

## EXECUTIVE SUMMARY – RANK FOUNDATION STRATEGY

- ❖ **Vision** To help create a more equitable and inclusive society by encouraging leadership, developing an entrepreneurial mindset and forming strong community networks, building on our pioneering and distinctive model of relational philanthropy, underpinned by our Christian faith.
- ❖ **Faith** Ever mindful of the strong Christian beliefs of our founder, our work remains firmly rooted in faith. We have sought to better understand ‘lived faith’: connecting faith to society, acting as a driver for social good, and challenging inequality and injustice.
- ❖ **Mission**
  - **Challenge the consequences of inequality.** Addressing the consequences of poverty and inequality, introducing an effective Diversity, Equity & Inclusion strategy, and a new programme category to focus on educational opportunity.
  - **Champion leaders to become more impactful.** Strengthen our leadership offer, building capacity and skills especially around ‘leadership’ and ‘enterprise’ in particular with our place-based projects, Time to Shine, leadership bursary & Rank Aspire programmes.
  - **Connect through networks, partnerships and collaboration.** To see RankNet as the most significant challenge and opportunity ahead, to harness the knowledge, skills, passion & capabilities of the network to much greater effect, embracing transformational technology, including media & CTVC, to improve reach & effectiveness.
  - **Christian Faith.** Convening conversations around the values, traditions, and practices of the Christian faith, from a perspective that respects those of all faiths and none.
- ❖ **RankNet** Transforming from good to great: RankNet is a community of engaged & inspiring people, who sit at the heart of our strategy, connecting charities, trustees, fellows, school leaders & employees. We will look to create bigger ripples in bigger ponds, improving active participation, connectivity & collaboration. Building on the talents of our growing alumni network, stronger links between RankNet and the Rank Fellowship will be encouraged.
- ❖ **Major Grant & Flagship Programmes** To maintain a balance, based on historical practice, of approximately 50% split between our major grants’ budgets (for new initiatives) and our updated flagship programmes. To work with other funders and partners, where collaborations will help us fulfil our strategic goals.
- ❖ **Structure and Budget** A revised budget based on an overall grants’ commitment of c£7.7m & with an operational grant to CTVC at 2021 levels plus 3% to reflect inflation (representing 18% of our overall grant spend) whilst maintaining the fund from which we make our grants. A revised & fully costed structure reflects our recent experience of scaling, through DCMS & other funding, to ensure that we are better structured to meet future operational demand especially with our network. This also includes some extraordinary investment recommendations including critical improvements to the Salesforce database & the development of the RankNet platform.
- ❖ **Summary** With a proposal shaped by our experiences over the last 7 years and in particular the impact of the Covid-19 pandemic, our ambition is to transform into a more impactful, distinctive and highly regarded foundation, building on the faith and belief of one man, J Arthur Rank.