IVAR

Institute for Voluntary
Action Research

Working in Place
*A framework
for place-based
approaches*

Overview

In 2015, the Institute for Voluntary Action Research (IVAR) undertook a study of place-based approaches to funding, working with London Funders and overseen by a steering group of:

— *Association of Charitable Foundations (ACF)*
— *Big Lottery Fund*
— *City Bridge Trust*
— *Comic Relief*
— *Esmée Fairbairn Foundation*
— *Lankelly Chase Foundation*
— *Tudor Trust*
— *UK Community Foundations*

The research aimed to shed light on the place-based approaches used by UK trusts and foundations, and identify learning about the pitfalls and successes of these approaches.

Please see inside back cover for participating organisations.

By 'place-based approaches' we mean targeted investment in defined geographic areas.

A package of support – which may comprise: multiple grants; particularly large investments (relative to the foundation); grants and additional activity (capacity building, networking, influencing activity) – within a defined place.

Why we chose to explore place-based approaches

- **Growing recognition amongst funders** that the issues they wish to address – particularly in the most disadvantaged areas – are multi-faceted and that place-based approaches might be one way of delivering a more holistic approach.

- **Wider debates and discussion about the role of independent funding** in light of shifts in policy and the economy, for example reductions in statutory funding, welfare changes, a move towards devolution/localism.

Working in Place is based on

- **A rapid literature review of place-based approaches in the UK. This can be found on the IVAR website: ivar.org.uk** July 2015

- **Interviews with more than 50 staff**, trustees and partners at 21 UK trusts and foundations using place-based approaches to explore how they are used; how they are delivered; what has helped or hindered. July – October 2015

- **Share and Build consultation sessions** with over 70 representatives of trusts, foundations and statutory funders at events organised with: ACF and ACF Northern Ireland; the Scotland Funders' Forum; Yorkshire Grantmakers Forum; Wales Funders Forum; London Funders. At these events we shared our early research findings and worked with attendees to develop our initial idea for a planning framework for place-based approaches. December 2015 – April 2016

Introduction to the framework

Using the findings from our research, we have produced a framework to support funders in the planning and implementation of place-based approaches. This is presented in the form of questions linked to key stages in the development of place-based working: rationale, design and delivery. The aim is to help funders to anticipate, address and review the challenges of place-based approaches in order to achieve their potential benefits.

A summary of the framework is available on the website **ivar.org.uk**, supported by case studies of different funders' approaches to working in place. The full report, *Working in Place*, presents an expanded framework where we explain each question/section using findings from the research alongside examples and quotes from study participants.

The aim of *Working in Place* (and its associated outputs) is to support those thinking about place-based approaches to consider if and how their usual way of working may need to adapt. We have found that for some funders place-based approaches are 'business as usual', while others may require a fundamental shift in approach and style of operation.

Who is the framework for?

***Working in Place* will be most useful for staff and trustees of independent trusts and foundations who have responsibility for making strategic decisions about funding approaches or who are leading the delivery of a place-based programme.**

Throughout this publication we speak directly to this audience. The framework will be most relevant for national external funders in reflecting upon their place-based approach or considering their responsibility to place. However, our Share & Build sessions suggest that the framework still has some relevance for funders that are based in and focused upon funding within a specific geographic remit – for example, community foundations or other local funders.

What is the framework for?

The framework is simply a way of organising a conversation when planning or reviewing place-based work. It can: help to bring to the surface assumptions and different opinions when working with multiple partners; provide a structure or checklist for use when planning an approach or reflecting on progress; support the sharing of thinking and improving transparency.

The purpose is not to identify 'good' or 'bad' practice but rather to provide a prompt for discussions, helping funders to consider key questions about place-based approaches and the degree to which there is alignment between the answers to the questions.

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Developing a rationale for your place- based approach

What does 'place' mean?

Street
Neighbourhood
Ward
Village
Borough
District
Town
City
County
Region

01.

What does 'place' mean?

When beginning to develop a rationale for working in a specific place, think about the appropriate (and realistic) geographic scale to work at in order to fulfil and deliver on your ambition.

> *'In terms of where to do this – it was always going to be a big northern city. There's an element of pragmatism – we are based in the Leeds city region and already have established relationships here – it's easier for me in terms of travel. It ticks other boxes in terms of being some way down the partnership route – there was already a maturity about their working at this level. There's huge inequality – great wealth, great poverty. And there was a willingness at a senior level to be involved.'*

This decision will also link closely to the level of contribution you hope to make (Q. 03) We found that:

- Study participants focused on building community assets or systems change tended to operate at a smaller geographic scale (Big Local, Joseph Rowntree Foundation's Loneliness work, John Lyon's Charity).

- More responsive activity often operated at a larger, regional scale (Sir George Martin Trust, Garfield Weston Foundation, Wade's Charity).

Two overarching findings from the study related to identifying the appropriate geographic remit for place-based approaches. The first was the importance of setting boundaries that were meaningful to all stakeholders. The second was a widespread (but untested) perception that working at a smaller geographic scale can help 'money go further' and also present a greater likelihood of achieving change (or at least measuring it).

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We felt that having a defined area would enable data collection and our ability to determine the Programme's impact. A focus on one area allowed us to test the intervention.

02.

Why are you considering or using a place-based approach?

Our research showed that funders often use place-based approaches in multiple ways – employing different approaches to meet different purposes. We have distilled the wide range of motivations for using place-based approaches into the six overarching drivers listed below. These drivers are not mutually exclusive – it is likely that there will be multiple motivations at play.

The important thing is to be clear about why you are embarking on a place-based approach or thinking about working in this way. While the purpose may shift and develop as work progresses, it will remain crucial to be aware of this, to reflect on it and communicate any shifts in purpose to all stakeholders. Many funders reflected that, with hindsight, having greater certainty about the purpose for this work at the outset – and getting everyone on board with this – could have helped them to build the appropriate level and type of engagement, trust and relationships.

Possible reasons for using a place-based approach:

To target a particular issue

'A place-based approach is the next step in trying to test out how systems change might happen … We start with the individual and severe and multiple disadvantage and then you look at the locality where they are.'

Lankelly Chase Foundation decided that a place-based approach could be an effective way to support the needs of individuals experiencing severe and multiple disadvantage. Note that this also links to 'To test a model or approach'.

To address cold spots

'We produce stats on grantmaking each year and if, say, the north east (where we know there's a lot of need) is scoring at 4-5% then we know we've got a problem.'

Several funders in the study talked about targeting investment to the north east of England (often through working with the local community foundation) because they had identified this as a 'cold spot' (few or no grants given) within their existing portfolio.

In response to changes in policy/external context

'The organisations that the council for voluntary service supports are mostly small and they were reliant on small pots of funding from the council [then the council reduced grant spend] … so we wanted to find a solution to support these groups as well as enable the community to contribute to it.'

We found examples of funders using place-based approaches as a proactive response to upcoming cuts in statutory funding or new commissioning/grantmaking processes in a local authority. Examples include: John Lyon's Charity working in partnership in Brent to establish a new organisation to support youth services; Building Change Trust, an organisation set-up with an endowment from the Big Lottery Fund to support the voluntary sector (see case study); and Hackney Giving which brings statutory and independent partners together with local philanthropic and private investment to support local voluntary organisations.

Responding to the policy context had also prompted a number of funders to review their traditional model of grantmaking:

'It's starting to make us question the rules we have always used (funding strong organisations with stable finances) – maybe in the current climate, with organisations struggling, we need a different, looser approach … maybe we start to fund individuals to just do great stuff on their estate. I'm not suggesting that's what we should do but there's a debate to be had in the context of place-based funding about getting way from traditional funding of voluntary organisations.'

To test a model or approach

'It started off as an idea from Housing Trust colleagues who recognised that people in their housing community were valuing the social contact and were feeling less lonely than other residents in different housing and we were interested in how you could replicate those benefits without having to build a new community… we decided to widen that out to other age groups and test approaches in different communities.'

Examples include: the Early Action Neighbourhood Fund, which is developing new approaches to early intervention (see case study); Joseph Rowntree Foundation's work on a neighbourhood approach to tackling loneliness; Big Local's community development and resident control focus.

As a way of targeting areas of high deprivation

Joseph Rowntree Foundation decided to work in Bradford as a place experiencing high levels of deprivation. The Rank Foundation has targeted its place-based approaches to areas of deprivation including Blackpool, Hull and Dundee (case study available).

Because you are by definition a 'place-based funder' with a specific geographic remit/focus

Funders who are based in, and focused on, funding within an area, such as Sir George Martin Trust – which funds in north and west Yorkshire and is also an active convenor of local funders – and Cripplegate Foundation, funding within Islington, London since 1500.

03.

What contribution are you seeking to make?

This is about understanding what you hope your contribution will be. The spectrum provides a way of situating your contribution to a place. It is not intended to imply progression or 'good' and 'better'; a plurality of approaches amongst grant makers is important and valuable.

What is needed is clarity about the contribution you wish to make – what do you hope will happen? For example, are you looking to provide funds for services/projects that support people in the area or are you looking to make investments towards systems change?

Note that your answer here will also influence questions about level of involvement (Q. 07), role (Q. 09) and the kind of relationships required (Q. 11):

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As we went along we realised that we were being too hard on ourselves and that we might just struggle to fund in our cold spots because they are cold spots for the right reasons. And also they are often cold spots for the community foundations too – and for other national funders. So for now we are happy that we are getting funding out and people in those areas start to know who we are.

Responsive funding of 'good things'

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If you want to focus on system change in a way that recognises people as having assets, and is aware of people's rights, your thinking starts to put you into place. You can have a really great organisation doing fantastic work but if all the systems stay the same you aren't going to change anything – you will just have a good organisation. So to really change systems you have to look at place.

Strategic systems change

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Working with local people, training community researchers to identify causes of loneliness, working with them to identify their own action plans and giving funding to support activities.

Building community assets

What contribution are you seeking to make?

Responsive funding of 'good things'

Building community assets

Strategic systems change

04. What is your attitude towards risk and uncertainty?

This question focuses on tolerance of failure/uncertainty – place-based working takes time and outcomes may take a while to emerge (depending on your choice of approach). Risk is about much more than due diligence and will need considering from multiple perspectives as different stakeholders will have different relationships with and attitudes towards risk – for example, individual, programme, organisation, officer, lead, trustee, resident.

Our study found that relationship with risk also depends greatly on the kind of funder you are and your organisational values. As one participant said: *'We can be freer about the idea of risk as a family trust.'* In cases such as this, place-based approaches appeared to be an expression of values and were therefore seen as business as usual in terms of risk:

'I don't think it's different with place-based work. Our trustees have a very positive approach to risk – as long as we identify what the risks are, trustees will usually back our judgement. There are probably more risks with place-based but that's true of large grants anyway – there are more ways for things to go wrong and many of them are unpredictable, especially if you are dealing with complex systems. But the benefits outweigh the risks.'

For those who are more risk-averse, our research suggests that it may help to explicitly frame your place-based approach as exploratory as well as to view progress as a long-term journey:

'The trustees are aware that with any programme testing new things or doing things differently, there will be risks. They may not deliver the expected outcomes – or the outcomes may be different. Over five years all sorts of things could knock us off course. So it may not deliver as we'd hoped but we will still get valuable learning from it. They are on board with the long-term nature of the exercise.'

'We had a different approach to risk – there was nothing we didn't fund because of risk; we wanted to take risks … Staff had more time to spend on applications, more time to go out and meet applicants which helped with our ability to take risks. The riskiest ones were the ones that really fitted what you would think the Programme would be all about – low capacity, newly formed groups – often with little governance in place.'

Finally, you may need to look at how existing processes and procedures fit with your attitude (existing or desired) to risk. Some funders in the study described feeling constrained by organisational policies and processes that did not reflect the exploratory or experimental nature of their place-based approach:

'From a governance perspective it was a very different approach for us so we have had to do things differently. If you endow an independent body then it is independent and that has challenged some of our more traditional approaches and thinking … it moves away from our traditional monitoring and impact measurement processes.'

'We would have liked to see some more local organisations tendering for the contracts but our rules and regulations around finances stopped them from trying.'

What is your attitude towards risk and uncertainty?

Risk averse

Comfortable with risk

What is your position on impact?

Tangible, measurable difference ←→ Learning about what happens

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05.

What is your position on impact?

This question links very closely to your attitude towards risk. Funders in the study had very different perspectives on what 'success' meant in their place-based work, but all agreed that assessing 'impact' is hard in general and that place-based approaches are no different in this respect:

'It's difficult to assess the impact of all our work (national and local) – not sure it's any harder at a local level.'

In particular, for activity towards the systems change end of the contribution spectrum (Q. 03), the changes sought are likely to be long-term which can make measuring success even harder:

'We aren't going to have eradicated poverty, or changed the economic model. Within the four years of the partnership we would have to look at the strategies of the organisations we are seeking to influence and see if they have changed from the baseline. We'll look for indicators in partners.'

As previously noted, place-based approaches were also seen as an opportunity for learning and trying new ways of working. This is likely to mean thinking about success and measurement in a different way: if you are embarking on exploratory or community-led work there may not be a predetermined end point to measure against and different processes and monitoring systems will need to be in place.

In light of these challenges, participants recognised the importance of learning from and during the process of place-based working:

'If they do anything going forward, they will put an evaluation model on the ground – evaluate the partnership and how it is working – that is often forgotten: we focus on delivery, not how we got there.'

'Indicators of success will be: whether change is happening for people experiencing severe and multiple disadvantage; but what we will really be looking for is <u>how</u> does change happen and what are the indicators of change? Can you embed the values and principles about listening the voices of people?'

Finally, evaluation can be used creatively to help residents or community members to engage with a programme:

'It helped to do the evaluation – it signalled to people that we were interested in their views but also signalled that the programme might not continue and we were very open about that. We also shared the evaluation and it wasn't glowing so it didn't come as a surprise when the trustees didn't continue it and we didn't have to do a big close down.'

Design and delivery

06. What is your existing knowledge of the area?

This question is aimed at helping you to consider what you know, how you know it and what you might need to find out. The different ways of doing this varied between funders and depended on the scale of contribution they were trying to make. Some common actions were to:

Undertake scoping work – from community consultations, to commissioning research, to analysis using existing data sets/statistics:

'The baseline research was a bit quick and dirty and designed to give us something to coalesce around. It also allowed us to talk to key strategic leaders in the region about their approaches and their strategies around growth and poverty so it's been quite helpful and provided us with some key stats to publish.'

Talk to people living and working in the area – including other funders:

'Don't assume you know the answers or are even best placed to be doing the giving.'

Visit in person:

'Even just travelling there you see what the local transport is like or the shops on the corner and you understand things you would never know otherwise.'

What is your existing knowledge of the area?

Low   High
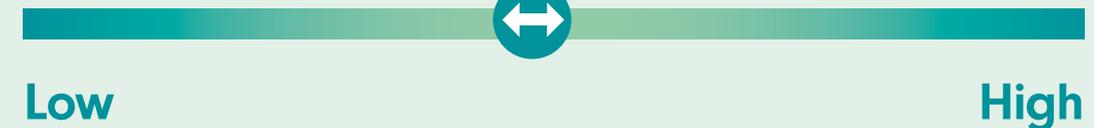
07. What duration of involvement is required?

Consider how long you need to work in a place. Are you committing to working in an area in the long term or using geography to focus your work within a time limit? What are the implications for how long you need to be there and how to exit?

It takes time for change to happen – particularly for the most complex needs where a commitment of at least 10 years is considered to be necessary. Even if this length of time is not possible for you, think about the level of commitment you are making and be up front about it. Funding over multiple years can help give confidence to communities, enable a sense of security for organisations, and allow adaptation to new ways of working and relationships to build:

'Take a long time, spend a lot of money! Take time getting to understand communities and don't just parachute in. Take time to choose the areas: don't just rely on desk-based research. Take time to understand areas and go out and meet people … Don't scrimp – you can't cut corners on this with time, money or resources.'

'We thought £10 million was a significant investment, and it was compared to other funds we were investing, but actually £10 million over 10 years is not so much.'

'It helped to have 10 years of secure money from the start rather than a series of three-year commitments – it meant they [local organisations] could plan.'

Involvement is likely to look different at different points of the approach/programme. You may not need to play the same role the whole time. You might be a funder at some points, a facilitator at others, embedded initially and then at arm's length during delivery. It is important to reflect regularly about what is needed during the process:

'If you've got 10 years, how long do you stay involved in particular projects? When do you stop things? When do you move on to the next issue? Do you move on? There is always something more to be done.'

Having a clearer idea about the level (and length) of your involvement will help to give a sense of how long set-up might take. For example, if you are looking to give more grants in a specific area or funding in an area with which you have an existing relationship, then you are likely to be able to get going quickly. If you are hoping to effect systems change or work in an area new to you in an engaged way, then it will take longer to build relationships, understand need and develop work collectively.

What duration of involvement is required?

Short-term ←→ Long-term

08.

Where will control sit?

Answering this question requires you to think about what is needed to meet the overarching aims of the approach (identified at Q. 01, 02, 03) as well as the fit with your organisational values.

Consider where control will sit within the approach. Will the work be community-led or driven by what you – as a funder – have identified to focus on? Think about who has defined the need and response. Reflect on your organisational values and assumptions regarding working with residents or communities – is your organisation focused on building assets and sharing power? How will this play out in a place-based approach?

This question will need to be considered for multiple aspects of the place-based approach; specifically, where will control sit in terms of: design; decision making; priority setting; grant making?

> " We might say we want to do something in [area] – but with the power clearly with us. Or we might say we want this kind of activity or outcome and then delegate decision-making – that is delegation of task. Or we might say "Here you are people in [area], here is the money" – that is delegation of power … The question of whose money it is doesn't get talked about enough. The more strings you attach, telling people what to do, the more inefficient and undermining it can be.

Where will control sit?

Funder-driven ← → **Community-led**

What will your role be?

Arm's length ←→ **Embedded**

09. What will your role be?

This is about understanding what role you will play and how best to add value, linked to your purpose and aims. Members of our study sample were engaged in a wide range of activities and roles – from traditional grant-making (albeit usually with an engaged approach), through providing capacity-building support or convening networks, to setting up independent organisations via endowed funds or embedding themselves in the community.

The study findings indicate a move towards funders drawing on all their available assets/resources – not just grantmaking – in exploring what is needed and *'understanding how best we can add value in terms of our place, position, funding and capacity'*. Linked to this, place-based working was, for many, an opportunity to try new roles and reflect on what would add most value at different points in a programme:

'Sometimes we will be a leader and sometimes a collaborator.'

When working in this way it is crucial to communicate clearly about the role you intend to play and be aware of the implications this might have for others involved:

'This flags up the need for clarity from you as a funder about how arms-length or involved you expect to be – and how independent – we are too critical for some, too friendly for others.'

Different roles a funder might play in place-based approaches

Advocate

'There is something about giving the sector a voice … At a time when voluntary organisations are so focused on survival and what's next for them as an organisation, they are probably losing capacity for policy and influencing. So it's good to have someone who can bring some of that together and they [infrastructure body set-up by funder] have been used by the sector for influencing.'

Brokering or providing information

'What we are saying is "you are a national funder; we can help you to be better by giving you the knowledge to fund into this area". It also saves them travel and time – especially smaller funders.'

'People come up and we introduce them to people or take them on visits and introduce them to organisations or individuals they are particularly interested in. We took [CEO of national funder] to a local women's organisation – she heard how long it had taken them to get to the place they were in. She was surprised they weren't already on her radar, which is why we had taken her there.'

Catalyst

'It's becoming really clear that there is something about us bearing risk and something about us facilitating different dialogues and conversations, and supporting different skill sets and inspiring people that change is possible.'

Convener

'We are holding space, bringing together the CCG with services and with people working in local businesses, like chicken shops. We've given them [the CCG] a flexible core grant which also covers training. We sit on their advisory group and try to support them.'

Infrastructure support/ building capacity

'We have identified two coastal wards in Sunderland and a key community organisation in each ward. We are working with them so they are giving the money out to local groups – so it helps to strengthen them too.'

Independent voice

'We are a drop in the ocean compared to the statutory authority budgets – but we can help them to get their heads above the parapet. We can say things that sometimes they can't. One of the things we emphasised was the credibility and independence we bring. We aren't there to tell a good story – that's not our role – we will highlight the good but draw attention to the bad stuff too.'

Grantees only

Multiple stakeholders

10.

Who will you need to work with?

Relationships and partnership working are a central feature of place-based approaches – whether in terms of having a trusted source of local information/insights or in the co-design and delivery of initiatives. Place-based working is often about sharing power and respecting local knowledge, as well as a degree of pragmatism:

'It's all about relationships. It is important to have clarity about who you want to influence and what you want to achieve. Important to get into it in the right way and with the right people, not necessarily just working with the people you know or those who shout loudest. You need clarity about what you want to achieve and therefore what relationships you need to achieve that.'

We found funders working in partnership with voluntary organisations, public/statutory sector representatives, other funders, local infrastructure bodies, and sometimes individual philanthropists, press and corporate organisations. Participants were clear that working in this way takes time and effort:

'Partners! It's been a time-intensive way of working to build input and ownership from local stakeholders. They are all very busy people in a difficult environment with demanding day jobs – this is to one side and some way down their to-do list. I've had to be incredibly persistent and thick-skinned.'

In light of this, it is important to be clear about who you need to work with and why:

'You can't have relationships with everyone so be clear about who your primary relationships are with, what you are prepared to contribute and clearly communicate why you are there.'

The study findings suggest that partnerships appeared to work best when there was an alignment of values – *'It is very much a values based approach – we have a set of values and a shared aim to "do good" and that enables a flexible approach which works well in responding to emerging need'* – and there was senior 'buy in':

'What has worked well so far in [city] is working alongside other agencies and that we have insisted that the senior strategic people stay involved, with a high level steering group – and we will keep them to account on that. In [town] we came in toward the end and didn't have that role; the senior people weren't as bought in to it and it had started more from the bottom up so now they are hitting real difficulties because of a lack of senior buy-in.'

The study suggested four main routes that might be helpful when beginning work in a place as an external (non-local) funder:

1. Working with or through community anchors and community foundations
2. Identifying and supporting local leaders
3. Going in where other funders are working (or wish to work)
4. Working with statutory agencies

11.

What kind of relationships are required?

Once you are clear about who you need to work with (in the first instance), think about the way in which you are going to work. What kind of relationship will help you to meet your motivation and desired contribution? Is it contractual (traditional grant making), engaged (an informed and supportive grants process) or relational/collaborative (where you are working as one part of a group of stakeholders alongside grantees and other partners)?

The importance of building trusting and equal relationships was paramount for funders in the study and they stressed the need to set the right tone to enable this: *'We have tried to make it clear to grantees – in order to create an environment that allows us to understand what is working and what is not – that we want an open, honest, warts and all approach.'*

In particular, participants emphasised the need to visit an area and get to know people in person: *'Face-to-face contact is the most important thing –it's about relationships, trust, contact, time.'* They also stressed the need to allow time for relationships to develop and build naturally:

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We've talked less about the money up front; the main thing has been to focus on community-led activity – what do people like about the area and want to see change … In the first phase this all happened over three months – whereas this time they have had 12 months to build relationships.
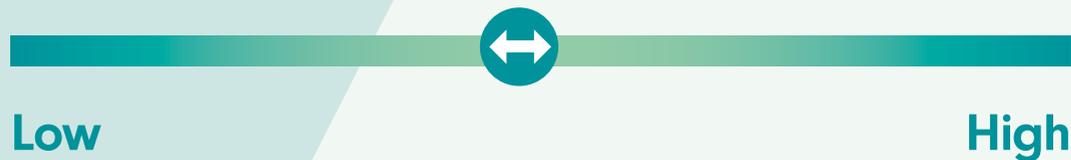
Contractual

Relational/ collaborative

What commitment of staff and trustee time/effort is needed?

Low   High

12. What commitment of staff and trustee time/effort is needed?

The commitment of staff and trustee time required in a place-based approach links closely with the choice of geographic focus (Q. 01), overall motivation for working in this way (Q. 02) and style of approach (Q. 11).

As noted, place-based working can be resource intensive: to engage meaningfully with an area takes time (e.g. coping with need, developing relationships) as well as skills to work in an engaged, exploratory way.

The more engaged your approach or the greater contribution you hope to have, the greater the level of staff resources, time and effort that likely to be required. In light of this, trustees will need to buy in to this way of working and understand that because it is more in-depth it will divert resources away from other activity/grantmaking:

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That's something we've learnt about place – you have to visit. Sometimes factors coalesce which you can only find out by going on a study trip. We found out that [area] produces a high number of high-achieving fine art graduates; the council has vast empty, commercial properties and local communities don't get much access to good quality arts. These three factors coming together led to a conversation … You get four or five local arts and social change organisations around a table and discuss constructing something on the basis of those three factors … It's rooted in the place and iterative – we had to physically go, repeatedly, and engage – we would never have received an application for this work.

Participants

We are grateful to all those who took part in the study and gave their time and ideas to developing this research.

Study sample

Big Lottery Fund
Building Change Trust
City Bridge Trust
Comic Relief
Community Foundation Tyne & Wear and Northumberland
Cripplegate Foundation
East End Community Foundation
Esmée Fairbairn Foundation
Garfield Weston Foundation
Hackney CVS
John Lyon's Charity
Joseph Rowntree Foundation
Lankelly Chase Foundation
Lloyds TSB Scotland
Local Trust
Quartet Community Foundation
The Rank Foundation
Sir George Martin Trust
Tudor Trust
UK Community Foundations
Wade's Charity

Attendees of share and build sessions

Association of Charitable Foundations (ACF)
ACF Northern Ireland
Bank of Scotland Foundation
BBC Children in Need
Big Lottery Fund
Big Lottery Fund Northern Ireland
Big Society Capital
Brelms Trust
Building Change Trust
Cardinal Hume Centre
Catch 22
Cattanach Charitable Trust
Charity Bank
Churches Conservation Trust
Comic Relief
Community Action Southwark
Cycling Scotland
East End Community Foundation
Edinburgh & Lothians Health Foundation
Faith in Community (Scotland)

Foundation Scotland
Go For It Fund
Hammersmith United Charities
Hyde Charitable Trust
Inclusion Barnet
Inspiring Scotland
John Lyon's Charity
Joseph Rowntree Foundation
Lankelly Chase Foundation
London Borough of:
Barking and Dagenham
Barnet
Camden
Lewisham
Leeds Community Foundation
Letchworth Garden City Heritage Foundation
Life Changes Trust
Lloyds Bank Foundation for England and Wales
Lloyds TSB Foundation for Scotland
Localgiving.com
London's Giving
Metcalfe Smith Trust

Mollie Croysdale Charitable Trust
New Philanthropy Capital
Oak Philanthropy UK
Porticus UK
Richard Cloudesley's Charity
Richmond Parish Lands Charity
Scottish Government - Third Sector Division
Sir George Martin Trust
SLOG
Social Investment Scotland
Spice
Sportscotland
The Big Give
UnLtd
Vale Trust
Wade's Charity
Walcot Foundation
Waterloo Foundation
West London Zone
Wharfedale Foundation
Youthlink Scotland