

LONDON FUNDERS

London's Giving's Strategy 2017 -2022

1. BACKGROUND

London's Giving, inspired and informed by Islington Giving, is catalysing the place-based giving movement which is gaining traction right across London. London's Giving campaigns already represent a significant source of support for London communities. In 2014 and 2015 the four existing active Giving campaigns (Islington Giving, Hackney Giving, the Kensington & Chelsea Foundation and Love Kingston) raised over £2.8m and distributed £1.9m to projects and organisations supporting local people. The potential to replicate and grow their success to create new resources for Londoners is huge. City Bridge Trust funded a two year pilot project - **London's Giving** - from September 2014, hosted by London Funders, and delivered by a team of expert and well networked consultants. The aims of the pilot were:

- *to work with potential new Giving boroughs to support them in developing their own Giving partnership and infrastructure, ensuring that at least two boroughs will have launched their own 'Giving' model.*
- *to develop a Local Giving development 'toolkit' to provide a legacy for this project, and a resource for other areas of London and elsewhere.*

During the two year pilot consultancy, the following has been achieved:

- there are 6 newly established 'giving initiatives' (Barnet, Hammersmith and Fulham, Lewisham, Southwark, Sutton and Tower Hamlets)
- a further 11 boroughs are developing or interested in developing a local giving initiative, with tailored consultancy provided to support their endeavours
- a London's Giving network has been established with 130 members including representatives from 21 boroughs sharing learning to inform new developments and providing peer to peer support
- network events include, to date, a Launch, 6 Masterclasses and 2 roundtable discussions
- webpages on the London Funders website and include regularly updated 'News from the network' and a toolkit including blogs, articles and speaking notes from practitioners and experts;
- raising the profile of place based giving to spread the word and accelerate debate.

Full details of activities can be found in Appendix A with membership of the Network at Appendix B.

London's Giving's success in a relatively short time frame owes much to the evidence base and phenomenal achievements of Islington Giving and the generosity of its staff who have shared their learning and brokered introductions to help underpin and demonstrate what can be achieved through local collaboration.

2. NEXT STEPS

London Funders is now aiming to embed London's Giving as a core activity for its members and wider stakeholders, contributing to the overall goal of its mission **'to meet the needs of Londoners.'**

As a core activity of London Funders and part of City Bridge Trust's philanthropy portfolio, London's Giving will also be informed by findings from City Bridge Trust's 'Review of the Trust's Strategic Initiative on Philanthropy' and 'The Way Ahead - Civil Society at the Heart of London'. The new direction involves close alignment and collaboration with the cluster of activities comprising CBT's philanthropy portfolio and Responsible Business to achieve greater strategic impact and leverage which will contribute towards the City of London Corporation's goal **'Supporting London's Communities'**

This paper builds on the evidence of achievement and learning from the London's Giving pilot between September 2014 – September 2016, and sets out the strategic direction for London's Giving over the next five years.

3. WHAT WE HAVE LEARNED

The definition and model of a place-based Giving campaign or initiative described in this paper is built on the learning and good practice which has emerged from London's Giving Network. It describes a new model for 21st Century Philanthropy in London and looks forward to Giving initiatives playing an increasingly important role in Civil Society. In debt to the cross sectoral membership from the 21 London boroughs which comprise the London's Giving's Network, particularly Islington Giving which inspired the formation of London's Giving, the model distils some of the essential elements of 'place-based giving'.

There is no blueprint for place-based giving, which must reflect and respond to local conditions. This model below is an 'exemplar'. It is not expected that any single 'giving collaboration' would contain all of the characteristics which are detailed below.

A. What a Giving Campaign looks like in London

There is no single approach as each giving initiative is *tailored to local need*. Nevertheless, here are some of the main characteristics:

- A borough-based collaboration comprising representatives from the voluntary sector, business, including SMEs, BIDs independent grant makers, local decision-makers, individual residents and in some boroughs with the support or representation of the Council. This enables cross sectoral thinking from the '**unusual suspects**'.
- It is **independent** of any statutory body and individual members sign up to a common vision, mission and plan of action, in common cause to make their Borough a better place to live, work and study.
- The collaboration is **led by a charity**. The lead organisation is responsible for convening meetings, managing and supporting staff.
- The role of the Council should be supportive, **at arm's length**, respecting and recognising that Giving collaborations are independent initiatives rooted in local knowledge and priorities. Giving campaigns should never be used as a substitute for council cuts.
- Each of the collaborators has an **equal voice** and brings a **different perspective** to an agreed concern or local issue.
- It is a new platform for 'giving' to the local community which brings in **additional resources** and enables more effective giving.
- It is built on **extensive local knowledge** and encourages a **stronger sense of place**
- It aims to make its borough a more **equal and cohesive community**.
- Using local data and evidenced by need, it offers **an opportunity** to build a local fundraising and awareness-raising campaign with key messages specific to its borough.
- It is **selective** in identifying partners, seeking out those who share its vision and values.

- Governance **evolves** as the collaboration develops, roles and responsibilities and clarity of vision take time. Memorandums of Understanding and formal funding agreements may only be needed when the collaboration is firmly established.
- **Quick wins** early on in the form of a limited number of grants help to establish credibility.

B. Values underpinning Giving Campaigns

The Giving Campaigns we support all aspire to the following values:

- Commitment to directing **additional resources** to the most disadvantaged and responding to the needs of ‘place’ rather than the individual ‘taste’ of a donor or funder.
- Commitment to **collaborative working**, pooling resources, sharing intellectual and financial capital to address local disadvantage.
- ‘Giving’ is **more than giving money**. It includes traditional volunteering, individual and corporate, time banking, befriending and community activism.
- **Reciprocity** recognising that everybody has something to give whether financial or otherwise.
- Builds on the many **positive assets** already in the borough, aiming to get the best out of the existing assets .Encouraging the sharing and use of these to meet local needs.
- **Consultative Grant making** responding to local need applying the principles of **pragmatic co production**.
- **Transparency** in decision making and **accountability** to funders and the whole community through regular reporting on how resources are allocated and the difference they make.

C. The lifecycle of a Giving Campaign and the support it requires

| Def | Stage | Input from local stakeholder/s | Input from LG team | Activities | Outputs |
|------------|--|--|--|---|--|
| INTERESTED | 1. First interest | An initiator – an individual with enthusiasm and time representing a local stakeholder | Membership of the network (access to toolkit, news and events) Introduction to potential local partners | Initial conversations with potential partners | A group of interested local stakeholders |
| DEVELOPING | 2. Forming a partnership or collaboration | A stakeholder group including representatives of some or all of; voluntary sector infrastructure organisations, charities, local funders, the council, businesses, BIDs A lead organisation or individual | Case studies and example approaches & models Introductions to key players in existing campaigns | Stakeholder meetings | Steering Group membership agreed Terms of Reference |

| Def | Stage | Input from local stakeholder/s | Input from LG team | Activities | Outputs |
|-------------|--|--|---|--|--|
| DEVELOPING | 3. Agreeing focus and structure | A Steering Group with effective chair A lead partner to administer meetings and take forward actions Needs assessment research, or analysis of existing data | Attending Steering Group meetings to share lessons and examples from other boroughs Template MOUs/ agreements Assistance with the recruitment process Introductions to potential delivery partners | Steering Group Meetings | An MOU A Job Description and funding applications |
| DEVELOPING | 4. Development | A development post A Steering Group with clearly defined responsibilities and effective chair | Action Learning Sets for development post and chairs | Agreement of structure and aims Consultation with wider community Any delivery partners identified and agreements drawn up | A clear, shared vision Campaign strategy agreed by all partners Clearly defined roles and responsibilities |
| ACTIVE | 5. Launch and testing | Marketing and fundraising strategy | Action Learning Sets for development post and chairs | Campaign live – fundraising and awareness raising in progress | New resources (funds, volunteering) |
| ESTABLISHED | 6. Ongoing development and learning | Results versus targets Feedback from stakeholders | Action Learning Sets for development post and chairs | Reflection and evaluation Planning | Refined strategy New activities Case studies and lessons Evidence of success |

Drawing on this learning, Appendix C sets out a suggested model for a place based Giving initiative drawing on the learning from the pilot phase.

4. CURRENT CONTEXT FOR PLACE-BASED GIVING

London is an unequal city with poverty and affluence sitting side-by-side in many of our neighbourhoods. Local charities which are often best positioned to address local disadvantage are feeling the squeeze. The need for new ways of collaborating, leveraging additional resources both time and money, have never been more needed.

Research commissioned by London Funders and carried out by IVAR recently identified that there is a growing recognition amongst funders that the issues they wish to address – particularly in the most disadvantaged areas – are multi-faceted and that place-based approaches might be one way of delivering a more holistic approach. Their report proposed a framework for place-based giving to support funders to consider and shape their activities.

Research commissioned by City Bridge Trust and carried out by Rocket Science into the future into Local Giving schemes identifies that *“demand for London level support will increase as more areas look to explore and establish schemes in their area. But this is at a time when funding for capacity building activity is becoming rare. For existing schemes, support needs are likely to shift as they become more embedded and look towards their own sustainability. So the support model will need to adapt and be flexible depending on local requirements”*.

Other place based approaches include Young People’s Foundations, pioneered by the John Lyons Charity and currently active in three London boroughs (Brent, Harrow and Barnet). The London’s Giving project will support local giving schemes to work collaboratively with Young People’s Foundations, developing shared goals and making joint approaches to funders where possible rather than competing.

There are also Community Foundations – both London-wide and borough based. With some local giving schemes, these operate as the delivery mechanism. Again, the approach of the London’s Giving project is to stimulate cooperation and collaboration rather than competition at a local level.

5. LONDON’S GIVING STRATEGY 2017-2022

London’s Giving promotes cross sectoral collaboration between grant makers, charities businesses and the public sector at the local level. By combining time, talents, funding and sharing perspectives and skills more can be achieved for the most disadvantaged Londoners, in so doing, helping develop a sense of place, belonging and greater community cohesion. It will contribute towards developing **‘an effective ecosystem for funders in London.’**

London’s Giving will become a core activity of London Funders, which provides a unique space in which public, private and independent funders can collaborate and learn together. London Funders is itself a strategic partner of City Bridge Trust. To this end, London’s Giving will provide activities that support both organisations’ strategic aims.

Purpose of London’s Giving 2017-2022

To promote and support effective place-based giving schemes in every London borough to help meet the needs of Londoners and promote a fairer, more equal London.

Aims and Objectives of London’s Giving

OBJ1: Provide tailored support for local giving schemes

- Contact with all London boroughs to identify opportunity and appetite to develop a giving scheme
- Tailored support available to developing schemes
- 10 new local giving schemes launched and active

OBJ2: Maintain and extend the Learning Network

- All London Boroughs who are interested/developing/active engaged in Learning Network
- 4 masterclasses per year on topics relevant to Learning Network members
- 2 Action Learning Sets for Chairs and Development Workers to enable peer support
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OBJ3: Developing a knowledge hub on place-based giving

- An on-line library of case studies of giving campaigns showcasing good practice and innovation
- A Media Trust film highlighting the potential of place-based giving
- 1 roundtable event each year to reflect on learning, and generate increased awareness of place based giving among funders and potential stakeholders
- A London’s Giving Summit in Year 3 to share learning about place based giving
- Contribute to building the evidence of the impact of placed-based giving, including an overall evaluation of all CBT’s giving initiatives including common metrics and KPIs

OBJ4: Establishing a sustainable future for place-based giving in London

- Explore the feasibility of a single London’s giving platform, including all the elements of CBT’s philanthropy portfolio.
- Engage with local, regional and national funders to establish a pooled fund to kick-start nascent giving schemes in London, and to support established initiatives.
- A Legacy Conference and publication to capture the learning over the five-year period

6. OUPUTS, OUTCOMES AND IMPACT

We propose to measure London’s Giving progress against objectives in the following ways:

| Outputs | Outcomes |
|--|--|
| Numbers and activities of place-based Giving Schemes established and active | Stakeholders working in new ways to support London’s communities |
| Reach of and engagement in the Giving Network through masterclasses, roundtables, peer support and action learning | Increased strength of and the Giving Network and improved capacity of members |
| Use of practical toolkits and web resources | Improved practice by local Giving Campaigns and application of learning |
| Profile of and support for the concept of place-based Giving Schemes | Improved evidence base for local giving, underpinning the future sustainability of Giving Campaigns. |

London’s Giving’s impact is the impact achieved by the Giving Campaigns we support and will include:

- Additional funding and resources generated
- More people giving time, money and talents in their localities
- More joined up/strategic funding that meets identified local needs, and contributes to improved well-being for local residents and narrowing of the inequality gap.

7. EVALUATION

A proportionate measurement framework will be developed including quantitative and qualitative data including surveys, feedback forms, monitoring data. It will also include focus groups with members and external stakeholders to help assess our impact.

Work on evaluation within the network will help foster the systematic collection of data and common metrics will assist the overall evaluation. A model evaluation framework for place based giving initiatives will be developed in collaboration with members to be included in the toolkit.

London’s Giving would welcome the opportunity to work with CBT to assess both the impact of our initiative together with other funded philanthropy initiatives and to develop common metrics to measure the success of giving campaigns in improving the lives of Londoners. As suggested in Rocket Science’s Report, commissioning a formative evaluation would assist in supporting and informing the outputs and outcomes of CBT’s overall strategy and its reshaping of Philanthropy in the 21st century.

8. HOW WE WILL DELIVER

The London’s Giving project will become a core part of London Funders’ services to members.

The activities will be undertaken both by the London Funders internal team and by external consultants commissioned to deliver specific activities. As the needs of the local schemes change, we will review and vary the external support provided. London Funder will also contract with the Cripplegate Foundation (for

Islington Giving) to champion the model and share their learning. As other local giving schemes become more established, London Funders will consider widening the pool of 'expert schemes' who are contracted to provide activities beyond the learning that they would normally share in the course of their work.

The table below sets out the different roles required:

| | |
|---|---|
| <p>Role of London Funders</p> <ul style="list-style-type: none"> • Championing the local Giving Model • Commissioning external support to deliver the project, managing the contracts and reviewing at appropriate points • Hosting the London Giving's website, ensuring content remains up to date and relevant • Embedding London's Giving as a member service • Promoting the Learning Network, masterclasses and roundtable events, and servicing all of above • Sharing learning about what works through London Funders wider networks • Evaluating the impact of the initiative and support provided to local schemes • Contributing to the wider debates about place based giving and building evidence of impact of funder collaboration at a local level • Leading initiatives to ensure sustainability of local giving schemes including pooled funds and common giving platform. | <p>Role of External Consultants</p> <ul style="list-style-type: none"> • Championing the local Giving Model • Developing models and toolkits to support local schemes • Providing practical support as required to local schemes • Encouraging understanding of local need and engagement with the whole community • Facilitating collaborative working with unusual suspects • Connecting and brokering locally to unlock new resources, money and talents • Drawing out learning about what works • Building a library of case studies and toolkits • Providing content for the Learning Network and events • Encouraging peer to peer support and challenge |
| <p>Role of Expert Schemes (Islington Giving)</p> <ul style="list-style-type: none"> • Championing the local Giving Model • Act as the exemplar for giving campaigns in London, inspiring and challenging others <ul style="list-style-type: none"> • Meeting developing Giving schemes to demonstrate giving options <ul style="list-style-type: none"> • Participating in Masterclasses and Action Learning Groups • Contributing regular blogs and case studies to the toolkit / website <ul style="list-style-type: none"> • Act as the voice of the network with cross London stakeholders | |

9. BUDGET

The total budget for London's Giving 2017-2022 will be in the region of £500k. The costs set out below are indicative and will be finalised prior to the submission to City Bridge Trust.

| Cost | Annual | 5 Year Total |
|---|-----------------|-----------------|
| London Funders internal team inc management fee | £20,000 | £100,000 |
| External Consultancy and Support | £50,000 | £250,000 |
| Islington Giving / Peer to peer consultancy | £20,000 | £100,000 |
| Project costs | £10,000 | £50,000 |
| Total | £100,000 | £500,000 |

10. CONCLUSION

This strategy sits beneath London Funders overall strategy but has taken account of CBT's desire to improve the communication and coordination between the constituent elements of its 'giving' portfolio. The strategy refers to joint work which might be undertaken, but this idea has not been tested with potential collaborators and therefore is likely to be refined both in the context of CBT's new Philanthropy Strategy and with other colleagues in the 'giving family' so that joint work can evolve in a truly collaborative style.