

# Invitation to tender: Community wealth building learning partnership

## Summary

We are seeking a learning partner with the expertise to help us understand the impact, models, and frameworks that can strengthen our role in enabling community wealth building in Lambeth and Southwark. Our work on Community Wealth Building explores whether improving access to wealth building opportunities, particularly through community ownership of land, can improve health outcomes.

The learning partner will be central to capturing and analysing insights from our portfolio partnerships. They will help us understand how these projects are enabling wealth building for Black and racialised communities, and how they are currently, or potentially, affecting health outcomes. The role includes gathering existing insights, conducting data collection, and analysing findings that address our key learning objectives.

These insights will support ongoing learning and improvement, and lead to a set of deliverables that will inform our foundation's strategy on community ownership and wealth building, including its potential for replication and scale.

**Submission deadline: 15 September 2025 at midday.**

**Budget: £80,000**

## Background

### About Impact on Urban Health

Impact on Urban Health is part of Guy's & St Thomas' Foundation, a charitable foundation based in South London. We address health inequalities by focusing on a few complex health issues that disproportionately impact people living in cities – children's health and food, financial foundations for adult health, the health effects of air pollution, and children's mental health. Most of this work is specifically focused on the boroughs of Lambeth and Southwark, but we share what we learn both nationally and internationally to influence urban health around the world.

### Innovation Function

The [Innovation function](#) exists to test new ways that our urban health programmes can have the greatest possible positive impact on people's health. Our work follows two broad themes:

- 1. Exploring how we can be a better funder**

This involves finding ways to engage and empower people and organisations to make decisions about how funding in their communities is allocated. It brings the voices of people from our boroughs into the heart of our research and strengthens the capacity of communities to support their residents.

- 2. Thinking about the future of urban health**

We are also exploring how urban places will look like in the future – and what challenges and opportunities will exist for us to help shape the health of people living in these places. It is within this theme that the Community Wealth Building area sits.

## About the Community Wealth Building portfolio

Wealth is distributed unequally across communities within Lambeth and Southwark. [Low incomes, poverty and financial insecurity are associated with poor health](#). Black and marginalised communities are disproportionately affected by these intersections.

- **Housing:** Affordable, community-led housing is essential for stabilising communities, improving health outcomes, and addressing the economic inequalities faced by Black and marginalised groups.
- **Community spaces:** Accessible, community-controlled spaces support social connection, preventative health, and local resilience, yet are [rapidly disappearing](#) in underserved areas.
- **Enterprise spaces:** Black and marginalised communities need access to infrastructure, capital, and support to build community-led enterprises that drive economic empowerment.
- **Land:** Equitable access to and control over land is foundational for community wealth building, but requires institutional change and increased local capacity to secure and steward assets collectively.

In 2024, we began to develop a series of partnerships with organisations that are addressing the foundational conditions for communities to pursue wealth building opportunities. They are exploring different routes to enable groups to increase, secure and protect publicly owned assets across Lambeth and Southwark. These projects create the foundational conditions e.g. increased knowledge and capacity, access to local land, patient and varied financial capital and essential infrastructure for communities to pursue collective ownership.

### Guy's & St Thomas' Foundation's endowment

Our endowment is one of our most powerful tools when it comes to driving our mission and creating positive change through our dual objectives of achieving financial returns and mission-aligned impact. Our property portfolio, forms part of our endowment most of our property assets are based in the London boroughs of Lambeth and Southwark. Profits from our portfolio are reinvested directly into our endowment that supports our charitable work.

As a Foundation we recognise the link between housing and health across the breadth of our work, in its role as a determinant of health, and as part of our role as a responsible landowner and asset owner through our endowment. Our aim is to create a coherent and impactful approach to housing which speaks to our collective vision of a society that helps everyone stay healthier, for longer.

### Learning questions

We have drawn up the following learning questions to guide our existing work, which will guide the scope of the learning partnership. Whilst all projects are distinct in purpose and aim, they all coalesce around the following learning questions:

1. **How can we increase community ownership in Lambeth and Southwark, that benefits people furthest from health equity, in particular from Black and racialised backgrounds?**
  - What conditions (organisational capacity, knowledge etc) and support (structural, financial, governance, networks etc) do leaders and community organisations need to purchase and run assets?
  - How can Impact on Urban Health leverage our assets to provide the support that is needed to increase community ownership in Lambeth and Southwark?
2. **What have we learnt about key principles and approaches to Community Wealth Building?**

- Are community land trusts an effective mechanism for community wealth building and an effective investment for Impact on Urban Health?
- What have we learnt about community governance models which is relevant to other Impact on Urban Health work on participatory approaches? How can this learning support Impact on Urban Health programmes in its approach to community wealth building?
- What have we learnt about the financial feasibility of delivering homes that are affordable to low-income groups, which can inform our internal teams?

### 3. **How does Community Wealth Building impact on health?**

- How does an asset-based approach to community wealth building impact on health?
- How can we explore the health impacts of CWB projects in the time and resource we have?

### 4. **What role should Guy's & St Thomas' Foundation and Impact on Urban Health play as a funder in Community Wealth Building?**

## **Summary of Partnerships**

### **[London Community land Trust](#) (London CLT).**

London CLT works with communities to create permanently affordable homes and transform neighbourhoods. Our funding enables the ongoing efforts of the organisation to progress the planning process for two housing community land trusts in Lambeth and Southwark. We want to understand whether this model of ownership can alleviate poverty and improves outcomes for those furthest from health equity.

### **[Stour Trust](#)**

Stour Trust uses innovative models of community-led regeneration. It does this by providing affordable community, work and cultural spaces. Stour are scoping the asset opportunities in Lambeth and Southwark, identifying the funding mechanisms that are needed to take advantage of them and supporting community-based organisations to successfully secure assets in community ownership.

### **[The Ubele Initiative](#)**

The Ubele Initiative, an African diaspora led, infrastructure plus organisation, empowers Black and Minoritised communities in the UK, to act as catalysts for social and economic change. Through the [Agbero 2100](#), Ubele are supporting the capacity building of Black leaders who own assets or are interested in owning assets for their communities.

### **[Farm Urban](#)**

Farm Urban is on a mission to transform our cities, towns and organisations into greener, healthier, more inclusive places. Farm Urban are collaborating with local food community leaders to embed small-scale vertical farm equipment across trusted sites as shared assets to provide healthy and affordable food for underserved communities.

### **[Power to Prosper](#)**

Power to Prosper is building a racial justice-aligned approach to Community Wealth Building that centres Black and minoritised communities as leaders and beneficiaries of economic transformation. We are supporting them to convene Black practitioners with lived experience and expertise of developing and securing assets, providing the space and resources to determine their collective aims and ambitions, if at all.

*More details of the learning journey for each project can be found in the appendix.*

## **Learning partner's role:**

We would like the learning partner to work with the partner organisations and Impact on Urban Health, supporting us to document, learn and build resources that can be shared internally and externally. We anticipate this to include the following:

- Bringing your expertise of community led ownership models and their financing along with working with Black underserved communities so that you are able to support, challenge, inform, and act as an expert sounding board throughout the partnership.
- Building relationships with the individual organisations that have live projects to understand their work and support their learning, to the extent that each partner wants and needs this support.
- Gathering, documenting, and interrogating insights and data from project activities and wider sectoral developments as it pertains to supporting us in responding to our learning objectives.
- Supporting our learning journey and capacity to effectively embed insights internally in Impact on Urban Health programmes and across the Foundation.

The learning partnership will prioritise Impact on Urban Health's learning, however the approach taken to engage with the individual organisations should be a collaborative learning style rather than 'reporting.'

As far as possible, we would like the learning partner to share emergent learning with us based on partners' insights and experiences, so that we can build our own understanding of this work and the contribution we can make. In some cases, partners will have their own learning and evaluation plan, and we would like the learning partner to supplement any existing work rather than duplicating.

We anticipate that towards the end of the partnership, the learning partner would have developed resources (frameworks, interim reports, workshop sessions) to document and share learning outcomes, with clear recommendations for how, if at all, Impact on Urban Health proceeds with supporting community wealth building in Lambeth and Southwark.

The learning partnership will be rooted in respectful, trusting, and reciprocal relationships, with a commitment to equity and non-extractive practices. The partner should be reflective, aware of power dynamics, and ideally bring lived experience or deep connection to the communities involved. They should support inclusive, participatory learning, co-developing the process with community organisations to ensure it is responsive, contextually grounded, and shaped by shared values.

## **Expected tasks: What do we want to get out of it:**

We will take a collaborative approach to this learning partnership and expect the right learning partner to shape the processes that will best produce the learning, evidence, and insights we seek.

At the outset, the learning partner will become acquainted with the portfolio strategy, theory of change, existing projects, and partnerships.

Conversations with individual organisations incorporating contributions to the learning partnership journey. Conversations with Impact on Urban Health to understand objectives, opportunities, and concerns. Approaches, activities, and outputs will be agreed with the learning partner, always ensuring that learning is captured and prepared for dissemination.

At a minimum, we anticipate the following tasks and deliverables to explore and generate insights against the learning questions outlined above.

## Tasks

1. In the first quarter, review learning questions and agree on a learning framework and implementation plan. We expect the learning framework and plan to include both quantitative and qualitative data collection tools and analysis, as well as consistent touchpoints with all partnerships depending on their key moments, and with intention to capture insights.
2. Engage closely with Impact on Urban Health to report back on developments, produce interim reports to be packaged primarily for internal audiences, and to inform ongoing strategy implementation and funding opportunities for scale and impact. We expect a learning partner to work with the individual organisations to agree reporting structures and key milestones data visualisations, etc., before producing final outputs. We also expect a learning partner to help identify key audiences for this learning.

## Deliverables

1. Learning framework and implementation plan that supports our learning, capturing, and socialising of insights to internal and external audiences.
2. Delivery of internal-facing insights on a 6-monthly basis to the project team and relevant internal audiences. Learning partner is welcome to propose a variety of formats for the delivery.
3. Facilitate reflection sessions primarily for Impact on Urban Health and key internal audiences, and optional for individual organisations.
4. Final output should comprise of recommendations for internal stakeholders, as well as short briefs for external audiences. Workshops with internal staff to discuss learnings, introduce toolkits or other formats that support implementation.

## Budget and time

The total budget for this learning partnership is £80,000, including expenses and VAT. The duration of the learning partnership is 30 months. This accounts for a learning partner's involvement through the remainder lifespan of the community wealth building area of investigation.

We expect the learning partnership to begin in October 2025 following the appointment of the successful learning partner.

## Skills and attributes

This is an ambitious invitation to tender, and with that in mind we welcome consortia applications that break up the exploration of the key thematic areas by respective areas of expertise. We welcome applications from freelancers, educational institutions, organisations, and/or consortia applicants based and registered in the UK.

1. Expert knowledge in some of the following areas: emerging and alternative financial ecosystems, cooperative finance structures, and long-term capital strategies for systemic change; community-empowering and multistakeholder governance models that emphasises equity, collaboration and justice for underserved communities; a high level of understanding of systems change as pertains to the current land system, stewardship and a dedication to working towards this in an inclusive and collaborative manner.
2. Multidisciplinary, multisectoral approach, that identifies co-benefits across intersecting systems, particularly health (people and planetary), housing, and economic.
3. Understanding of key decision makers, actors, public and civil landholders operating locally and regionally.
4. Experience in creating and maintaining healthy relationships and networks, particularly where multiple stakeholders may have competing or conflicting needs. The learning partner will have expert facilitation skills to support the learning of the partner organisations, where necessary.

5. Expert knowledge and prior experience of using rapid evaluation (RE) approaches to drive internal process and strategy implementation. We particularly welcome experience in using a strength-based approach alongside RE approaches to ensure that internal audiences can be meaningfully involved and have what they need to drive their own learning and implementation.
6. Advanced research skills, including being able to collect, analyse, synthesise, and present both quantitative and qualitative information and learning from diverse participants and for a range of audiences. Cultivates a non-extractive process for individual organisations, with ability to mitigate for engagement-fatigue.

## How to apply

Interested candidates with the requisite skills and experience can submit an application of 10 pages maximum in 12 pt. font (including any visuals, timeline charts and budget tables and excluding biographies/CVs) by email to [olamide.raheem@urbanhealth.org.uk](mailto:olamide.raheem@urbanhealth.org.uk) by 15 September 2025 at 12:00 noon.

Your application must include the following:

1. A written statement that proposes how you would approach designing and leading the learning partnership to explore our learning objectives and provide meaningful insights against the learning questions. This should include the key features of your approach, including methodologies, suggested data collection and analysis tools, activities, additional deliverables if any, indicative timelines, and a statement of how you adhere to ethical principles and governance. Please also share any questions for consideration or potential risks that you have identified and would like to discuss further with the core stakeholder team.
2. An overview of the relevant knowledge, skills, and personal attributes which you/your team possess.
3. A short, written summary providing details of two different initiatives or projects you/your team have been directly involved in that showcase your previous experience in the key areas outlined in the 'skills and attributes' section. Details should describe your/your team's role, the purpose or aim of each initiative/project and the major contributions you/your team personally made.
4. A CV or biography for you/each member of your team. CVs or biographies may be written in the application below 1 and 2 above, or attached as separate documents, or hyperlinked from your website under a "CVs and Biographies" heading in the application. Please also provide a brief overview of contingency measures for any staff changes throughout the work. These do not contribute to the page limit.
5. A simple budget (max £80,000 including VAT) outlining your/each team member's day rate and the anticipated number of days and expenses you/your team might incur.

If you have any questions about this brief before applying, please email Olamide Raheem on [olamide.raheem@urbanhealth.org.uk](mailto:olamide.raheem@urbanhealth.org.uk) by 8 September 2025 at midday so we can reply in advance of the application deadline.

## After you apply

Applications will be assessed by a multidisciplinary team at Impact on Urban Health based on the following:

Shortlisting Criteria	Weighting
<p>Demonstrated understanding of and experience in the aims and requirements for the learning partnership:</p> <ul style="list-style-type: none"><li>• Your understanding of the evidence base and opportunity space in asset-based approaches to community wealth building for underserved groups, placemaking strategies and regeneration, community and multistakeholder funding and governance models underpinning asset ownership, systems change.</li><li>• Experience of leading similar learning partnerships, the outcomes of these partnerships for participants, and your role in achieving these outcomes.</li><li>• Experience and understanding of community ownership models and ability to support Impact on Urban Health in strategic and funding direction through insights and recommendations.</li><li>• Experience of quantitative and qualitative data collection and analysis drawing on multiple data sources and ability to translate these into useable insights.</li><li>• Direct lived experience of the issues being explored (e.g. housing insecurity, community development, racial or health inequalities), and/or demonstrate a deep, ongoing connection to the local place(s) where the work is taking place.</li><li>• Able to demonstrate the impact previous learning partnerships have had on supporting strategy development and insights implementation.</li><li>• Experience in facilitation and supporting diverse stakeholders to reflect and learn collaboratively.</li><li>• Experience in scoping into new and experimental or exploratory areas and supporting partners to reflect on how to make use of these learnings.</li><li>• Project management experience using collaborate and strength -based approaches.</li></ul>	40%
<p>Quality and relevance of proposed learning partnership approach, which should include:</p> <p>a) An overview of how you would refine the approach and develop a learning framework and implementation plan for the learning partnership including an outline of your methodology;</p>	30%

<ul style="list-style-type: none"> <li>b) suggested data collection and analysis tools, how you will engage participants in a manner that is non-extractive and does not lead to engagement-fatigue, and how you will support core stakeholders and audiences to engage with insights generated;</li> <li>c) how you will conduct additional scoping and research to inform recommendations for Impact on Urban Health programmes into asset -based approaches to community ownership b) how you will support Impact on Urban Health and internal audiences to engage with insights, develop strategy based on insights and implementation c) indicative timeline; d) questions for consideration, based on your understanding of the brief, as well as risks and potential mitigation; e) ethics statement.</li> </ul>	
Expertise and experience of the delivery team matches the scope of work.	20%
Affordability and alignment of day rates with level of experience and expertise offered.	10%

We will invite up to four preferred candidates to meet with a panel of the core stakeholders for an online discussion lasting up to one hour. This discussion will focus on unpacking details and proposals from candidates' applications and creating space for candidates and the panel to start getting to know each other. At the end of the discussion, we will ask for the names and contact details of two references who candidates have worked with previously.

We expect application screening and shortlisting to take place between 15 – 19 September with shortlisted candidates informed by 24 September. Please note that we may not be able to provide candidates who are not shortlisted with comprehensive feedback.



## Appendix

Partnership	What we are testing	What we are learning
<a href="#">London CLT</a>	<p><b>Are community land trusts an effective investment for Impact on Urban Health?</b></p> <p>Supporting the planning process for two housing community land trusts in Lambeth and Southwark. We want to understand whether this model of ownership can improve outcomes for those furthest from health equity.</p>	<p>Evidence suggests CLTs can be an effective mechanism for health outcomes if the financial viability and affordability criteria can ensure that those furthest from health equity can benefit.</p> <p>This work has the potential to influence the Foundation's approach to housing.</p> <p>We still want to produce the evidence base for the economic benefits of CLTs for residents.</p> <p>We still want to understand the mechanisms that enable or act as barriers to the delivery of CLT homes.</p> <p>No additional evaluation - A final report is expected from this work.</p>
<a href="#">Stour Trust</a>	<p><b>What community ownership opportunities are there in L&amp;S?</b></p> <p>Scoping the asset opportunities in Lambeth and Southwark and what funding mechanisms are needed to take advantage of them</p>	<p>There are numerous opportunities in Lambeth and Southwark, but the underlying capacity and infrastructure requires funding to maximise the potential.</p> <p>We have emerging insights around the capacity building needs for community leaders, and want to know how to accelerate support so that community can act now.</p> <p>We still want to understand the financial and governance structures that will enable communities to pursue shared ownership opportunities.</p> <p>Stour are working with an evaluator to develop frameworks and resources that will support community groups in gaining the knowledge required in exploring community asset acquisition.</p>
<a href="#">The Ubele Initiative</a>	<p><b>What support do leaders and community organisations need to purchase and run assets?</b></p>	<p>Asset utilisation is challenging for Black-led VCS. Following its first year, the programme has identified that significantly more 'hands-on' experience is required for it to be beneficial to VCS.</p>

	Supporting the capacity building of Black leaders who own assets or are interested in owning assets for their communities ( <a href="#">Agbero 2100</a> ).	An evaluation report outlining the progress made with organisations locally will be delivered.
<a href="#">Farm Urban</a>	<p><b>How can an asset-based approach be applied to Impact on Urban Health programmes?</b></p> <p>Small-scale experimentation, which builds a vertical farm asset to provide healthy and affordable food for underserved communities</p>	<p>There is appetite within the local food eco-system in Lambeth and Southwark to adopt this innovation and technology, especially when paired with a distribution centre.</p> <p>This has the potential to inform strategy decisions within the Children's Health and Food programme.</p> <p>We want to understand through the mechanism of this project, how a vertical farming system can promote an asset based approach to accessing affordable and healthy food for urban and vertical farming.</p> <p>No additional evaluation - A final report is expected from this work.</p>
<a href="#">Power to Prosper</a>	<p><b>What support do leaders and community organisations need to purchase and run assets?</b></p> <p>A subset of the programme, that is convening experts and practitioners in securing and protecting community-owned assets, to explore collective aims in building wealth for Black communities.</p>	<p>The group are working to establish shared aims, objectives and to identify priorities. Advocacy, amplifying voices of underserved communities and increasing representation within the sector have been identified areas of importance.</p> <p>No additional evaluation. A final report is expected from this work.</p>