



COLLECTIVE
DISCOVERY

Grantee Consultation on Friends Provident Strategy and Practice

June 2022

Jenny Ross and Irene Vance

collective@collectivediscovery.co.uk

collectivediscovery.co.uk



Introduction

In May 2022 Friends Provident Foundation (hereafter FPF) commissioned Collective Discovery to carry out an independent consultation process to gather feedback and insights from its grantees as part of a review of its grant-making practice and strategy. In the context of a reduction of funding for grants, FPF is conducting a review and analysis of options to adapt its grant-making strategy.

FPF is a medium-sized UK funder – the current funding programme began in 2013 and has been instrumental in catalysing of a new economy ecosystem of organisations at the systemic/national and local level.

Irene Vance and Jenny Ross reviewed relevant FPF literature and conducted interviews with grantees (see Annex A for a list) – validating the feedback as part of an online workshop (see Annex A for attendees). Twenty-five people from nineteen organisations participated in the process.

Collective Discovery would like to thank Friends Provident's grantees for giving their time to participate in the interviews and the workshop.

Purpose of Consultancy

- Understand the perspectives of current grantees about the needs, gaps, and opportunities for funders of economic systems change (Grant-making Strategy: What and who FPF funds?)
- Understand the perspective of current grantees about how FPF can strengthen its grant-making practice (Grant-making Practice: How FPF funds?)

Limitations of Approach

- The consultants focused on existing grantees – these organisations had an incentive to engage with the process. The existing grantees are more likely to support a continuation of the existing approach than any significant shift. We sought to mitigate this risk by beginning the interview at a macro-level asking about economic system change.
- Engaging with unsuccessful applicants had the potential to raise expectations (at a point that grant funding is reducing). There were drawbacks to this approach as the consultants did not hear from those who have not been funded by FPF (who might have been more critical).



FPF Grantmaking Strategy:

What does FPF fund and why?

FPF initially (from 2004 onwards) focused on supporting an ethical financial system through its grants and social investment programme. In 2013 FPF launched a Building Resilient economies programme; responding to the need for strengthened coping mechanisms in response to the 2008 financial crisis. The funding strategy was reviewed in 2018 and a revised strategy was launched “Developing a fairer economy” which operates two levels or strands: systems change and local economies.

The purpose of the programme is *“to create new ideas and practical examples that can be learnt from and built out in other places”*. Systems change, is described as: a radical assessment of how *“disruptive innovation”* might change the financial system (regulatory, policy or other systemic level) that would develop financial systems innovations”. It aims to change policy and corporate behaviours.

Local economies strand aims to *“create an avenue for community-level economic change to be supported and rooted in a local area that can fill a gap between micro community projects and system change initiatives”*.

The outcome from testing and learning at a local level, is to answer some bigger questions, about how the economy needs to change, and to test community wealth building. Projects to date in this strand cover land, housing, industrial regeneration, and community energy. The latter accounts for the largest proportion of resources in the local economies strand.

FPF is known and recognized as one of the early pioneers, along with Joseph Rowntree Charitable Trust, in funding economic systems change and has had an instrumental role in building the field. Whilst the sector is predominantly less than ten years old – it has grown (in terms of size and number of organisations) over the last ten years.

Grantees have a wide-range of other funders with Joseph Rowntree Charitable Trust, Barrow Cadbury, Joffe, and Esmee Fairbairn mentioned most frequently as early-stage funders, and Paul Hamlyn, Tudor, Rank, Lankelly Chase, John Ellerman and Garfield Weston were also key. The Laudes Foundation was mentioned as a new funder by some grantees.

Grantees working at the local/community level have had some success in drawing on other sources of funding for place-based work. Children’s Investment Fund Foundation, (early-stage funder), The Arts Council (capital funds), Power to Change and Locality (community asset building) National Lottery (social action strand), as well as Barrow Cadbury both fund place-based grantees.

What did grantees tell us are the gaps and needs in relation to economic systems change?

Grantees identified a broad range of sector gaps and organisational needs, and among these the following are the most pressing:

Sector Gaps/Needs:



Long-term sustainable funding



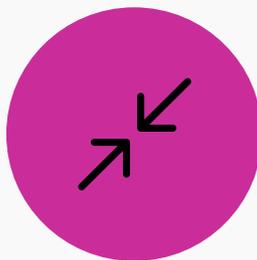
A collective vision as a platform for collaborative action



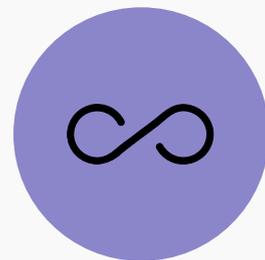
Greater focus on how to pro-actively drive change – by campaigning, engaging a wider public



Strengthened connections between ideas and practice



Connection to the sharp end of those who are affected by unjust economic system



A more diverse and inclusive new economy movement



Long-term sustainable funding focused on systems change

Grantees highlighted the long-term or permanent nature of systems change – and the need for long-term funding to achieve it. Most organisations are still dependent on FPF funding despite having diversified their funding bases. Most of the organisations that FPF funds remain small (10 full time staff or less) and they spend a significant amount of their time fundraising (often competing with each other in a situation of scarcity).

“There is still not enough funding, most organisations are still small and size, and systems change is long”

“Funders need to have realistic expectations – there are no quick wins. We want real transformative change – it’s long-term, difficult, complex and uncertain. The new economy movement is young – it’s only been around for about a decade, and we are taking on entrenched economic power”

“We need big and influential organisations to provide a counter-power. The movement is still fragile and emergent – too dependent on individuals”

“If funding is going to be less available, I would spend more on capacity building and the pipeline of people and organisations – the work that has longevity – rather than trying to secure policy changes now”

“Can FPF convene the donor community around good ideas?”

“Funders need to use the pot they have to draw in other funders to increase the pool – we have a tiny pool. They could work together across campaigns or themes to fund different components. They could take an outcome (basic income, green new deal) – and set up a challenge fund with a proposition and organisations would work out how to collaborate better.”



A collective vision as a platform for collaborative action

To enable better connections, the grantees emphasized the importance of moving towards a stronger shared vision and a collective understanding of how economic systems change can happen. There are a wide-range of organisations involved in economic systems change and it is clear that no single organisation is going to make the decisive contribution.

“We don’t have enough of a shared understanding of how we would do economic systems change”

“Change requires different actors working at different levels – requires detailed policy work and translation of that for non-specialist audiences and concrete work on the ground”

“We’ve been a bit sucked down the messaging and framing route – we need to get back to the vision and working through the detail. What does it mean to change the economic system, how does it happen?”

“The movement needs to be incentivised to go for a common agenda. The funders need to support this – as any bottom-up initiative falls down when people prioritise their own organisations needs over the needs of the collective”

“If Friends Provident have a vision or key principles they should tell everyone. It should be part of the strategic conversation with organisations – it doesn’t have to be perfect or right – it can be adapted as we collectively learn through thinking and doing”



A collective vision as a platform for collaborative action

FPF funds grantees that provide coordination and spaces for collaboration across the ecosystem. As people are more able to meet face-to-face there are new initiatives that are creating collaborative spaces including NEON's Movement Builders programme for new economy organisations and ECU's convening of leaders in the new economy sector. These two initiatives provide an opportunity to learn about how the new economy movement can more closely collaborate and to what extent the obstacles to collective action can be overcome. Post-pandemic a number of grantees are now sharing office space which creates more opportunities for collaboration and relationship-building.

Grantees did not think that it would be helpful for FPF to take a more proactive role in coordination. It is difficult for grant-makers to play this role in a way that doesn't distort relationships.

On the other hand, grantees highlighted however how much they appreciate FPF playing a brokering role, convening/hosting roundtables and the opportunity to meet with each other at the conference (although some felt the costs of participation should be underwritten by FPF).

In the application process, FPF does have detailed conversations with grantees about impact but FPF do think about what impact looks like within the wider system (rather than simplistic metrics). For example, WEAll Scotland highlighted that FPF encouraged them to focus on building relationships (a systemically informed approach) as opposed to using their limited resource to produce outputs in their own name. These conversations about working with others are important as organisations (who are competing for funds) can end up focused on media coverage or relationships with key politicians – rather than their role in the wider the system.

"We all want the same thing. How can we not agree what to focus on together? There is a tendency to focus on your tiny win or celebrate your media hit – but it doesn't really change things".



Greater focus on how to pro-actively drive change

Grantees spoke about the challenges in the current context of making tangible impact on the economic system. The potential for long-term change is undermined by short-term electoral politics and the concentration of power in the hands of those who benefit from the current system.

“Movement building has always been challenging”

“Systems change work is really great at coming up with ideas and evidence for those ideas, less good at translating that evidence and ideas into political change”

“Currently there is a lack of power to push through economic systems change”

“There is a need to prioritise change-making activities. To focus on concrete changes for the long-term”

“As a movement we have done good work on framing, but framing only takes you so far”

“We need to be less siloed – to identify one or two areas where we are going to try and work together and be intentional and leverage our collective power”

“Before 2015 there wasn’t really a discussion of alternative economic models – there wasn’t a belief that there was an alternative to the status quo and challenge was within the confines of the existing system. Since then the idea of systems change has started to take root – we have been building the evidence base for the components but the advocacy and mobilisation element is still quite weak. We need to push out the ideas – there are two elements here – winning hearts and minds and setting out the alternative”

“The connection between systemic and structural narratives and work rooted deep in communities and places is hard to join up – often there are different skillsets in the people involved. One way to link the two is through campaigns – on a living income”

However, there was some recognition of how far the conversation has moved on over the last decade and the need to shift strategies in response.



Strengthened connections between ideas and practice

Among grantees there was general agreement that FPF's funding is tilted towards policy analysis, policy development and research to generate new ideas. Although the 'local economies' funding line is more practice focused it is not directly connected to the work funded under the 'systems' funding.

"I think there is an over emphasis on a think-tank type approach to change – we need to expand beyond elite audiences with popular campaigning to gain cut-through"

"Within organisations and between us there is a sense that the elite work is more important"

"All the energy is going into policy/ advocacy – less is going into grassroots organising or community organisations"

"We need a stronger connection between the people who are spending their time thinking about economic systems change and those who are doing the doing"

Some grantees feel that there is a need to shift funding to more grassroots groups or to testing place-based alternative models but others believe that it is too early to shift away from ideas as the pathway to systems change still hasn't been effectively elaborated.

"You can see the importance of policy and ideas in relation to what happened with Black Lives Matter – there was a lot of money going into it – into mobilising and organising. But there were no clear demands or asks. It was reacting against something. We need to go beyond reacting against something to align across movements and build wider alliances and coalitions"

The 'local economies' funding strand has been critical for the initiatives that it has supported. But there have been fewer applications that FPF expected – as FPF seeks to fund organisations that are operating at a local level but have systemic ambition/literacy. Securing funding for these initiatives is challenging.

"It feels like an ideological wall against community-led approaches"

"Funding for community asset building is limited"



Strengthened connections between ideas and practice

FPF's focus is on projects that are trialling alternative economic models – for example through community energy projects. There were concerns that the bar for 'local economies' applications is very high.

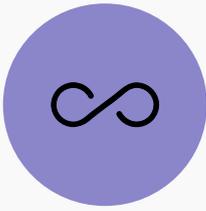
"It's not realistic to expect local groups to talk about how they are changing the system as a whole".

"Does everyone need to have a systemic analysis. Maybe the immediate problem that engages people is more tangible like better rights for nannies or for working people"

It was noted that although the funding is UK-wide, in practice the geographic outreach is narrow. The devolved nations, Scotland, Wales, and Northern Ireland are unrepresented. Yet, there are conducive local conditions and a more supportive environment within the devolved nations to potentially advance the testing and development of alternative economic models on the ground, than there is in England.

"Wales is increasingly a petri-dish for new economic ideas. It is possible to bridge policy and political divides – to break down silos. We are able to connect people into the policy discussion – like with the round tables we did on land use with community members on access and rights."

FPF recognise that there are opportunities in the devolved nations, but they are not a well-known funder and with diminishing resources it may not be appropriate to try to find more applicants as good applicants are likely to be rejected.



A more diverse and inclusive new economy movement

Some grantees were concerned that the new economy movement lacks diversity and this has an impact on its effectiveness and representativeness. As with pushing for greater collaboration, some grantees felt that FPF should more proactively use its power to ensure that organisations were considering diversity and inclusion and engaging with issues of equity and oppression. Some grantees felt that even if FPF couldn't fund new grantees going forwards it could highlight that it wants to see applicants reaching out to new audiences or bringing in new voices.

"We need more grassroots and local work – that way there is a significantly broader and more diverse group of people and power behind those efforts"

"(Who is missing...) Pretty much everyone who is significantly affected by injustices of the current economy system"

"The sector is dominated by white middle class, highly educated people, but is unrepresentative of the world and the economy we are trying to change"

"It is quite a technocratic discussion – it doesn't connect to people's experience."

"Friends Provident have encouraged us to diversify the thinking amongst our advisory panel".

Greater diversity in assessors, the Board and in staffing at FPF would potentially enable FPF to more fairly assess a wider-range of applications. For example, one grantee highlighted that their initial proposal had been rejected, a year later after review by a DEI expert, a new version *"written in our own words, and describing the hard-hitting realities of things on the ground"* was subsequently approved.

What did grantees tell us were the opportunities for funders involved in economic systems change?

Opportunities



Strengthening funder collaboration and sharing of learning/impact to bring in more funding



Strengthening the connections and interplay between different elements of the fair economy ecosystem



Strengthening funder collaboration and sharing of learning/impact

In the face of a reduction of grant funding, grantees highlighted the role that FPF could play in bringing more funding into the ecosystem by being an advocate for economic systems change and strengthening funder collaboration.

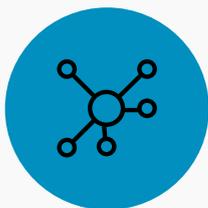
“There needs to be an appreciation of the full ecosystem and understanding where the money is generally going.”

Grantees recognise the potential for FPF to document and share its learning across its portfolio and engage other funders on the need to address the economic system. As funding grows to address climate breakdown – it is clear that a wider group of funders need to think systemically and make the connection between climate and economic systems change.

“Friend Provident get the systemic aspect – they are not just focused on the symptoms (there are people in poverty) – they ask – what is causing that?”

“If they are going to have less money in the future, they need to be realistic about what their analysis is, consolidate what they’ve done – now isn’t the time to start funding new organisations – they’ve got the power to draw out their learning and bring in new funders. And to give a clear message to applicants – we are being really picky now – we are only going to fund those organisations who are most aligned with our core work.”

“Funding from Friends Provident was critical to us being taken seriously by other funders”



Strengthening the connections and interplay between different elements of the fair economy ecosystem

The pandemic, and the challenging funding environment, have inevitably seen organisations become focused on their own survival and support for staff – as pressures ease – it is important to encourage and support organisations to look to strengthen their connections and develop more shared initiatives.

“There is an absence of an appropriate collaborative business model – organisations, staff and business models are set up in such a way to do what the organisation does, but not set up to work collaboratively as an ecosystem”

Funders can play a role in building shared understanding of the economic system and how economic systems change can happen by articulating their own view (whilst supporting a plurality of organisations and perspectives).

Some grantees felt that FPF and other funders could facilitate and encourage connections across the ecosystem to strengthen collective action (without actively getting involved in coordination themselves). As some grantees highlighted FPF is already playing this role to some degree.

“FPF are not just the funder, they are involved in the work we do as members of our networks” (network grantee)

“FPF made us feel part of a bigger narrative ... that’s a big positive”

“We’ve done a lot of collaborative work – this has been through FPF – they have supported us to connect with different people in the space”

“FPF has maybe become overstretched as its funded more and more organisations. It has value in its system-wide view – but directly engaging with organisations stretches the ability to build strong relationships – FPF might want to consider more consciously how it is spending its time”

Some grantees felt that FPF could try to encourage more collaboration across the ecosystem – potentially with co-funding from funders who have expertise in complementary areas (e.g. activism, movements etc.). Other grantees were hesitant to encourage funders to play this more interventionist role.

FPF Grant-making practice: How does Friends Provident fund?

FPF's grant application is a two-stage process. Applications are on a rolling basis. The initial application is a simple 2-page outline of ideas that demonstrates a fit with the funding programme objectives. Applications are reviewed by staff and the Programme Advisory Group.

Unsuccessful applicants are informed, and conversations are held explaining the reasons for rejection. The rejection level is high, at 20%, and has increased as demand for funding has grown since the Foundation is recognized as a committed funder in the new economy ecosystem, and because the programme has broadened the range of some thematic issues (e.g., food, land, energy).

The Stage 2 applications are by invitation only and requires a slightly more detailed proposal (6 pages). These are reviewed by Trustees against six general criteria (e.g., a good fit, problem statement, methods, outcome, risk, and potential impact). Applicants usually learn of the outcome within six months of applying.

"The application process is straightforward, and the process feels proportionate to the size of the grant"

Grants vary in size and duration. In the economic systems change workstream start-up funding to create, develop and grow organisations, and renewal grants have transitioned to core-funding supporting the long-term resourcing of several key organisations.

Shorter term project funding, including one off injections of capital, have been instrumental in supporting local economies initiatives to try and test economic models. A small number of blended finance (grants and loans) have been granted to social enterprise projects.

Grantee perspectives on the strengths of FPF grant-making practice



Figure 1: Words that grantees used to describe FPF - size reflects frequency, cloud consists of words mentioned by more than one grantee

Quality of relationships with grantees – trust, respect and alignment

The vast majority of grantees view their relationship with FPF positively. They see the team as a source of support and knowledge and appreciate the trust and respect that underpins their interactions.

“FPF asks what can we do to help, rather than you need to do this”

“They trusted us and bought into our strategy”

Willingness to take risks, be flexible and fund innovation

FPF has played a catalytic role in the new economy ecosystem by funding organisations early and taking risks. FPF has shaped the movement and supported a plurality of ideas. Over the last ten years organisations have grown and matured – with many transitioning from project to core funding.

“The movement would not exist without Friends Provident”

“Our organisation would not have existed without funding from Friends Provident”

“The importance of Friends Provident to the movement is immeasurable. Without FPF funding the movement would still exist but it would be smaller and less impactful – much less connected and much less strategic. For most organisations for most of the decade FPF has been the largest and most secure funder”

“Friends Provident have invested in finding groups that want to change the economy – that’s a radical long-term agenda”

Unrestricted funding is highly valued for the flexibility that this enables and allows grantees to adapt and pivot their work in response to changing external factors. Core funding provides institutional stability and increases the opportunities to leverage additional resources from other funders.

“The funds gave us the freedom to try and test, see what works and double down on what works” (local economies project)

“It allowed us to step back to reconsider the work that we’ve been doing for a long time and to find a slightly different path” (economic systems change grantee)

“We are trying to present an example of an alternative economic system and showing what happens – Friends Provident took a big risk on us”

“It’s very unusual for foundations to be prepared to take those kinds of risks and support projects that are a bit more speculative in a way”

“The catalytic early-stage funding and core funding has supported the growth and development of our organisation”

Grantee perspectives on where FPF can improve its grant-making practice

Increase clarity and transparency

The information about funding streams on the website is not very detailed and the descriptions are very broad. The guidance for applications does not provide information about the Foundations view on what a fair economic system would look like and how it could happen. This potentially encourages applications that are not aligned with FPF priorities and have limited chance of being funded.

“It’s almost possible to include any project idea to fit the guidelines”

The conversations that follow stage 1 applications with FPF staff and assessors are more in-depth – for example grantees may be asked about how they are addressing issues like diversity and inclusion. However these implicit criteria or considerations are not made explicit and so decision-making can feel untransparent.

FPF staff highlighted that often they are internally aligned about the time-frame for funding a particular organisation or initiative (e.g. this is a project, this is more of a long-term funding relationship) without necessarily being explicit with the applicant about this.

“Onboarding processes and guidelines documents are incomplete and confusing”

Some grantees had struggled to get clear guidance about how to apply for core funding and also how to report the financial information effectively. There were instances where grantees felt that there had been some inconsistency in the information that they had been given from FPF about the availability of funding.

Grantees appreciate the opportunity to submit reports that have been produced for other funders but sometimes the flexibility around timeframe for reporting and the format increases the cognitive load for grantees.

Greater clarity around what reports should include and frequency of reporting would (in general) be viewed positively. In some instances, staff turnover and absences can lead to grantees feeling insecure because of lack of consistent processes including reporting requirements and payment schedules. In the absence of a consistent feedback loop, grantees are unsure how FPF is reflecting on and learning from what grantees are telling them in their reports.

Some grantees have interpreted this lack of feedback and ongoing engagement as a lack of interest and commitment.

"Light touch reporting can be too light touch"

"Once your given the money, you are kind of left to it"

Grantees raised concerns about renewal processes and also the lack of time/ space for conversations about long-term sustainability and exit strategies. Given the potential for grants to be reduced or potentially come to an end due to the squeeze on resources – this is an area where practice needs to be strengthened.

"Possibilities for renewal are ongoing with FPF but generally there is little warning and timeline for renewal is incredibly short"

"Exit strategy has not been discussed"

"We would like follow-on funding and this should be discussed earlier to allow us to pivot fundraising efforts"

Reflection questions

Can FPF be clearer about its own vision of a fairer economy?

Can FPF be clearer about how it thinks change could happen?

Can FPF be clearer about how it sees its role alongside that of other funders?

With less funding available and fewer grants being made it is important that Friends Provident is clear about what it wants to fund and why. The current information on the website does not provide sufficient guidance for applicants to make an informed decision about whether their application is likely to succeed and what Friends Provident values.

In conversation with FPF, it is clear that with the assessors and with the Board there are key considerations that are considered when reviewing applications, but these are not public/transparent. The principles underpinning FPFs vision of economic systems change (decarbonisation, decentralisation, democratisation, decolonisation/EDI) could be shared. This would also prompt grantees to consider how their work incorporates these principles (without making explicit requirements e.g. anti-oppression policies).

Whilst there can be many perspectives across different organisations within an ecosystem – it is important to set out what is not negotiable in FPF's vision of a fair economy. Applicants need to know that they are not thinking about how to reshape the economy in the context of climate change or how to ensure that a

transformed economy is more equitable and addresses the colonial roots of the UK economy then they may not be aligned with FPF.

Can FPF better frame or articulate its 'local economies' strand?

Grantees highlighted the need to clarify what is funded under this strand. Currently there is some confusion in the language and terms used to describe the local economies strand, since terms such as community, grassroots, and local are used interchangeably. Current grantees recognize this confusion as is reflected in some of the quotes throughout this report. Several grantees suggested that being more explicit with the focus on practically testing alternative economic models at the local level would enhance clarity. It needs to be clear that this funding is not primarily focused on engaging with economically marginalized and underserved grassroots groups within a broader community/locality. Being clearer would reduce the number of applications that are made that fail at stage 1 which are around community needs. Although FPFs application is not onerous – it does absorb staff time to read through applications that have no chance of being funded.

The work funded under this strand has been excellent and has demonstrated the viability of alternative economic models, and in Scotland and Wales has actively engaged policymakers. It is important to ensure that if the funding strands are merged this work is not lost – as this is where FPF is making a critical contribution to the transformative potential of a fair economy.

Can FPF more proactively consolidate and share its learning and impact – to engage more funders – as an ‘advocate’ rather than an activist funder?

After a decade of funding organisations as part of the new economy ecosystem, there is a need for greater focus by FPF on strengthening ‘meta’ learning and articulating impact to attract other funders.

There are gaps in funding and particularly support to testing and developing alternative economic models. Grantees believe that with less funding available the role for FPF should be to encourage other funders into the sector and ensure complementary funder action – rather than switch its own funding (creating gaps in the areas it vacates and creating new dependencies). The opportunity lies in doubling down on existing work, furthering the development of examples of alternative economic models in thematic areas that FPF has already played a catalytic funding role.

The grantees recognise that the current staff are overstretched and there is limited resource available to invest internally in learning – despite it recently being added to a job-role (currently post-holder is on maternity leave). Focusing on the 4Ds as the framework for learning could increase

efficiency, and support both the breadth and depth of analysis of learning which can be shared with grantees and the wider sector. Moreover, if the Foundation was willing to convene or host roundtables that consolidate learning across the portfolio – this would be both more transparent and potentially more efficient.

Can FPF provide more regular communications updates about what its grantees are doing and where funders are collaborating or there is scope for joint funding?

Grantees value the conference/convening where they get the opportunity to meet directly with each other and they would value greater information sharing about grantee and funder action. Grantees were clear that funders directly involving themselves in coordination can be actively unhelpful but they believe that FPF should share its view of the ecosystem and play a horizon scanning role.

How can FPF balance its commitments to existing grantees with the gaps that have been identified in the new economy ecosystem?

Grantees recognised these tensions and felt that FPF should try to bring in new funders or co-fund to support new organisations or initiatives. FPF has a small staff who have developed expertise and knowledge in its two existing strands of work. There are already challenges for the team in engaging across the devolved nations and limited capacity for institutionalising learning and understanding impact. Getting involved in new areas (funding grassroots initiatives

or advocacy led by those most affected by the economic system) would require more capacity and new knowledge at a point where funds are reducing. This could create new dependencies and also impact on the sustainability of current grantees – the priority moving forwards must be to first – do no harm.

Grantees (perhaps unsurprisingly) felt there was a need to focus on sustaining the existing organisations and build on their potential and FPF’s investment. The amount of funding available for the new economy sector is small and a significant shift in grant-making strategy could destabilise a number of organisations and the ecosystem as a whole (by increasing competition for remaining funding and reinforcing a scarcity mindset). Most grantees are already permanently fundraising, spending a significant proportion of their time applying for grants, administering, and reporting on grants.

What is the long-term vision for sustainability?

Grantees would welcome a more open conversation with FPF about how it is going to manage the decline in its grant funding and what they can expect the impact to be. It would be helpful to explore whether some organisations have opportunities to manage a reduction in funding due to opportunities with other funders or ability to attract different types of finance (for local economies/asset building projects). Grantees highlighted that core funding only ever covers the basics (salaries, operating costs) and there is limited ability to build up reserves or invest in organisational infrastructure.

For the local economies projects FPF recognises that it will not have the funding to scale up alternative models (and therefore other funding will need to be brought in) – but with core funded systems level grantees it is clear that there is still a high level of dependency on FPF and so there will need to be further discussions and consultation.

“Push forward with new funding models that support self-reliance – revolving funds, repayment finance, blended finance”

How can FPF continue to innovate in grantmaking practice – using its funding to model a fairer economy?

Grantees gave some examples of where FPF could encourage grantees to strengthen their care and wellbeing support or their anti-oppression practice. For example, staff wellbeing, care and coaching support, support for maternity leave for small organisations or support for recruitment focused on increasing the diversity of applicants. In addition, payment in arrears was highlighted as being challenging especially for small organisations.

Annex A: Individuals & organisations involved in consultation

Interviewees

1.	Community Energy Association (Energy)	Philip Coventry*
2.	Development Trust NI Ltd (Community Wealth)	Margaret Craig
3.	Economy	Joe Earle
4.	Ecumenical Council for Corporate Responsibility	Sarah Edwards*
5.	Finance Innovation Lab	Rebecca Sumner Smith
6.	Finance Innovation Lab	Jesse Griffiths*
7.	Institute of Welsh Affairs	Auriol Miller*
8.	Muslim Women Council	Bana Gora
9.	New Economics Foundation	Miatta Fahnbulleh
10.	New Economy Organisers Network	Jessica Kennedy
11.	Onion Collective (Inward investment)	Sally Lowndes*
12.	Positive Money Ltd	Fran Boait*
13.	Rethink Economics	Laurence Jones Williams
14.	Share Action	Harriet Rimbault
15.	Economic Change Unit	Sarah Jane Clifton
16.	Students Organising for Sustainability	Melanie Kee*
17.	Students Organising for Sustainability	Michelle Hemmingfield
18.	Tax Justice UK	Robert Palmer
19.	Wellbeing Economy Alliance	Jimmy Paul
20.	Wessex Community Assets Ltd	Tim Crabtree*
21.	Women's Budget Group	Mary Ann Stephenson*

*= also attended workshop

Workshop

22.	New Economy Organisers Network	Ayeisha Thomas-Smith
23.	New Economics Foundation	Iona Sirca
24.	Development Trust NI Ltd (Community Wealth)	Charlie Fisher
25.	Share Action	Elaine Phung

Annex B: Key Questions

The table below summarizes the key questions of our framework of enquiry:

Areas of Enquiry	Key Questions
Funding economic systems change	What are the major obstacles to systems change (grounded in lived experience) for a fair economy?
	Needs, gaps and opportunities
	How can a funder have most impact through supporting systems change (grounded in lived experience) for a fair economy?
	What needs to be supported? Which people? What organisations? What movement support/infrastructure?
	Aside from money what does the movement/sector need
Funding Practice	What is your experience of FPF as a funder?
	How is FPF currently viewed?
	What difference has FPF funding made to your organisation/community?
	What difference has FPF funding made to others/the field as a whole?
	What could FPF do differently, more of or less of?
	Who are your other funders for your work towards a fairer economy?
	What difference does core funding make to long-term sustainability?
	What are FPF's strengths and weaknesses?
	How can FPF model good funding practice aligned with a vision of a just and fair economy? What should it not do?
	How could FPF strengthen its support (beyond more money) for you and for the movement as a whole?
How is/could core funding strengthen the long-term financial sustainability of your organisation/the movement?	
Who else should FPF be funding? Whose voice is missing?	
Before – Approach, application, and proposal During – Relationship, reporting & grant administration After – Renewal or exit	