



# LEARNING FROM OUR EXTERNAL EVALUATION

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# REVIEWING OUR EFFECTIVENESS AS A FUNDER AND AN ORGANISATION

In the spring of 2017, the Wimbledon Foundation, the charity of the All England Lawn Tennis Club, commissioned its first external evaluation to mark the fifth anniversary of the Foundation since registering as a charity in 2013. It was an opportunity to review our first five years of operation and how we work towards our mission to use the heritage and resources of Wimbledon to help change people's lives.

External consultants Rocket Science examined the Foundation's characteristics from different perspectives, both as a funder and an organisation and helped us to identify key areas of development and progression. This is a summary of the recommendations and actions taken from this formative exercise; a journey taking place over two years.

If you have any questions about the evaluation or about the Wimbledon Foundation, please email us at [foundation@aeltc.com](mailto:foundation@aeltc.com). We welcome your comments.



## EXECUTIVE SUMMARY

The Wimbledon Foundation appears to be in good health. As it enters the next stage of its development, it is also at a crossroads. This independent review of the organisation, drawing on Board and strategy papers and a series of interviews with key stakeholders, has largely identified the Foundation as a real success.

The Foundation needs to embrace opportunities to change - new ways of working, new partners and refreshed communication of its purpose and goals so it strengthens its contribution by more clearly demonstrating its social impact.

**John Griffiths**  
Director



# NINE RECOMMENDATIONS

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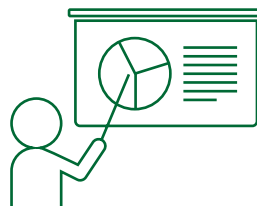
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# 1 THEORY OF CHANGE - LONG-TERM GOALS



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

Engage the Foundation's Board and senior All England Lawn Tennis Club (AELTC) stakeholders in a "Theory of Change" exercise in order to arrive at a clearer articulation of the Foundation's longer-term goals. This can then be used in future internal grants management and external communications to focus more intently on the impact and difference that the Foundation wants to make in the next five years.

### Key points from the evaluation

#### In the process of reviewing activities and goals consider two questions:

- a) If after reviewing your outputs, process and outcomes, there are gaps identified, the Foundation needs to ask itself why and what further activities does it need to do to reach its goals?
- b) Equally, a Theory of Change should be used to reveal and shine a light on those activities which are not delivering so strongly on the Foundation's goals, and by implication what it might cease doing and/or funding.

## OUR CHALLENGE

### A Theory of Change session

The Board, Foundation team and senior AELTC stakeholders took part in a Theory of Change session to review activities and main objectives. Four key areas of work were identified and developed into our long-term goals, which superseded and went beyond our original three themes of Playing, Giving and Learning.

## OUR LEARNING IN PRACTICE

### Developing Our Goals

The next task was to match the existing activities of the Foundation to the four proposed outcomes. For some activities, there was clear agreement as to where they aligned. However, for others which may have pre-dated the Foundation, it was harder to identify a clear alignment. For example, the Road to Wimbledon, a competitive youth tournament, was transitioned out of the Foundation's remit and re-positioned with the AELTC, with which it is more closely aligned.

The Wimbledon Foundation's desired outcomes were further refined to focus our work on four achievable, long-term objectives:




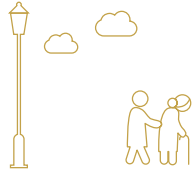
- **Strengthening the local community**  
Helping people in the boroughs of Merton and Wandsworth
- **Supporting healthy and active lives**  
Enabling good mental and physical health for people of all ages
- **Developing young people**  
Creating opportunities to learn skills for life
- **Helping those in need**  
Supporting charities through The Championships and the Club

After an iterative and consultative process, we created Our Goals framework (see page 5) which communicates how the Foundation aims to achieve these four goals through a range of activities.

# THEORY OF CHANGE - LONG-TERM GOALS



## OUR GOALS

<p><b>Strengthening our local community</b></p>  <p>Helping people in the boroughs of Merton and Wandsworth</p>	<p><b>Supporting healthy and active lives</b></p>  <p>Enabling good mental and physical health for people of all ages</p>	<p><b>Developing young people</b></p>  <p>Creating opportunities to learn skills for life</p>	<p><b>Helping those in need</b></p>  <p>Supporting charities through The Championships and the Club</p>
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## HOW WE AIM TO ACHIEVE OUR GOALS

<p>Providing grants and gifts-in-kind from Wimbledon to support local community partners which help people to feel healthier, happier and less isolated.</p> <p>Prioritising work which tackles social needs and supports local people facing disadvantage.</p> <p>Supporting local organisations which help to create an active and engaged community.</p>	<p>Delivering and supporting projects which encourage healthy life choices, increase health awareness and address health inequalities.</p> <p>Funding projects which help to improve mental and physical health.</p> <p>Increasing access to sport and physical activities for all.</p>	<p>Delivering programmes which give young people access to positive learning and tennis experiences inspired by Wimbledon.</p> <p>Supporting projects which help young people develop life skills, including building confidence and learning leadership skills.</p> <p>Funding work which tackles disadvantage and creates pathways out of poverty.</p>	<p>Donating to charities through The Championships and the Club which help disadvantaged communities in the UK and beyond.</p> <p>Providing gifts-in-kind and resources from Wimbledon to charitable organisations helping those in need.</p>
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## OUR ACTIVITIES

Community Fund	Health & Wellbeing Fund	Wimbledon Junior Tennis Initiative	Ticket Resale Fund - Helping those in need
Ticket Resale Fund - Local	Get Set, Get Active Fund	Learning Programme	
Arts & Community Engagement Fund	WaterAid Partnership	Magic Bus Partnership	Ticket Resale Fund - Sport



### FEEDBACK FROM ROCKET SCIENCE

#### Review of Our Goals by Rocket Science

As a high-level, summary document, Our Goals is intended to show the logical connection between the Foundation's activities (its unique mix of funding, initiatives and resources), outcomes and goals.

The fact that some of the Foundation's activities produce outcomes which contribute to more than one of the four goals is not unusual. The goals are presented in this order to reflect that the Foundation's work starts locally.

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#### The purpose of embedding a Theory of Change and the acid test as to its effectiveness, is to ensure:

1. The Foundation has a guiding framework (Our Goals) set out in accessible language.
  2. The Foundation has the means to focus on a set of core activities and consequently to say no to demands, or stop doing things, which do not fit clearly within this framework, as well as determine future priorities.
  3. The Foundation's role as an enabler of others (partners and grantees) is clearly conveyed and a set of shared outcomes is established.
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#### Next steps

The Wimbledon Foundation's Board and key AELTC stakeholders are asked to continue to review Our Goals and reflect on whether this is an accurate representation of the Foundation and appropriate as a guide to focus and prioritise future work.

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#### Further work is ongoing on the internal version of the outcomes and goals framework for use by the Foundation team. This will include:

- More detail in terms of the anticipated connections between the activities and the "main outcomes."
  - Clarification of the assumptions which underpin the long-term goals and what these might mean for the way the Foundation works with current and future grantees and partners.
  - Further development of the approach to delivery and partnerships to reflect the Foundation's values (heritage, integrity, respect and excellence).
  - Enhanced evidence and understanding of the impact of the Foundation's work.
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# 2 NEW NATIONAL PROGRAMME



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

Progress development of a distinctive national programme based on the Foundation's long-term goals.

### Key points from the evaluation

- It is a strength that the Wimbledon Foundation has a unique brand which goes far beyond tennis. A national programme and partnership would benefit from integrating these elements.
- Follow the Foundation's thorough procedure for funding specific themes by inviting proposals from an experienced group of specialist organisations to deliver a three-year programme of activities, this time shaped by the new long-term goals.
- Investing over a longer period, recognising that it takes time for lead organisations successfully to develop and roll out their respective projects.

## OUR CHALLENGE

### To develop a new national programme

The external evaluation helped us to find a direction for our national programme. Careful consideration was given as to whether it was the right choice for the Wimbledon Foundation to make tennis the focus of its national programme and which priority group(s) it should serve. In addition, the challenge of creating a strong association with the Foundation at locations nationwide meant that this strand of work was not progressing as planned.

The evaluation provided an opportunity for an external third party to collate the views of the Board, Foundation and AELTC stakeholders, review barriers to progress and give a fresh and objective perspective based on all viewpoints.

## OUR LEARNING IN PRACTICE

### National programme in progress

In September 2019, the Board approved a detailed proposal for an aspirational national programme relating to our long-term goal of Developing Young People which targets disadvantaged groups with a multi-sport approach. The design of the programme will reflect the Foundation's values and create opportunities for young people to develop their leadership skills.

To strengthen the connection to the Wimbledon Foundation, it was agreed that there would be additional staff resource allocated to co-develop the curriculum, embed our values and manage partnership delivery across different locations.

# 3 APPROACH TO PARTNERSHIPS



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

Undertake a review of the Foundation's partnerships to identify and understand what makes for effective collaboration, given the Wimbledon Foundation's primary role as an "enabling funder." Produce a set of "partnership principles" which need to inform future engagements and help define a way of working which is in line with Foundation's values and culture.

### Key points from the evaluation

- The Foundation is a "doer" and an "enabler." Its small management team runs several of the Foundation's programmes directly - including its Health & Wellbeing Fund and the Get Set, Get Active Fund. Much of its other work is reliant on working in partnership and funding others to deliver its work programmes.
- The extent and nature of these internal and external partnerships highlight that the work of the Foundation is far more than that of a traditional, charitable trust. Partnerships bring their own challenges, requiring influencing, relationship management, as well as grant-making skills, on the part of the Foundation team.
- Consultation with long-term stakeholders characterise the Foundation as a networked, approachable, adaptive, improving and strategic funder.
- Consistent partnership principles provide the opportunity to apply a rigorous review of existing partnerships and potentially take different approaches.

## OUR CHALLENGE

### Review and develop partnership principles

To understand better and define what we look for in partnerships, we reviewed our collaborations and identified both strengths and areas for improvement. Rocket Science conducted confidential consultations with our long-term stakeholders, including three-year grant-holders.

This stakeholder consultation, helped to inform the development of Our Approach, a statement which details the behaviours that we aspire to and expect from our partners. These are intended to work alongside a detailed operational framework to strengthen our selection process.

## OUR LEARNING IN PRACTICE

### Partnership recognition

For the first time in 2018, the Foundation invited an international charity partner, WaterAid, to run an activation in The Queue at The Championships. In the first year of our partnership, we engaged visitors to The Championships through different activities, including an augmented reality photo exhibition, a step-count tool and social media engagement. This was highly commended at the Business Charity Awards for positively engaging Wimbledon spectators and increasing awareness of WaterAid's work.

We also sought to improve long-standing arrangements and to increase the recognition of partnerships which are closely aligned with Our Approach and Our Goals, for example with military and emergency service benevolent funds. In 2018, the RAF Benevolent Fund and The Firefighters' Charity were nominated to take part in the coin toss ceremonies at the Ladies' and Gentlemen's Singles Finals.



# 4 COMMUNICATION PLAN AND TOOLS



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

The Foundation has the opportunity to benefit from the planned refresh of the Wimbledon master brand, using this process to reaffirm the Foundation's strong connection to Wimbledon and refocus its communications to reflect its new goals.

### Key points from the evaluation

- For charities associated with a specific cause or a certain place, communicating their message is relatively straightforward. For the Foundation which runs its own initiatives and acts as an intermediary and enabler of other organisations, communicating a clear and attractive message is more challenging.
- The Wimbledon Foundation will require new ways of presenting its message and appeal to attract corporate partners, co-investors, Members and stakeholders, including Debenture holders.
- The Foundation urgently requires both a clearer "ask" of potential future supporters, along with compelling evidence of social return and impact.

## OUR CHALLENGE

### Review our communications

Over the past five years, the Foundation has been steadily developing new grant funds and partnerships as well as supporting the AELTC's existing community programmes. During the first few years of operation, it was possible to cover effectively the full breadth of charitable and community activities. However, in later years, it became increasingly difficult to summarise the more extensive work of the Foundation as a responsive funder.

Foundation stakeholders might have direct experience of one activity but may not be aware of the wider work of the Foundation. External audiences did not always realise that the Wimbledon Foundation is the official charity of the All England Lawn Tennis Club and The Championships.

At the end of 2017, a review of the AELTC's brand architecture was undertaken providing the opportunity for the Foundation to engage with the AELTC Communications team to access their branding expertise and identify new opportunities to reach a growing audience.

## OUR LEARNING IN PRACTICE

### A new look

The Foundation worked closely with the AELTC Communications team to develop Our Goals framework and visuals, Our Approach, and vision. It was recommended that the Foundation's logo be redesigned to be instantly recognisable as the charity of the AELTC and The Championships. The content of our Annual Review 2018 reflected these changes and introduced our new goals and logo to our stakeholders.

### National coverage of A Roof for All

To mark our fifth anniversary and to capitalise on the attention garnered by No.1 Court's new roof, the Foundation created a new fund, A Roof for All, to help combat homelessness.

The fund was the beneficiary of an online auction and a proportion of ticket proceeds from The No.1 Court Celebration, an exhibition of tennis and music held in May to commemorate the completion of the new roof.

The No.1 Court Celebration provided an excellent opportunity to raise awareness of the Foundation and its work. The Foundation logo featured prominently on all event materials and on No. 1 Court itself with our logo replacing The Championships logo for the day. A film about the Foundation featured as part of the BBC 1 broadcast and the event was widely reported in the media. The Foundation kiosk at The Championships 2019 featured Our Goals and information about A Roof for All and engaged more than 14,000 visitors.

# 5 GOVERNANCE



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

Commission an independent governance review of the Foundation, focusing on the effectiveness, membership, roles and recruitment of trustees to the Board. Draw on best practice and charity governance models to enable the board to increase its transparency, diversity and effectiveness in line with the Foundation's new goals.

### Key points from the Governance review

- Use the forthcoming Charity Commission guidance on Corporate Foundations to undertake a "health check" on Wimbledon Foundation's connections with the AELTC.
- Make changes to trustee recruitment, induction and training which, along with new term limits, provide greater reach and external challenge for the Foundation.
- Carry out a skills audit of the existing trustees to ensure any new trustee adds value to the skill set of the Board.
- A diverse Board can bolster a charity's resilience and give it the best chance of fulfilling its purposes into the future.
- Enhance the evidence and understanding of the Foundation's impact.

## OUR CHALLENGE

### Review our governance

The Foundation's growth and development to date includes widening the trusteeship of the Foundation beyond four active committee members of the AELTC. More recent appointees to the Foundation's Board, including a Club member (non-committee) and two independent members, have come from organisations across the non-profit and charity sector, bringing the total number of trustees to seven.

Internally, a joint trustee and staff working group was created with responsibility to review our governance policies in detail and implement best practice. We asked Rocket Science to carry out an independent governance review. This included the trustees' assessment of the Board's effectiveness against seven areas of responsibility:

- Mission and purpose
- Strategic planning
- Financial and risk management
- Monitoring and evaluation
- Recruiting Board members
- Supporting the Foundation staff
- Board effectiveness

## OUR LEARNING IN PRACTICE

### Policy review

The internal working group reviewed and updated our full range of governance policies including: Memorandum of Understanding with AELTC which guides the relationship with the Foundation's corporate donor, Risk Register, Complaints Policy, Reserves Policy, Conflicts of Interest Policy, Privacy Policy and Safeguarding Policy.

During the review of the Conflicts of Interest Policy, a new process was introduced to integrate declarations into our new grant management system. This provides a live record system to manage, monitor and pre-empt conflicts and interests. An annual update will be logged in addition to the existing declarations process in advance of every Board meeting and panel representation meeting.

### Board effectiveness

A skills assessment of the Board of trustees is scheduled and the review and development of recruitment and formal induction processes for new trustees is in progress.

The Foundation is planning to recruit at least one additional trustee before the end of 2020 and is committed to encouraging applicants with diverse backgrounds. To enable trustees to make more informed decisions, further opportunities for charities to speak directly to trustees about their work are planned.

# 6 APPROACHABLE FUNDER



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

As part of the Foundation's regular survey of applicants, introduce a question to gauge applicants' view of the Foundation's approachability and provide the opportunity for applicants to identify any possible barriers to overcome. Maintain and create further points of contact with the local communities of Merton and Wandsworth.

### Key points from the evaluation

Rocket Science held confidential conversations with some of charities with longer-term grants:

- Applicants commented that they valued the opportunity to meet the funder and take questions which demonstrated the Foundation's genuine interest in the project.
- This approachability tends to result in projects subsequently being more open and honest with their funder, informing the Foundation of any developing issues in connection to their project's delivery.
- As the Foundation looks to expand, the same level of engagement may be difficult to maintain. Increasing staff capacity could potentially ensure a continuation of this approach.
- The regular networking events that the Wimbledon Foundation holds help to tackle the perception of the AELTC's exclusivity by bringing Board members and other stakeholders together with organisations funded by the Foundation.

## OUR CHALLENGE

### Provide opportunities for feedback

The Foundation values the direct contact it has with potential applicants and grantees. While this approach works well for supporting applications and projects' progress, a funder asking for authentic feedback in the context of grant management is unlikely to be rigorously challenged.

To address this, the Foundation has commissioned an independent and anonymous survey to be undertaken every two years, of both successful and unsuccessful local applicants and other key representatives. This will enable the Foundation to evaluate perceptions of its role as a grant-maker and as a local organisation.

## OUR LEARNING IN PRACTICE

The 2018 survey included questions exploring applicants' perceptions of the Foundation and any barriers to accessing funding. We will continue to address any potential barriers for applicants and proactively review processes to improve the experience for charitable organisations.

Two new Foundation team members joining in 2018 helped to maintain and enhance the level of engagement and support the growing portfolio of programmes. In 2019 we were able to provide more opportunities for funded groups to speak directly to Foundation staff and trustees. We held application support sessions in both Merton and Wandsworth and hosted 24 events.

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**APPLICANTS SPECIFICALLY MENTIONED SITUATIONS WHERE THEIR PROJECTS HAD ENCOUNTERED AN ISSUE WHICH HAD BEEN EASILY RESOLVED BY FLAGGING THIS EARLY ON WITH THE FOUNDATION. GRANTEES INDICATE THAT THEY THINK OF THE FOUNDATION MORE AS A PARTNER IN THEIR PROJECT, RATHER THAN SIMPLY ITS FUNDER.**

JOHN GRIFFITHS, ROCKET SCIENCE

# 7 STRATEGIC FUNDER



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

Continue to demonstrate an understanding that a one-size fits all approach will not be appropriate for all Foundation beneficiaries and applicants. Analyse and act on application data to determine gaps and, where necessary, adapt the Foundation's local grant making, or identify opportunities for collaboration with other funders locally.

### Key points from the evaluation

The experience of the last five years is enabling the Wimbledon Foundation to develop as a more strategic funder, particularly at the local level, by applying a powerful mix of expertise, resources and funding to focus on a handful of longer-term goals.

- The Wimbledon Foundation adapts its grant making to the local environment. The boroughs in which it is located – Wandsworth (inner London) and Merton (outer London) – are very different places to work in.
- Donating items and offering additional services to the community (“funder plus”) is a feature of the Foundation's giving and sets it apart from many funders. This is a varied strand which reflects the scale and reach of the AELTC and The Championships.
- Use the increased Ticket Resale Fund budget to support projects and wider causes that do not fit within the parameters of the other funding streams, and yet still have a close fit with the Foundation's long-term goals.

## OUR CHALLENGE

### Understanding and adapting to needs

As an engaged funder, it is our continuing responsibility to understand the context of the communities that we support through consultation with charitable organisations and key local stakeholders. We aim to make our grants accessible to a range of organisations and add value beyond funding, for example, by donating items and/or hosting events.

The Foundation matches community organisations with access to the specialist expertise and quality items available from across the business, including the horticulture, tennis coaching and learning teams. There is potential to develop AELTC staff engagement opportunities and build further collaborations with AELTC's official suppliers such as IBM, who currently deliver social media workshops for funded charities.

## OUR LEARNING IN PRACTICE

### Responding to gaps and adding value

#### Supporting local leadership

Local organisations in Wandsworth highlighted a lack of opportunities for emerging charity leaders to access professional development and peer networking.

The Wandsworth Innovation, Skills and Empowerment (WISE) Programme was jointly commissioned by the Wimbledon Foundation and the Battersea Power Station Foundation to enhance leadership capabilities and build strong networks. In the neighbouring borough, the Merton Skill-Up project is funded by the Wimbledon Foundation and delivered by the Merton Voluntary Service Council.

The pilot WISE Programme, delivered by Clore Social Leadership, launched in June 2019. As part of the programme, a senior leadership talk was hosted by the Wimbledon Foundation with the support of AELTC colleagues and resources.

### Strengthening homelessness charities

Pan-London homelessness agencies, including local charities supported by the Ticket Resale Fund were reporting increasing levels of demand and complexity in supporting people affected by homelessness. A Roof for All was co-designed with the London Community Foundation in response to this critical need to strengthen the resilience of homelessness organisations. Both Foundations are committed to increasing the profile of the charities' work and to promote the practice of multi-year core funding.

# 8 PROFESSIONAL FUNDER



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

Use the Foundation's long-term goals framework to focus grants and related activities on the intended outcomes and communicate this approach clearly to stakeholders and grantees. Commit the Foundation to publishing its grant making data on "360 Giving", a tool to enable funders' collaboration.

### Key points from the evaluation

- Enhance data analysis across all programmes to keep the Foundation's goals under review and help target under-represented themes/areas.
- Clarify monitoring and impact reporting expectations towards shared outcomes.
- Embed the Foundation's four goals and outcomes frameworks as the basis for the grant management system's (GMS) online grantee reporting and monitoring.
- The new GMS allows data, where appropriate, to be exported and shared.

## OUR CHALLENGE

### Enhance impact reporting

The Foundation is committed to the developing and embedding of monitoring frameworks across all aspects of operation, including improving impact reporting against Our Goals. Structuring the Annual Review 2018 and management accounts to reflect the four long-term goals has helped us to analyse how we are operating and investing in our focus areas. The next phase will be to review and integrate the monitoring framework into the Foundation's new GMS with a view to creating fuller impact reports.

## OUR LEARNING IN PRACTICE

### Impact workshop

In February 2019, the Foundation confirmed the selection of nine local organisations to receive three-year grants from our Health & Wellbeing Fund. This provided the opportunity to co-design a new monitoring and impact workshop to support local organisations in receipt of a grant.

### The aims of the workshop were to:

- Recognise the organisations' expertise in the community.
- Share monitoring and evaluation techniques and tools.
- Provide the opportunity to reflect on monitoring and impact reporting as an organisation, as well as share a funder's perspective.

- Develop a logic model and monitoring framework for their project.
- Share the values and long-term goals of the Foundation.
- Build capacity within the Foundation grants team to run a similar workshop in the future.

After the workshop, organisations accessed additional 1:1 consultancy from Rocket Science to support the development of their monitoring and evaluation framework or advice on impact reporting.

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**THE IMPACT WORKSHOP INSPIRED US TO HAVE MORE STRUCTURE IN HOW WE PLAN AND DELIVER OUR PROGRAMMES AND IMPROVE THE QUALITY OF OUR REPORTING.**

MALIK GUL, WANDSWORTH COMMUNITY EMPOWERMENT NETWORK

# 9 COLLABORATIVE FUNDER



## FEEDBACK FROM ROCKET SCIENCE

### Recommendation

The Foundation becomes a member of London Funders and where capacity allows, engages in relevant London Funders' events and networks to increase understanding of other funders, publicise the Foundation's work and identify opportunities for strategic collaborative working which addresses disadvantage.

### Key points from the evaluation

- The Foundation has engaged both local authorities, Merton and Wandsworth, to assist with its grant making in the boroughs.
- This form of local partnership exemplifies the type of working identified as a necessary counter to funding cuts by the New Local Government Network in its 2017 report, *Building Bridges: Bringing Council's Communities and Funders into Dialogue*.
- The partnerships with London Community Foundation and Battersea Power Station Foundation are clearly valued by all parties for respective initiatives.
- Enhance value of investments by sharing knowledge and experience with partners and other local area funders in order to coordinate community investment more effectively.

## OUR CHALLENGE

### Networking with other funders

During the evaluation period, the Wimbledon Foundation developed two new strategic collaborations. Working in partnership with the Battersea Power Station Foundation has enabled us to pool resources and contacts to pilot a local leadership programme in Wandsworth. Co-designing a grant fund for homelessness charities with the London Community Foundation allowed us to launch our first core-funding initiative and fund objectively in our local neighbourhoods.

As an original staff team of three, the Foundation did not have the capacity to regularly attend wider London events for funders but would respond to key local events and hold ad hoc meetings with other foundations.

## OUR LEARNING IN PRACTICE

The addition of two new team members at the beginning of 2018 increased the Foundation's capacity to build new partnerships and attend more sector events. The Wimbledon Foundation joined the London Funders network in 2018 attending events including health and homelessness forums to inform the development of relevant grants programmes. It is now standard practice for the Foundation to invite other relevant funders and network representatives to our own events to add value for the community groups attending.

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**A TRULY COLLABORATIVE EFFORT, A ROOF FOR ALL IS THE RESULT OF SPEAKING WITH LOCAL ORGANISATIONS. BY OFFERING MULTI-YEAR CORE FUNDING, THE WIMBLEDON FOUNDATION HAS SHOWN A LONG-TERM COMMITMENT TO STRENGTHENING THE LOCAL COMMUNITY RESPONSE AND WE LOOK FORWARD TO CONTINUING TO PARTNER ON THIS COMPLEX ISSUE.**

KATE MARKEY, CHIEF EXECUTIVE,  
LONDON COMMUNITY FOUNDATION



# NEXT STEPS



1

Develop and embed monitoring frameworks underpinning Our Goals to strengthen decision-making and impact reporting as well as determine future priorities.

2

Launch our new national Youth Leadership through Sport programme.

3

Use Our Approach partnership values to enhance the selection process for new partnerships and review existing delivery.

4

Further focus communications to reflect the Foundation's goals and explore new ways to engage different audiences including the public, AELTC Members and Debenture holders.

5

Continue to review governance policies against best practice. Complete a skills audit of trustees and develop a formal induction process and training resources.

9

Build London-wide funder networks for knowledge exchange and partnership working. Collaborate to tailor support and deliver strategic work which addresses disadvantage.

8

Complete work on our new grant management system, including plans to share data using 360 Giving.

7

Enhance information gathering, analyse and act on grants data to determine gaps, and where appropriate, adapt the Foundation's local grant making.

6

Seek further feedback opportunities to address barriers to funding and build on our unique "funder plus" offer.

# LOOKING AHEAD

This evaluation has been of substantial benefit to our work - particularly by encouraging us to refine and implement our new goals, review our governance approach, strengthen our communications and develop our thinking on data gathering, monitoring and evaluation process.

The Wimbledon Foundation is the charity of the All England Club and The Championships. The development of our goals and our values approach reflects that fundamental relationship and heritage more closely. As this evaluation process concludes, we renew our commitment to continuous improvement ensuring that we are set up for success for the next five years and beyond.

**Ian Hewitt**  
Founding Chairman, Wimbledon Foundation



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For more detailed information about the Foundation's work, grants and funded projects, we recommend that you visit our website with the latest funding updates and our annual review:  
**[wimbledon.com/foundation](https://wimbledon.com/foundation)**

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