li>• Experimentation with processes for more effective data collection and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Driven by experimentation and learning</li> <li>• Learning and insights prioritized over impact goals</li> <li>• Desire to build and share deep knowledge of social change models within the own organisation and beyond</li> </ul>
Where do you stand?			

# MEL - takeaways

- ❑ Understanding more about the impact that our funding is making is clearly important to people
- ❑ Investing in either a new or updated database is a key priority for 2023 and a key objective is to enhance reporting systems to enable better data management around impact and other key measures - this will have a financial implication but we have not invested in this area for several years.
- ❑ Sharing knowledge also clearly an aspiration that is supported and is an area that will be named in the new strategy and our theory of change.

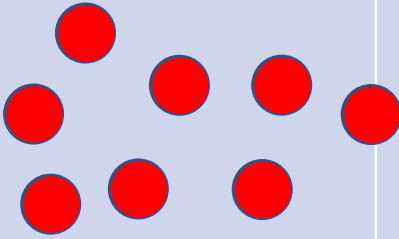
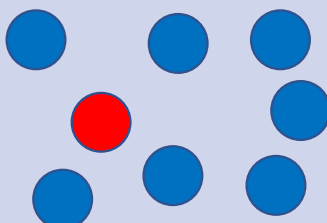
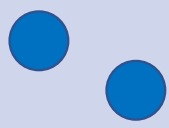
# Assets

Tension	Stabilisers	Modernisers	Transformers
<p><b>Assets</b></p> <p><b>Maximising financial return</b></p> <p><b>Maximising social return</b></p>	<ul style="list-style-type: none"> <li>• Focus on sustaining the endowment</li> <li>• No social lens applied to investments</li> </ul>	<ul style="list-style-type: none"> <li>• Mixed strategy of seeking stable financial returns whilst investing with a social mission</li> <li>• Divestment from assets that aren't aligned with wider objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Endowment used to advance social change</li> <li>• Strong shareholder activism</li> </ul>
<p>Where do you stand?</p>			

# Assets - takeaways

- The ability to use our endowment beyond just generating income has clearly resonated with Trustees
- Social investing is an area that we will continue to explore, and this route may link into some of the aspirations expressed in role in public service delivery and time horizons
- An Investment Committee will also be able to ensure that the portfolio is more able to be used to advance social change and help further our mission
- Bringing in experts to advise the Investment Committee was suggested.

# Collaboration

Tension	Stabilisers	Modernisers	Transformers
<p><b>Collaboration</b></p> <p><b>Independent action</b></p> <p><b>Collective effort</b></p>	<ul style="list-style-type: none"> <li>• Can act swiftly &amp; decisively</li> <li>• Often works alone</li> <li>• Reputation for specific interventions of issues</li> </ul>	<ul style="list-style-type: none"> <li>• Coalitions and campaigns with like-minded organisations</li> <li>• Foundation staff represented on boards or working groups on specific issues</li> <li>• Systems-thinking embedded into day-to-day work</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-sectoral coalitions and partnerships with unlikely partners to make change happen</li> <li>• Use of modern technology to experiment with new ways of collaborating effectively</li> </ul>
<p>Where do you stand?</p>			



# Collaboration - takeaways

- ❑ There clearly is recognition that working with others is a positive way of making the assets we have go as far as possible
- ❑ Working with other funders is an area that can be explored more broadly, especially if we adopt different kinds of funding models
- ❑ Also, coalitions such as the Corsten Independent Funders Group are a good way of adding our voice to policy debate
- ❑ And our partnership with Cranfield Trust significantly extends the support we can offer grantees
- ❑ However, we need to ensure that we don't work with partners who could damage our reputation

# Summary

- ❑ There is a clear desire to do more but this needs to be balanced with resources and cost
- ❑ Looking further at how we can help influence systemic change but also how we can support impact at an earlier point - alongside meeting immediate needs
- ❑ Bringing the voices of people who have experienced the issues we support into our decision making
- ❑ Understanding more about the impact we are contributing to and using that to help us improve what we do and share our learning
- ❑ Work with others to amplify our impact and make the most of the assets we have

# Next steps

- New strategy needs to be agreed at March 2023 Trustee meeting to launch at the beginning of April 2023.
- A paper on initial thoughts will be circulated prior to the October 2022 meeting for discussion
- The December 2022 meeting will be primarily used to focus on strategy discussion and will be a longer meeting (as we did in 2021)
- We will plan an extra meeting in January 2023 if we need more time for strategy discussion