



**LONDON
FUNDERS**

**BIG
NETWORK
DAY
2019**

CITY HALL • LONDON



@LondonFunders
www.londonfunders.org.uk

our purpose:

We're here to strengthen civil society and create a better London, through enabling funders from all sectors to be effective. We're focused on collaboration – convening funders to connect, contribute and cooperate together, to help people across London's communities to live better lives.

convene

We create the space for productive conversations and collaborations. Our aim is to use the space we create for cross-sector dialogue as a vehicle for: sharing information, approaches and ideas; developing a shared understanding of need; collaboration; and trust-building.

connect

We bring people and organisations together with the ideas and tools they need to be effective. Our aim is to develop and showcase practical ways for doing things differently and in such a way as to strengthen civil society and create a better London.

contribute

We shape policies that affect Londoners through our informed voice. Our aim is to play a constructive role in policy development and to ensure that the combined intelligence, experience and views of our members are represented to strengthen civil society in London.

cooperate

We enable funders to work together to tackle the issues facing London. Our aim is to strengthen practice, increase the impact of assets and resources through aligning these effectively across funders, and create the mechanisms that enable collaboration to work.

people partnerships potential

welcome...

Thank you for joining us, and over 130 colleagues from across the London Funders membership, for our first ever Big Network Day - focusing on our theme of **people, partnerships and potential**. We're looking forward to working together to explore the challenges and opportunities facing London and civil society in the years ahead.

To help us focus our discussions, this booklet includes an initial analysis of data from members about who's funding what and where in London. We've also published the first part of our "review of reviews" looking at the outcomes of the many reviews and reports on civil society and giving in London and the UK over the last year. We hope these are helpful resources to act as a springboard for discussions on the day.

You'll find the information you need to navigate the Big Network Day below:

Agenda on pages 2 to 6

Speaker biographies on pages 7 to 16

Data insights on pages 17 to 21

The "review of reviews" on pages 22 to 46

The Big Network Day is itself an example of partnership in action - made possible by the generous support of the **Mayor's Fund for London**, you'll also find resources in your packs from **Allen & Overy**, **CCLA** and the **Living Wage Foundation**, see the excellent work of our friends at **360 Giving** and **Rocket Science** in this booklet, and films showcasing the work of London's civil society produced by the **Media Trust** on the screens over lunch. You'll also recognise from the speaker biographies that we are joined by stars from across sectors, all generously giving their time and expertise to us today.

Thank you to everyone who has been a part in making this day a success, but the real impact after today will be down to you - we hope you leave with new connections to **people**, and new ideas for effective **partnerships**, so that we can help our city to achieve its **potential**. We look forward to working with you to strengthen civil society and create a better London.

**David Farnsworth, Chair; and
Monica Needs, Vice-Chair, London Funders**



9.30am Registration

10am Network groups

Unlocking assets in Committee Room 1

Chaired by **Caroline Forster** (Deputy Chief Executive, Social Investment Business), our Unlocking Assets Network session will be exploring the findings, the summary and the background stats of the Ethical Property Foundation's first London Charity Property Matters Survey 2018 funded by City Bridge Trust and run in partnership with the Charity Finance Group and Charity Commission – for which EPF is referral partner for land & property advice.

The survey results come at a critical time for London's voluntary sector - the results of Brexit are beginning to have an impact, core funding for property remains tight, and London boroughs are looking to make more money through their commercial property to tackle continued budget squeezes. And of course there is the context of London's commercial property market, which in recent years has seen an explosion of new building and redevelopment. As well as presenting ever increasing risks to sustainability, property issues are also acting as barriers to many charities' social mission.

Antonia Swinson (Chief Executive, Ethical Property Foundation) will present on the findings; suggest ways that funders can support charities increasingly requiring premises from London's commercial landlords. She will also explore the question: should London's policymakers consider an affordable workplace strategy - akin to the current strategic policy thinking around affordable housing?

Healthy London network in Committee Room 2

Chaired by **Sarah Ridley** (Chief Grants Officer, London Marathon Charitable Trust) and **Stewart Goshawk** (Chief Executive, Wembley National Stadium Trust), our Healthy London Network session will be exploring the role of local government in promoting health and how other funders work can collaboratively with the public sector to maximise impact.

The 'picture of health' is becoming increasingly complex, as more of us lead sedentary lifestyles, with more people suffering from multiple long term conditions, and as the population lives longer, more people spending more years in bad health. Furthermore Londoners encounter specific issues unique to the city which can affect their physical health and mental wellbeing, such as – air pollution, limited access to green space and health inequalities both within and between boroughs.

Moreover local authorities are under increased pressure to deliver positive health outcomes for residents with less money. Public health has faced a £900m real terms reduction in funding between 2014/15 and 2019/20. **Somen Banerjee** (Director of Public Health, Tower Hamlets and Vice Chair of Association of Directors of Public Health, London), **Cassie Bridger** (Strategic Lead – Greenspaces & Leisure, Commissioning Group, London Borough of Barnet) and **Barry Kelly** (London Sport, Specialist Advisor Physical Activity for Health) will discuss where resources are needed, examples of best practice and how funders can best work with the public sector to enable a 'step change'.

Children and young people network in Committee Room 3

Chaired by **Sara Masters** (Associate, London Funders), our Children and Young People Network session will be exploring how children and young people can be meaningfully involved in decision making.

There is increasing demand for children and young people to be at the heart of and influence decision making. Civil society organisations will often be asked how they have consulted with and involved children and young people, forming a key part of the assessment of their work. But how do we know that involvement is robust? How do we best support organisations to do this? And are there ways of funders actively involving children and young people in their decision making too?

Edd Fry (Listening Fund Project Manager, Blgrave Trust) will present on the Listening Fund and how it enables young people to be agents of change and **Turkay Mahmoud** (Acting Chief Executive, Healthwatch Hillingdon) will explain how Healthwatch Hillingdon is helping to bridge the gap between children and young people and the health and wellbeing board to build better local mental health services for young people.

continued...

Research and evaluation network in Committee Room 4

Chaired by **Nick Wilsdon** (Research & Evaluation Manager, Youth Music), our Research and Evaluation Network will be exploring how do we get the most out of data. With around 2.5 quintillion bytes of data created every day, how can we take a responsible and innovative approach to collecting, interpreting, sharing and connecting data?

Data collection is central to the processes and procedures of many funders, helping to inform decision making, ensure accountability, demonstrate impact and support learning. With small voluntary organisations in particular facing an increasing amount of external funding pressures, it is vital that grant reporting requirements are proportionate and equitable. Beyond this, the potentially exponential complications of reporting to a range of funders with differing requirements can present a strain on capacity. With this in mind, it is vital that funders continue to reflect on what data they need to collect, how they can optimise efficiency, and how they drive forward both internal and external learning in exciting and innovative ways.

Giselle Cory (Executive Director, Datakind UK) and **Tracey Gyateng** (Data Science Manager, Datakind UK) will draw on their extensive experience of working with charities and social enterprises to provide insight into how we can make the most out of data. They will be joined by **Kate White** (Manager, Superhighways) who will help contextualise what practical steps can be taken to help organisations develop and improve their approach to data. Through a range of examples and discussion, the session will explore best practice and innovation with a view to challenge funders to optimise the utilisation of their data.

12.15pm Networking lunch

Served in the **London Living Room** on the 9th floor, with opportunities to meet and talk to colleagues from across London's funding community, continue the discussions from the morning workshops and look ahead to the afternoon's plenary sessions exploring the issues facing London and how we can work together to help our communities achieve their potential.

Lunch is provided thanks to the support of the Mayor's Fund for London - take some time over lunch to read more about their work in the information provided in your delegate packs.

1.30pm Setting the scene

Opening the afternoon session with contributions from **Kirsty McHugh** (Chief Executive of the Mayor's Fund for London) and **Dr Debbie Weekes-Bernard** (Deputy Mayor for Social Integration, Social Mobility and Community Engagement).

Session chaired by **David Farnsworth** (Director of City Bridge Trust and Chair of London Funders).

2pm Insight, intelligence and ideas

Presentations of: data on London's changing communities and needs, and what the future looks like for our city (**Vivienne Avery**, GLA's Demography and Policy Analysis Manager); intelligence on who's funding what in London, based on the London Funders mapping of members (**Rachel Rank**, Director of 360 Giving); and ideas from the reviews, reports and recommendations of the last year (**John Griffiths**, Managing Director of Rocket Science).

Session chaired by **Bharat Mehta CBE** (Chief Executive of Trust for London and Trustee of London Funders).

2.40pm Workshop discussions

What does this mean for the future of funding in London? Working with colleagues from across funding sectors on each table to look at what the insight, intelligence and ideas from the plenary session might mean for our work individually and collectively, and what opportunities there are for working differently to better meet the needs of Londoners

continued...



3.10pm Networking break

3.30pm People, partnerships and potential

Insights from our panel of speakers on the changing relationship between funding sectors, the opportunities for working in collaboration, and the ways in which we can think about working differently as funders to be more effective, including: **Rosie Ferguson** (Chief Executive of Gingerbread, and Chair of ACEVO); **Su-Mei Thompson** (Chief Executive of the Media Trust); **Dr Abigail Gilbert** (London Borough of Barking & Dagenham); and **Annika Small OBE** (Founder of CAST).

Session chaired by **Sufina Ahmad** (Corporation of London, and chair of the Institute of Fundraising's expert panel on equality, diversity and inclusion).

Open discussion and debate with contributions from delegates inspired by workshop discussion outcomes, looking to explore ideas for the future of funding in London.

4.30pm Next steps

Summarising the themes and ideas generated during the day, and exploring how London Funders can work with you to help people across London's communities to live better lives. With **David Farnsworth** (Chair of London Funders), **Monica Needs** (Vice Chair of London Funders) and **James Banks** (Director of London Funders).

5-6pm Drinks reception

Opportunity to build the networks and relationships needed to implement the ideas generated through the day's discussions, thanks to the support of the Mayor's Fund for London.

Sufina Ahmad

Sufina works in corporate strategy at the City of London Corporation, where she steers the design and development of ambitious corporate strategies relating to society, the economy and digital and physical environments, in support of the City Corporation's Corporate Plan for 2018-23. The role requires Sufina to work across multiple sectors and geographical areas, with a wide range of stakeholders.



Prior to this role, Sufina worked for the Big Lottery Fund and City Bridge Trust, in strategy, policy and stakeholder relations roles.

During her year at City Bridge Trust, Sufina developed their ambitious new funding strategy for 2018-23 – Bridging Divides. Whilst at the Fund, she supported the design and delivery of over £150m of National Lottery funding, including their Women and Girls Initiative.

Sufina has also held a variety of service delivery and business development roles within not-for-profits, charities and housing associations in London and Sheffield. Sufina also volunteers with the Institute of Fundraising, as the Chair of their Expert Panel on Equality, Diversity and Inclusion – a Panel committed to advising and supporting the Institute to design and deliver a strategy for an equal, diverse and inclusive fundraising profession.

Vivienne Avery

Vivienne manages the GLA's Demography and Policy Analysis team (DPA). Prior to joining the GLA, Vivienne spent 20 years as a government analyst in several departments working on a variety of large social surveys, the monthly labour market statistics, the merger of the Employment Service and the Benefits Agency and introduction of JobCentre Plus, evaluation of the 2012 Olympics, and a programme to measure the impact of participation in culture and sport. She also worked in the voluntary sector for Age UK supporting local organisations in their use of evidence.

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As well as the GLAs detailed demographic projections for London which underpin the London Plan, Vivienne has developed and is overseeing the 'Social Evidence Base' – a four year project to raise the quality of available evidence for social policy making within the GLA. This aims to sets out current knowledge of the socio-economic situation in London; provide a sound rationale for public policy intervention; and enable monitoring and evaluation of progress.

Her strategic crime analysis team recently published an analysis of trends in Serious Youth Violence in London and the links with public health drivers of violence, to support the Mayor's new Violence Reduction Unit.

Vivienne is exploring new sources of data to improve and calibrate her team's outputs including projects looking at the use of social media and other online data to understand social integration, the use of consumer data to measure change since the 2011 Census and the potential of population data from mobile phone counts to provide more detailed demographic models.

Dr Somen Banerjee

Somen is Director of Public Health in Tower Hamlets and the lead DPH on tobacco and workforce for London ADPH. He has worked in Tower Hamlets for ten years after completing his public health training in Oxford. During his public health career he has gained wide experience working with the World Health Organisation, Department of Health, NICE, Public Health Observatories and the British Heart Foundation Academic Unit in Oxford University.



Cassie Bridger

Cassie currently leads on strategic and operational programmes for the London Borough of Barnet, focusing on integrating physical activity into everyday life. With previous experience working in the leisure sector, education sector, for a National Governing Body of Sport and local government her experience covers a range of sectors which has enabled the successful delivery of transformation and change projects.

Most recently this has included delivering a public health outcomes focused leisure management contract, delivering a £50m capital investment programme across green

spaces and leisure and leading a campaign resulting in thousands of participants becoming more active.

Cassie has particular experience in strategic planning, facility development, funding, procurement, planning policy, evaluation, greenspaces and sports development. She has worked with many partners to address the challenges of physical inactivity and is excited to contribute to today's event.

Giselle Cory

Giselle oversees the running of DataKind, empowering the community of volunteers in their use of data for social good. After graduating in Maths and Physics, Giselle worked as a data scientist and public policy analyst in the UK Government, a national charity and think tanks, before returning to study a masters in Computational Journalism. Prior to joining the team at DataKind UK, Giselle was a longtime core volunteer. She believes that smart, responsible data collection and use can help the social sector tackle some of the UK's biggest challenges - and change the world!



David Farnsworth

David Farnsworth has been Director & Chief Grants Officer of the City of London Corporation's Charitable funder, City Bridge Trust, since 2013. Prior to that, he spent 5 years directing the Refugee Programme at the Diana, Princess of Wales Memorial Fund and also ran a consultancy working with leading charitable trusts and foundations committed to social justice. He also spent 12 years leading teams in the voluntary sector, including heading up the central London office of the Immigration Advisory Service and as CEO of Welsh Refugee Council.



David is currently Chair of London Funders, the membership network for funders and investors in London's civil society.



Rosie Ferguson

Rosie Ferguson has been Chief Executive of Gingerbread, the national charity for single parent families, since February 2017. Gingerbread's mission is to support single parent families to live secure, happy and fulfilling lives.

Rosie started her career supporting young people into leadership roles in their communities and went on to be Chief Executive of London Youth from 2012 to 2016, where she grew the organisation significantly in terms of both income and impact. Immediately before Gingerbread, Rosie was as Interim Director at Youth Business International. Rosie was a Commissioner on the London Fairness Commission and is a Trustee of Centre for London and The Nursery Theatre. She has also recently been appointed as Chair of ACEVO.



John Griffiths

John Griffiths is the co-founder and director of Rocket Science UK Ltd, an independent research, consultancy and grants management organisation established in 2001. A trustee of London Funders since 2014, John has a particular interest in civic philanthropy and its contribution to a modern civil society in the capital. He is a regular blogger on the London Funders' website, as well as the Board's representative on The Way Ahead systems change group working to co-produce new forms of civil society support. He lives in Bethnal Green where he is a local school governor and vice-chair of the award-winning social enterprise, Bikeworks CIC.



Edd Fry

Edd joined Blagrove as the Listening Fund Project Manager in January 2018. He has previously been a fundraiser for a variety of different youth-focused charities and has extensive voluntary experience, as a Trustee and also working directly with beneficiaries.

The Blagrove Trust seeks to bring lasting change to the lives of the most disadvantaged young people aged 14-25 to enable a positive transition to adulthood.



Tracey Gyateng

Tracey leads on working with charities to use data (both numbers and words) to support decision making through the use of data science. She also manages strategic projects - with a current focus on data governance and ethics. Previously, she was data labs project manager at New Philanthropy Capital, helping charities to use government administrative datasets for programme evaluation.



Dr Abigail Gilbert

Abby works at a local authority in London, and was previously a researcher at the New Local Government Network where she explored the changing relationship between civil society and the state under conditions of austerity. She has also worked for The Land Trust and the Fair Tax Mark. She has a PhD from the Centre for Urban Policy Studies at the University of Manchester, where she also completed a Masters in Social Science Research Methods and Town Planning.



Barry Kelly

With nearly 20 years' experience in the health sector, Barry Kelly is specialist advisor on physical activity for health at London Sport.

Barry has expertise in a range of areas including: planning and built environment, air quality, transport, health commissioning, health inequalities, physical activity and other lifestyle issues.



Turkay Mahmoud

Turkay has lived in Hillingdon for 32 years and has significant leadership experience in education at school, local authority, regional and national level having worked in education and the public sector for over 40 years. During his early career he taught in a number of schools in West London and was a headteacher of a new school. He later worked in a senior leadership capacity in several local authorities with responsibility for school development and improvement. He has also worked as an Ofsted inspector.



During the past fifteen years Turkay has developed his own consultancy through which he has worked on a number of national change programmes: school workforce reform and extended services for schools. More recently, he has been involved in providing careers advice and information services to students through the Inspiring Futures Foundation (a charitable organisation). Additionally, Turkay has been acting as a senior advisor to a charitable organisation in Bangladesh which has opened a new school with the aim of providing quality education in semi-rural Sylhet.

Turkay has been with Healthwatch Hillingdon since it was established and has been Chair, Vice Chair and is currently the interim Chief Executive Officer.

Kirsty McHugh

Kirsty is the chief executive of the Mayor's Fund for London, an independent charity with the Mayor as its patron, championing social mobility for young Londoners. Previously, Kirsty spent eight years as CEO of ERSA, the membership body for providers of employability services, where she oversaw a fivefold increase in membership and a major expansion of services. She also served as Director of Partnerships and Director of Regeneration at Business in the Community, where she ran work on employment and enterprise, plus led BITC's national delivery programmes, including a network of 100 local groups delivering regeneration, employee volunteering and pro-bono schemes. Kirsty is currently a member of Impetus-PEF's Investment Committee, sits on a Big Lottery Fund panel and is a non executive director of an East London housing association.

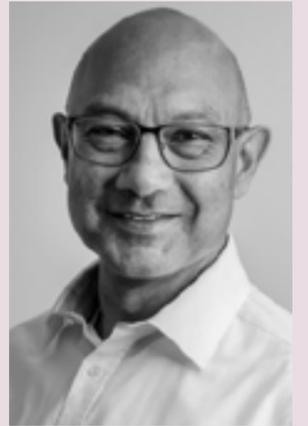


Bharat Mehta CBE

Bharat Mehta is CEO of Trust for London, one of the largest charitable foundations tackling poverty and inequality in the capital.

He is a member of the Home Group Board; and a former Trustee of the Joseph Rowntree Foundation (JRF) and a non-executive director of North Middlesex University Hospital NHS Trust.

In 2016, he was appointed CBE in the Queen's 90th Birthday Honours for services to Finance in the Charitable and Voluntary Sector



Rachel Rank

Rachel joined 360Giving in November 2015 as its CEO and first employee. Over the past three years, 360Giving has developed a standard format for sharing data on grants and has opened up £26 billion worth of grants from 97 funders. By making this information available all in one place for anyone to freely access and use, this makes it much easier to find out who is funding what, how much and what for.

Prior to joining 360Giving, Rachel was Deputy Director of Publish What You Fund, where she led the organisation's research and monitoring work, including the development of an annual transparency index. She has researched and written several publications on transparency, access to information and accountability. Rachel has previously held positions with the Commonwealth Secretariat, the UK Department for International Development, consulting firm DAI, Transparency International and the Overseas Development Institute.



Annika Small OBE

A social entrepreneur and investor, Annika Small is co-founder of CAST, a non-profit that works to build a more resilient and responsive civil society by using digital technology to drive social change. Age UK, Breast Cancer Care, Centrepoin, Action for Children, Safe Lives, Parkinsons UK and Law Centres Network are among the hundreds of charities - large and small - that CAST has supported in embedding digital in their services, strategy and culture. CAST also works with a range of trusts and foundations to support and develop their digital initiatives.



Prior to CAST, Annika was founding CEO of Nominet Trust, which, under her leadership, invested more than £30m in early-stage ventures that deploy technology for social impact. Before this, Annika founded Generation Global, which uses digital technology to bring together young people from different cultures around the world - and often across conflict zones - to learn directly with, from and about each other. Generation Global is now active in more than 25 countries engaging hundreds of thousands of students. Previously, Annika was CEO of Futurelab, which tests and deploys radically new ways of using digital to open up education to some of the most disadvantaged young people around the world.

Annika is a Trustee of Access, the social investment foundation; a Trustee of the John Ellerman Foundation; and a Non-Executive Director of Lightful. Annika was awarded an OBE in the 2018 New Year's Honours for services to social innovation and digital technology.

Antonia Swinson

The Ethical Property Foundation is the UK's property advice charity for the voluntary sector. [@epf4charities](http://www.ethicalproperty.org.uk)

Antonia Swinson joined the Foundation as CEO in February 2014. She moved into not for profit leadership in 2005 - as CEO of Social Enterprise Scotland advising the Scottish Government on social enterprise, after a successful career as an award winning business journalist writing for London and Scottish national newspapers. In addition Antonia has written 5 published works of fiction and non-fiction and has 15 years' experience as a not-for-profit trustee, including serving as Chair of the Society of Authors in Scotland and as trustee of Social Enterprise UK. She is a graduate of the University of Edinburgh and currently writes the property column for Charity Times.



Su-Mei Thompson

Su-Mei Thompson is Chief Executive of Media Trust, which channels the creativity and skills of the media and creative industries to give charities, marginalised communities and young people a stronger voice while helping the media sector to be more responsive, responsible and representative. Between 2009-2017, Su-Mei was CEO of The Women's Foundation, an NGO dedicated to the advancement of women and girls in Hong Kong through research, community programmes, education and advocacy. In 2013, she founded the 30% Club Hong Kong, a group of chairmen and CEO leaders committed to bringing more women onto corporate boards. She started her career at Linklaters as a corporate finance associate and went on to hold senior management positions at The Walt Disney Company, the Financial Times and Christie's Asia.



Besides running Media Trust, Su-Mei is also a council member of The Cheltenham Ladies College and serves on the board of the Orwell Foundation and the advisory board of the English National Opera.

Su-Mei is a former Member of the Equal Opportunities Commission of Hong Kong. She was a Judge for Campaign Asia's Women Leading Change Awards 2017 and served as a Jury Member for the Cannes Glass Lions Awards 2016. She was the recipient of Public Affairs Asia's 2016 Communicator of the Year Gold Standard Award and she is a past winner of the American Chamber of Commerce in Hong Kong, Women of Influence Award for Non-Profit Leader of the Year and the Hong Kong Adventist Hospital/Tatler Women of Hope Award for Power & Influence. She has also been recognised as one of Hong Kong's 100 Most Influential People by Debrett's and the South China Morning Post.

Su-Mei holds law degrees from Cambridge and Oxford and an MBA from IMD where she was the first woman to graduate on the Dean's list. She is also a past recipient of the HBSA-HK Andy Choa Scholarship which sponsors non-profit leaders to attend the SPNM program at Harvard Business School. Su-Mei's TED talk from 2015 "Dying To Be Thin" has attracted over 100,000 views.

Dr Debbie Weekes-Bernard

Debbie Weekes-Bernard became Deputy Mayor for Social Integration, Social Mobility and Community Engagement in November 2018. Debbie works to improve Londoners' life chances and to boost social integration and community voice across the Mayor's programmes. She leads the promotion of equalities and active citizenship across London and makes sure City Hall actively seeks to tackle poverty for Londoners across all groups.



Debbie joined the mayoral team from the Joseph Rowntree Foundation where she led the organisation's work on poverty and ethnicity with additional areas of expertise on labour markets, education, lone parents, young people and society. Prior to this Debbie worked at the Runnymede Trust as Head of Research, running their work on inclusive curriculum development, education attainment gaps and school exclusion as well as work on community cohesion, race and criminal justice and youth transitions. She also worked as a lecturer on social psychology and criminology, teaching students in both the further education and higher education sector.

Alongside professional work, Debbie has a longstanding professional and personal interest in social justice, social mobility and community engagement. Debbie is a trustee of the Equality and Diversity Forum and has sat on a number of other influential panels and working parties including the Poverty Commissions for both the National Union of Students and the London borough of Lewisham and is a member of the British Journal of Sociology of Education Editorial Board. She has also served locally as a chair of governors for two federated primary schools in East London. Debbie has a PhD in psychology and sociology and lives in Waltham Forest.

Kate White

Kate White has been managing and developing Superhighways for almost 20 years, helping small local voluntary and community organisations in London use technology effectively. With a passion for supporting groups with tiny budgets be more effective and efficient, Kate's particular interests include better use of data and smarter working on a shoestring. Kate also co-organises Net Squared London - a non profit tech meet up in London and is a Trustee for an advice and counselling agency in Lambeth.

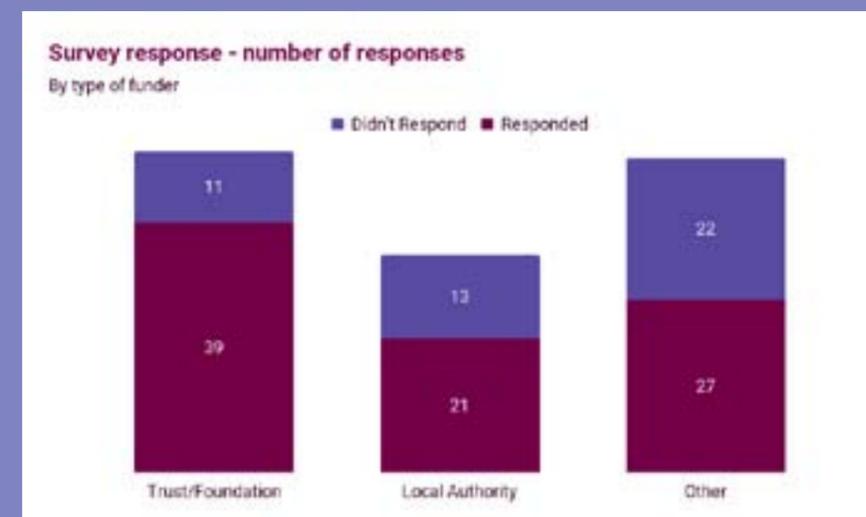


Overview

In consulting with members for the London Funders strategy 2018-21 it was clear that funders wanted to have a greater understanding of the state of the sector. Our new strategy saw us restate our encouragement to all members to publish their data through 360 Giving, but also committed London Funders to undertake our first survey of members to try to capture some headline information - how much were people funding, what sorts of funding and investment were they engaged with, where did the money go, and which themes were they interested in.

In late 2018 we sent our survey to all 133 members of the London Funders network. The insights from this first survey of members are reported on below, with our thanks to the 360 Giving team for their advice, support and analytical skills in working with us on this endeavour.

Response rate

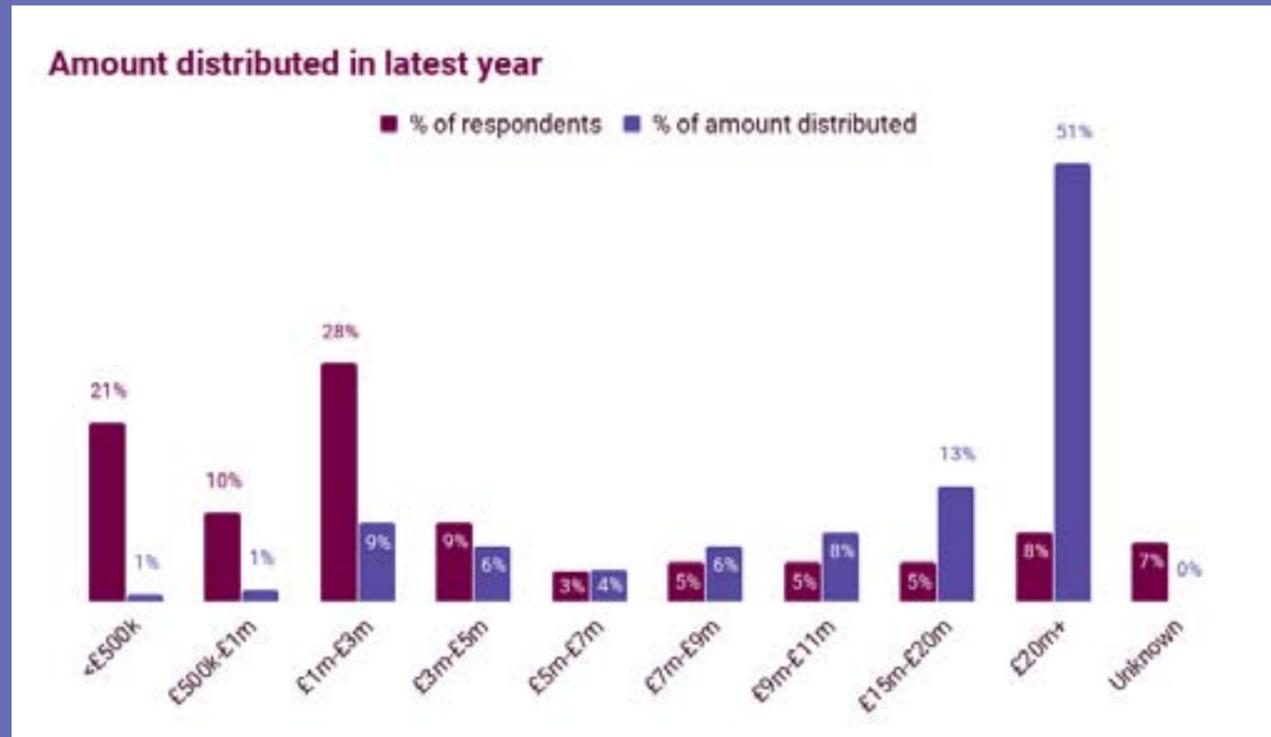


Of London Funders' 133 members, 87 responded, a response rate of 65%.

The response rate varied by type of member: 78% of trust/foundation members responded, while 62% of local authorities did.

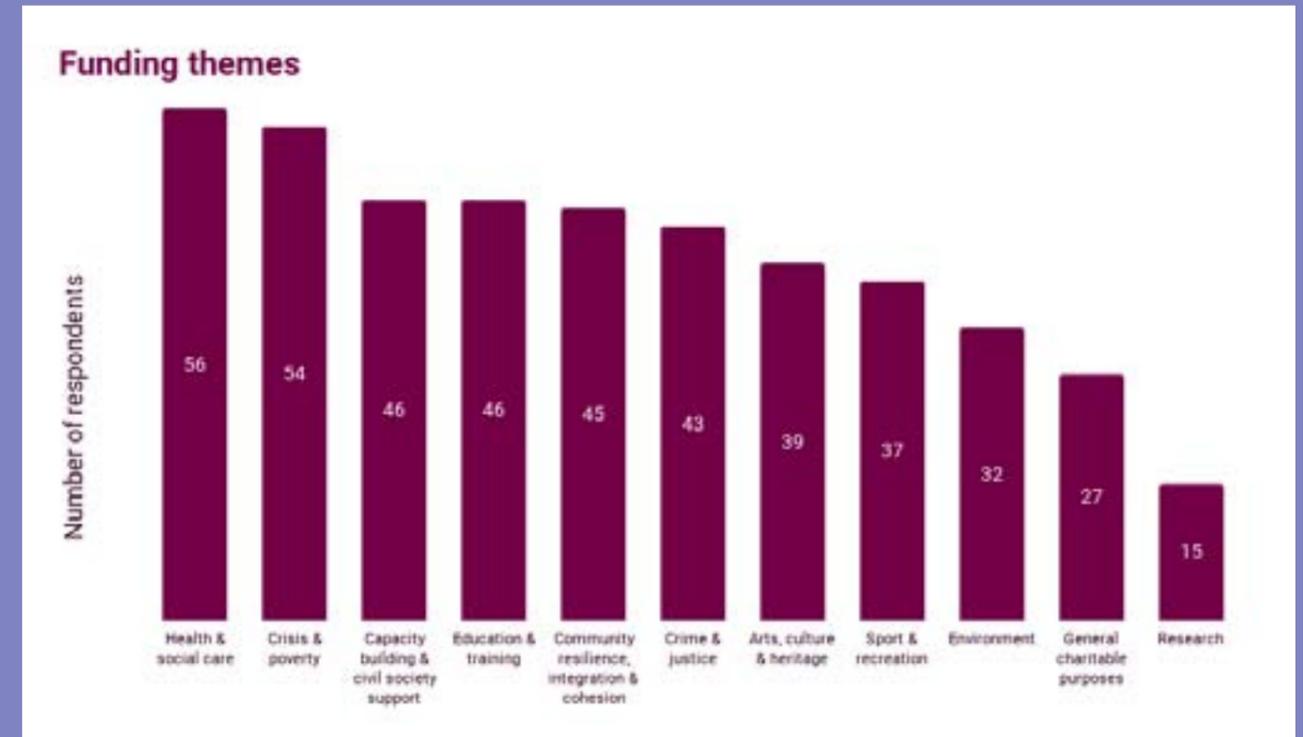
There was a higher response rate for London-focused organisations, 72% of them responded, compared to 58% of those that don't focus on London. 83% of the 23 members that publish 360 Giving data responded, compared to 62% for non-360 Giving publishers.

How much money?



Respondents to the survey distributed **at least £482 million in London** in the past financial year. Nearly half of this distribution was made by the six funders with more than £25m distributed (three of whom are London boroughs). A third of respondents distributed between £1m-£5m.

What themes do people fund?



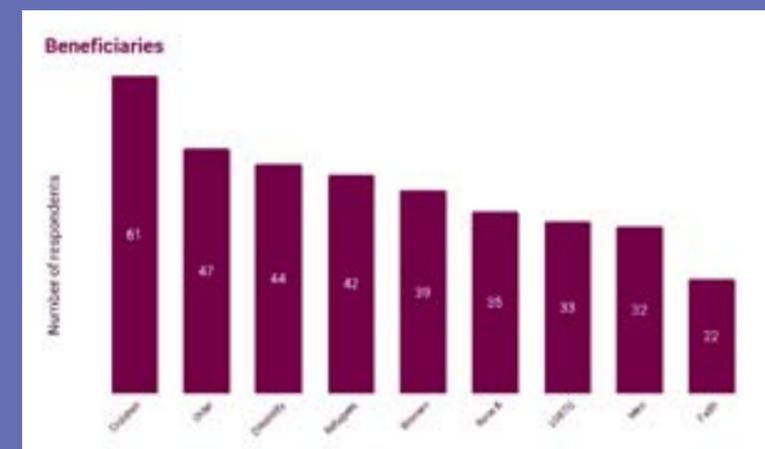
The theme which most respondents said they worked on was health and social care (56), followed by crisis and poverty (54). Fewest respondents worked on research (15), general charitable purposes (27) and the environment (32). Within health and social care, mental health was the largest sub-theme, with 51 respondents working in this area, compared to 36 for physical health.

Which types of funding?



78% of London Funders' members offer revenue funding, with 44% offering capital funding. 26% work in commissioning (mostly local authorities) while only 15% (13 respondents) offer social investment.

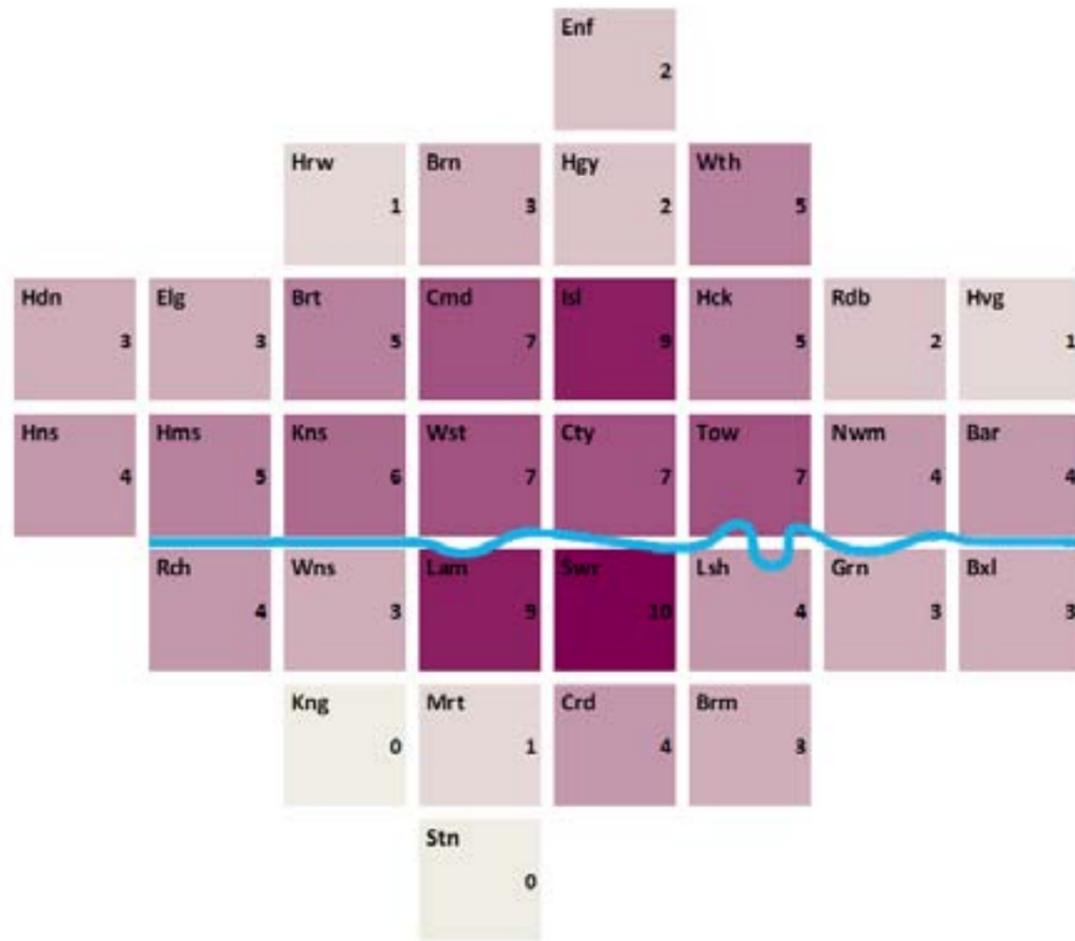
Who benefits from the funding?



Looking at the people and communities they support, most respondents fund work which benefits children and young people, with fewest working specifically with faith groups, men and LGBTQ communities.

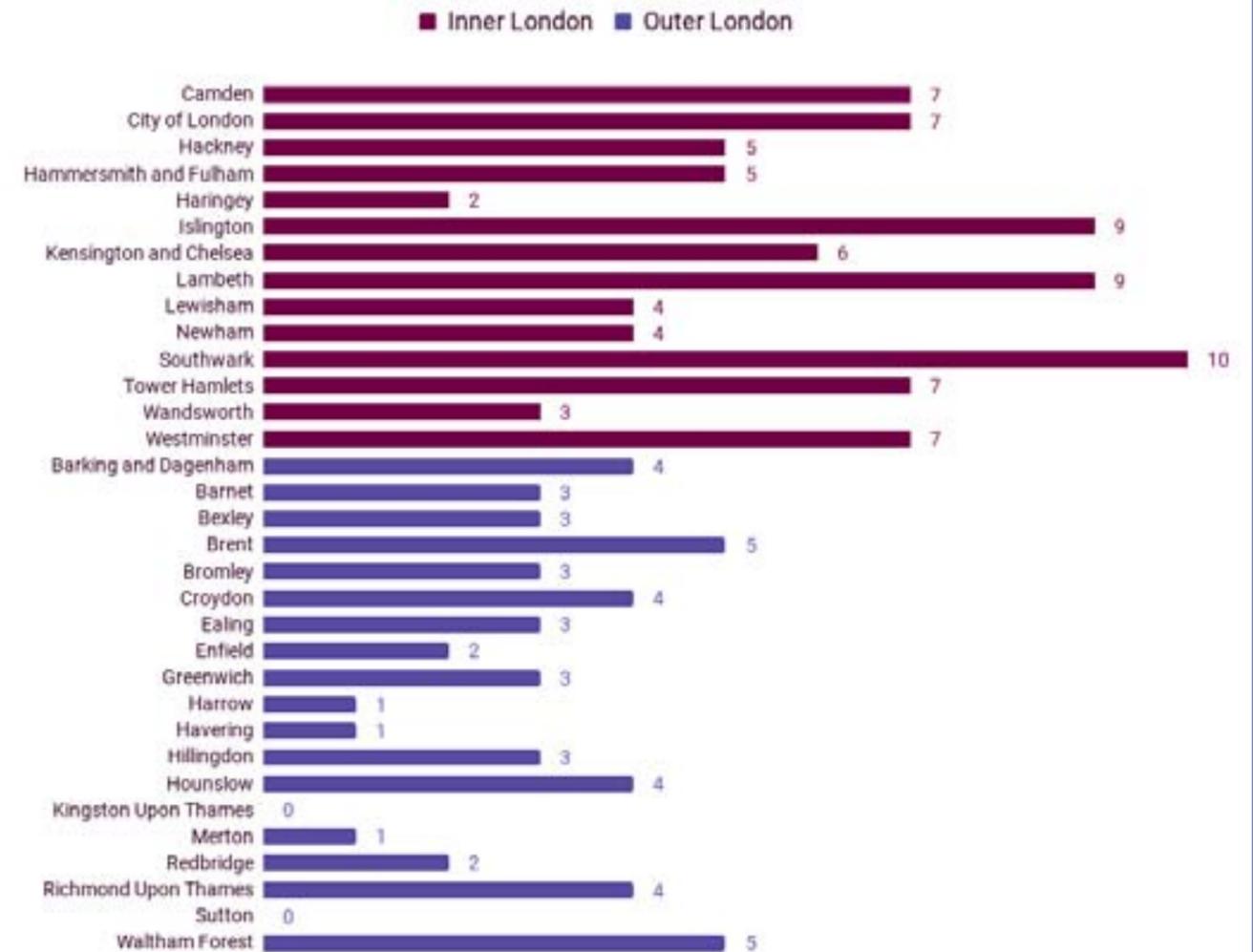


Where in London does the funding and investment go?



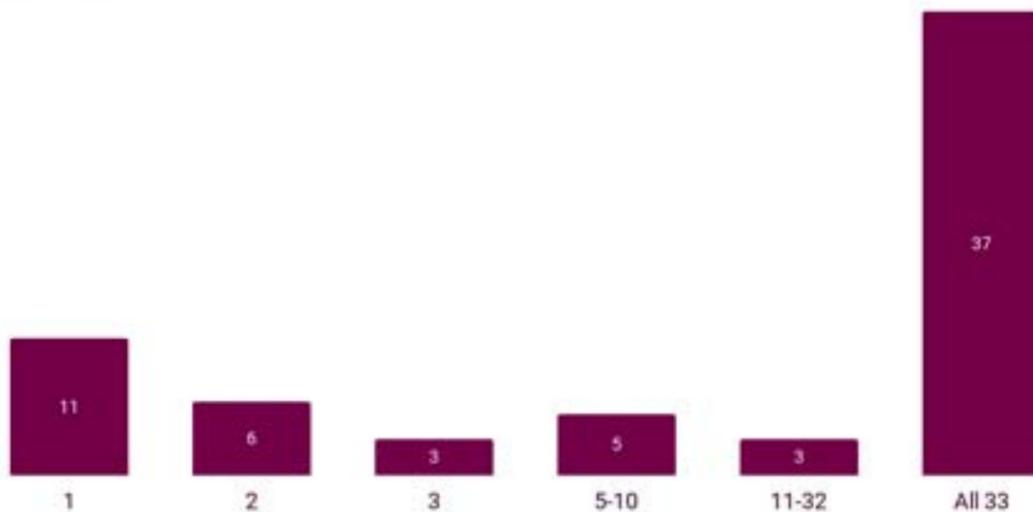
Number of respondents operating in each Borough

Excludes respondents who work in all boroughs and excludes local authorities



Number of boroughs each respondent works in

Excludes local authorities



44% of respondents said they work in all 32 London Boroughs (plus the City of London). When local authority data is taken out of the calculation this proportion rises to 56%. 30% of non-local authority respondents work in three or fewer boroughs.

The boroughs with the most respondents targeting there (excluding those that work in all London boroughs) are Southwark (10 respondents), Lambeth, Islington (9) and Camden, Tower Hamlets, Westminster & the City of London (all 7). No survey respondents said they targeted Kingston upon Thames or Sutton, and only one said Havering, Harrow or Merton.

Of the 48 respondents who say they work in fewer than 33 boroughs, 33 of them (69%) work in Inner London, while 25 (52%) work in Outer London. When you also exclude local authorities, 23 of 28 respondents work in Inner London (82%) whilst 13 work in Outer London (46%).

After the year of reviews, what might 2019 bring for London's civil society?

In the second half of 2018, a spate of substantial strategic reviews and think pieces on the future of civil society asked some searching questions of London's funders. To what extent do the reviews' analyses and recommendations form a coherent narrative which challenges the nature of future funding?

London Funders' "Review of Reviews" explores what these have in common, and where there are notable discrepancies or differences of emphasis. Focusing on the following "Big Five", we consider the implications for civil society in the capital, for London Funders and our members:

Civil Society Strategy Building a future that works for everyone (Cabinet Office);
Civil Society Futures the independent inquiry, chaired by Julia Unwin;
Charity Commission Statement of Strategic Intent, 2018-23;
More, Better, Together: A Strategic Review of Giving in London (Centre for London) and related philanthropy reviews for City Bridge Trust and the Greater London Authority; and
Place based Giving Schemes Funding, engaging and creating stronger communities (The Office for Civil Society).

Introduction: why a review of reviews?

The considerable noise and short-term confusion surrounding the process of Brexit can obscure the fact that the country's decision to leave the European Union (EU) is a symptom of longer-term socio-economic fissures right across the country. When we take the long view of the act of Brexit, we will see that it shines an unflinching light on

already deeply-entrenched divisions within Britain, which will require a fundamental rethinking of the role and value of our civil society.¹

It is not too dramatic to argue that, as we move towards the third decade of the c21st century, the underlying causes of Brexit's "uncivil war" will require a national response similar to that which followed the Second World War. We are at one of those defining moments in the national experience, as in 1945-48, when the degree of community

healing required across the country calls for a new form of social settlement.²

The reviews under review provide a wealth of analysis, ideas and calls for action which points towards a new potential future for civil society. They largely concur that the parameters of what constitutes civil society in the twenty-first century are different and much broader than was thought previously. Not defined by organisational form, nor as a specific sector, but in terms of objective (what it is for) and control (who is in charge), a modern civil society "refers to all individuals and organisations, when undertaking activities with the primary purpose of delivering social value, independent of state control."³

The independent Civil Society Futures inquiry deploys a similarly inclusive definition: "When we act not for profit not because the law requires us to, but out of love or anger or creativity, or principle, we are civil society ... when we organise

ourselves outside the market and the state, we are all civil society ... Bound up with each of these interpretations is the clear sense of civil society as public sphere – the space where people come together to gain understanding, learn about difference and engage with systems of power. It is in these spaces where civil society as the good society meets new forms of politics, economics and public policy and ultimately translates into better forms of democracy."⁴

The prominence given to business in all these assessments of civil society's future would not have been entertained even just a few years ago. There is a whole section of the government's Civil Society Strategy, for example, devoted to the private sector, one of five foundations deemed necessary to build thriving communities (Fig. 1). Changed perceptions of the role and potential of the business community – from both inside and outside companies - is indicative of how boundaries between the private, public and voluntary sectors are becoming increasingly



Figure 1. From: Civil Society Strategy – Building a Future that works for everyone

porous, and how so many of today's social evils demand not just partnership working, but cross-sector solutions.⁵

Another theme running through these reviews is the power and importance of place in galvanizing social action, and as a focus for philanthropy (defined as the giving of "time, talent and treasure"). In part this reflects and complements broader public policy over the last two decades, which has seen successive governments committed to devolving power to the nations, regions and communities of the UK, recognising that "people best placed to drive forward local and sustainable economies are those who live, work and do business in them."⁶ It is a trend which also seems likely to grow in the wake of prolonged austerity and the causes and effects of Brexit, particularly once government defines its idea of "double devolution" and certain powers and funds have been repatriated from the EU. In the meantime, already faced with the impact of significant reductions in statutory

funding, independent funders looking for opportunities to collaborate have focused on place to develop partnerships which can unlock new sources of investment and local assets.⁷ They are also tapping into a popular urge to re-establish a sense of community in an increasingly atomised society in which people look to place as a way of reaffirming their identity and feelings of belonging.

The reviews do share, however, a strong sense of optimism that a healthy civil society remains a vital component of an effective democracy. This leitmotif should also be viewed against the backdrop of Brexit. As the process of EU withdrawal has put almost unprecedented pressure on the long-established, but increasingly creaky instruments of our elective democracy, the perceived value of different forms of participative democracy has gone up. It was Winston Churchill speaking in the House of Commons in 1947 who quoted the saying that "democracy is the worst form of Government except for all those other

forms that have been tried from time to time..."; these reviews believe that a vibrant and robust civil society can be instrumental in improving on democracy's least-worst status.

They recognise the value and importance of the voice and independence of civil society organisations, through their scrutiny, campaigning and advocacy work. The government's intention that "charities and social enterprises should be fully confident in their right to speak in public debates and to have a strong role in shaping policy"⁸ is not only an apparent retreat from the restrictions of the Lobbying Act, it is also a reaffirmation of the importance of civil-society freedoms for which the UK has a proud track record and which the government will need to promote as it looks to forge new relationships with countries within, and particularly beyond, the European Union.

Finally, there are also opportunities and challenges unique to London arising from the reviews' analyses of the varied levels of social action, giving and their effectiveness in the capital. There is a sense of a rising social responsibility on those in the capital to act beyond its boundaries given the stark indicators of widening socio-economic divisions between London and the rest of the country, and signs of mounting resentment about the capital's preferential policy treatment, the disproportionate levels of public spending and its growing levels of individual and corporate wealth.⁹

These analyses will necessarily trigger responses from the different constituents within London Funders' membership (i.e. from the statutory and private sectors,

as well as independent funders), but also increasingly from their collaborative efforts to bring about the systemic changes required to secure civil society and its central place in a wider process of civic renewal. In support of this endeavour, which is at the heart of London Funders' core purpose of convening funders to "connect, contribute and cooperate"¹⁰, this review has the following objectives to:

- Distil and highlight the most relevant messages/thinking from the Reviews – i.e. where there is consensus and shared priorities - but also any notable differences of emphasis and interpretation;
- Focus on the growing confluences between the sectors and different resources for investing in a vibrant and sustainable civil society in the capital; and
- Assess the level of resonance between the Reviews' analyses and the current London Funders' strategic focus and priorities. In its role as convenor, connector, contributor and collaborator what might London Funders do more of and/or differently in response to the messages from the Big Five, and how do its members need to think about the future of their funding programmes?

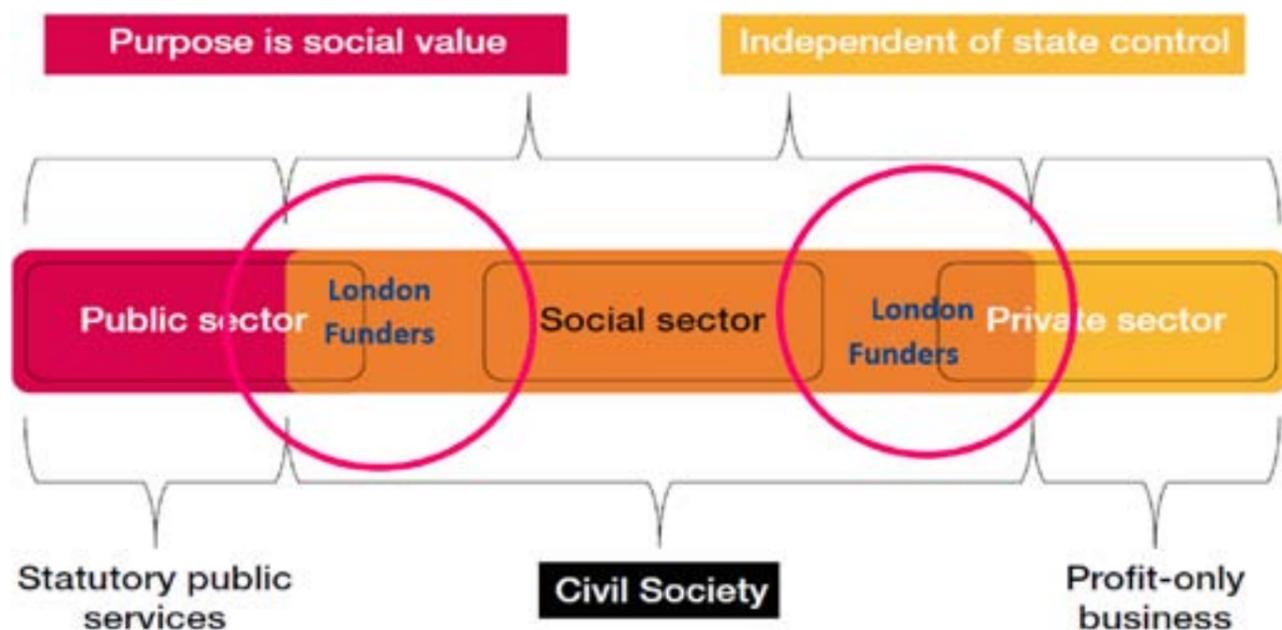


Figure 2. Where London Funders sits in Civil Society. Adapted from: Civil Society Strategy – Building a Future that Works for Everyone (p 27)

A New Narrative - the key drivers and trends reshaping civil society

Civil Society Futures' underpinning research report, *Civil Society in England: Its current state and future opportunity* contains a compelling yet daunting analysis of the trends shaping our future. These range from the fracturing of society and irreversible environmental damage, to transformational political and economic restructuring; from growing personal precarity, to increasing geo-political uncertainty and rising nationalism.¹¹ Alongside Civil Society Futures, which drew on the work of six related inquiries,¹² 2018 also saw publications from the RSA and the Institute for Public Policy Research (IPPR). They look

at the "condition of Britain" through more of an economic lens, but also conclude that civil society is a critical component and manifestation of our aspiration for inclusive or "good" growth.

The RSA's action research project explores the changes needed in our democracy, education and economy to confront the biggest challenges facing Britain today, of which inequality is consistently identified as the greatest. Recalling William Beveridge's Five "Giant Evils" (squalor, ignorance, idleness, want and disease) which provided the impetus for setting up the post-War welfare state, the RSA's updated narrative redefines the "new giants" of the 21st century as inequality, disempowerment, isolation, intolerance and climate change. It notes also that, just as in 1948 Beveridge believed in the importance and value of individual voluntary action complementing state social security, seventy years later the new Civil Society Strategy argues that "a

strong partnership of government, business, finance, and communities will help society rise to the enormous opportunities of our times."¹³

The IPPR's *Prosperity and Justice: A plan for the new economy*, published last September, reveals how the financial health of the UK is divided along lines of income, geography, gender, ethnicity and age. It ranks the UK as the fifth most unequal country in Europe. At the same time, government spending on public services as a proportion of GDP has dipped below 40%, which has seen the UK fall into what has been described as the "third division" of European nations, along with Estonia and Ireland.¹⁴ The product of a two-year inquiry into the UK economy, the IPPR's final report presents a 10-part plan for economic reform to achieve prosperity and justice together, including spreading wealth and ownership across the economy and designing simpler and fairer taxes.

The geographic inequality within the country has long been referred to in rather simplistic terms as the "north-south divide." This can hide the degree to which there is a widening schism between London and the rest of the country. Whilst the UK does have greater levels of regional inequality than any other European nation, the results of the 2016 referendum revealed the apparent relationship between a place's sense of its economic insecurity and its desire to leave the EU, suggesting that place-based inequalities are more nuanced. This showed up quite clearly in the different outcome of the Brexit referendum in the capital from most other regions of the country.

Debates about the future sustainability and fairness of London have tended to focus on the growing levels of inequality within the

city.¹⁵ Yet the differences in personal wealth, and hence individuals' life chances, between the capital and the rest of the UK are the biggest of any country in Europe. The Civil Society Futures inquiry, citing work by the Social Mobility Commission, notes that children going to school in Westminster and receiving free school meals are five times more likely to go to university and then on to good jobs in London, than children elsewhere in the country.¹⁶

In seeking to define a new policy narrative for the mid c21st century, these analyses recognise that for much of the past decade, civil society has been unable to do much more than mitigate the consequences of austerity measures, a position which has recently been exacerbated by the distraction of Brexit. However, in the form of the government's Industrial Strategy (2017) and now a complementary civil society strategy, there are some positive messages and a shared understanding that a new future cannot be dictated from the centre.

Whether it is tackling Beveridge's 5 recast Social Evils, or meeting the 4 "Grand Challenges" set out in the Industrial Strategy (Artificial Intelligence and data; ageing society; clean growth; future of mobility), success will depend on the extent of collaborations between government, business, academia and civil society whilst recognising the importance and particular facets of place when making future policy. For London's Funders there is arguably the added dimension of trying to ensure that this place's unique assets are harnessed not only for the benefit of London, but also in the interests of the UK's wider and long-term civic renewal.

Social fracturing and growing atomisation of society – "shifting from we to me"

Rise of populism, mistrust of traditional institutions, big government, the media, religion

Environmental pressures

Less and less room for manoeuvre or action to stave off irreversible climate change

Structural changes – the end of the organisation?

The rise of the networked society, the increasing blurring of traditional sectoral boundaries

Economic restructuring – increasing human costs of efficiency

Rising demands on public services, an apparent reluctance to pay and a growing population unable to

Personal precarity – traditional social safety nets in crisis

Growing inequality, mental health crisis, insufficient housing, rising debt

Changing places – the effects of localism, technology and the search for identity

Widening division between successful and failing places reflecting different asset bases

Global volatility - the consequences of a multi-polar, post-Cold War world

A resurgence of nationalism/protectionism, increasing migration and displacement

Figure 3. From: *Civil Society in England: Its current state and future opportunities* pp.26-27

“The Big Five” - quick reads and core messages

Civil Society Futures¹⁷

The output from this independent inquiry concentrates on what civil society can do for itself to transform society. There is a danger that this could be interpreted as a list of recommendations aimed exclusively at the social sector. However, given the Inquiry’s broad definition of civil society, we are left in little doubt that “to change for the future, all of us within civil society and those who interact with civil society need to respond with care, courage and commitment.” The review notes that “encouraging active citizenship has been a recurring theme in public policy over at least the last two decades, from New Labour’s ‘Active Citizens’ through to David Cameron’s ‘Big Society’ and the ‘localism agenda’ – yet there are

limits to how much communities can do for themselves, and for some, the problems feel overwhelming.”

The key themes and ideas in the Inquiry’s analysis of civil society focus on places and spaces, belonging and connectedness, work and purpose, organisations and organising, power and powerlessness – with this final theme running throughout. It argues for a shared **P.A.C.T.**, developed from the views and ideas from extensive consultation, and calls for individuals, organisations and institutions to commit to:

Power: significantly shifting power, sharing more decision-making and control, being a model for the rest of society and doing whatever is needed so that everyone can play a full part in the things which matter to them.

Accountability: holding each of us and our different organisations accountable first and foremost to the communities and people we exist to serve, changing our approach so that

we become more accountable to each other and to future generations.

Connection: broadening and deepening connections with people and communities which is a key purpose of civil society and critical to healing a fractured society, bridging economic, social and geographic divides and investing in a new social infrastructure for civil society.

Trust: (re)building trust – what the Inquiry refers to as civil society’s core currency and foundation; earning this by staying true to our values, standing up for them and trusting others with vital decisions that affect them.

The Inquiry argues that civil society does not exist in isolation but is part of a large and complex ecosystem. “It is shaped, influenced, supported and formed by the environment in which it operates. In turn, it has an impact on that environment, both the market and the state – they are interdependent and, increasingly, civil society, government and businesses need to work together for a thriving society.” (see figure 4)

Each also has a direct interest in doing so. “Neither the public sector nor the market would be able to cope without the civil society action taking place everywhere across the country.” The Review shines a spotlight on those informally helping their neighbours, “getting involved with schools, food banks, sports clubs and tenants’ associations who power communities and make public services viable, from health to education, housing, policing and much more. It is the consumer organisations giving feedback to business, the workers and tenants organisations asserting rights. It is

the organisations of people with disabilities that have made the inadequacy of some services so clear.”¹⁸

Civil Society Futures sets out proposed actions which different parts of the ecosystem can take to address PACT principles/aspirations. In terms of London Funders’ members, these include independent funders of civil society, local authorities and their statutory-sector partners (both as place shapers and service commissioners), as well as London’s business community.

Funders of civil society – are asked to reflect PACT principles and practises in everything they do in order to develop the funding ecosystem which supports people and communities to build capacity for change. This could include:

- Supporting and helping to build the “people–power grid”.¹⁹
- Building local endowments that can be directed and owned by people in the community.
- Starting to measure the depth and breadth of connections, taking them as seriously as other social impacts.
- Shifting power by ensuring that local communities and people are involved in making funding decisions.
- Paying for development and start-up of projects, allowing sufficient time to build connections and trust, not just ‘delivery’.
- Co-designing accountability mechanisms with those receiving funding, and only demanding accountability that is simple, proportionate and necessary.
- Taking risks that reflect the real risks taken by people in communities every day.

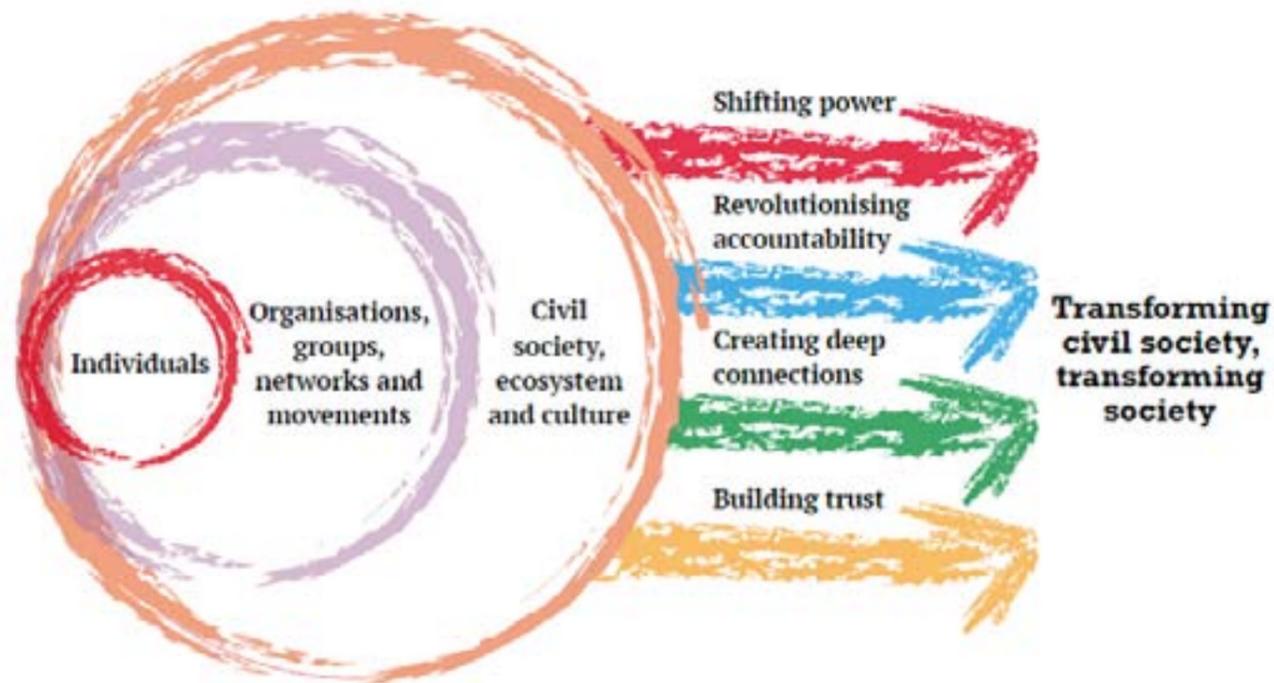


Figure 4. From: Civil Society in England – Its current state and future opportunity

Local authorities – are asked to work with civil society to overcome future challenges at a local level and support thriving local communities. This could include:

- Transferring decision-making power to local communities e.g. through participatory budgets, citizen juries and community commissioning of services.
- Alliance building with civil society, other local public-spending bodies and the private sector, to ensure that all the resources in a community are mobilised to develop resilience.
- Listening carefully to sections of the community that are most dependent on services and protecting their interests when spending decisions are being made.
- Providing grants, making appropriate asset transfers, and focusing on commissioning and purchasing locally.

Commissioners (CCGs, housing associations, local authorities) - are asked to adapt their contracting practices to reflect the PACT. This could include:

- Engaging the people–power grid to support and design local and specialist commissioning practice.
- Developing social value clauses that allow better informed commissioning decisions to be made.
- Ensuring that the costs of the time and effort needed for trust, relationship building and connection are included in funding for projects – not just ‘delivery’.
- Jointly designing contract specifications with civil society.

Businesses – are asked to understand their role and how they can support and collaborate with a flourishing civil society.

This could include:

- Acknowledging their dependence on the operation of a healthy civil society, and working to enhance its capacity.
- Building on the collaboration that already exists in some areas to ensure that these connections help to renew civil society, not exhaust it.
- Investing in the people–power grid through funding, secondments, provision of physical space, training and engagement.
- Considering local civil society in procurement and partnership decisions, and recognising the skills and knowledge that civil society contributes.
- As anchor organisations, working with civil society to shape places, recognising the power of procurement, recruitment and reputation.

The outputs from the Civil Society Futures inquiry consist of far more than the two reports of the main research findings. The Inquiry’s website remains an invaluable resource and “toolkit” which is designed to enable the implementation of PACT. By accessing the Review digitally you gain access to:

- 28 ways to get to know your power – and work out how to shift it
- 18 ways to start revolutionising how you’re accountable
- 15 ways to connect more deeply with the people and communities you serve
- 14 ideas for how to build more trust

The Civil Society Strategy - Building a Future that Works for Everyone

The Civil Society Strategy, published by the Cabinet Office in August 2018, details a series of commitments and ambitions for the government. It is not a statement of what government thinks or expects of the sector, rather of how the state can support and enable civil society in all its many guises to achieve its potential. It acknowledges and largely complements the work of the Civil Society Futures inquiry (see above), echoing many of the themes and principles of PACT (Power, Accountability, Connection and Trust) and by highlighting a wide a range of activity across both government and civil society, it brings a degree of coherence and coordination to work already underway, not least within the capital.

The strategy defines civil society as “individuals and organisations when they act with the primary purpose of creating social value [enriched lives and a fairer society for all] independent of state control.” It argues that a thriving civil society is based on five foundations of social value. Whilst this determines how the document is structured, with separate sections on each of people, places, the social sector, the private sector and the public sector, the strategy also acknowledges that in the past we have “too often thought of these foundations as separate from each other” acknowledging the importance of the connection and collaboration between them.

Building a Future that Works for Everyone sets out its ambition and credentials to

be genuinely cross-cutting and multi-sectoral both in its inclusion of ministerial statements from eight other departments on how civil society is essential in helping meet a range of public policy priorities, and in its commitment to civil society leaders that the document is not “a final communication, but the beginning of a process of policy development and collaboration.” Work is now progressing, for example, on the development later this spring of a Communities Action Plan which, in complementing the Civil Society Strategy, looks to implement its key messages, including:

- Harnessing the effects of devolution and the empowerment of cities, communities and neighbourhoods – as successive governments’ have recognised that the “people best placed to drive forward local and sustainable economies are those who live, work and do business in them.”
- Exploiting Britain’s particular assets, not least the generosity of its citizens in terms of the giving of money (philanthropy) and time (volunteering) and the shift in values and expectations among younger generations (e.g. who increasingly expect to work for employers delivering social value).
- Re-evaluating the government’s approach to funding and financing civil society organisations – ensuring an appropriate range of funding and finance models are available to the social sector, as well as improving public commissioning.
- Targeting the potential of businesses, many of which are reconnecting with communities, to deliver social value as well as annual returns to shareholders.
- Focusing on the role of young people

and how to harness their energy, skills and ambition in the interests of the common wealth.

- Enriching and defining more consistently and accessibly the measurement of social value across the public and private sectors.

The Strategy sets out 15 “missions” or proposed actions. Those most relevant to London Funders’ strategy and the ongoing work of its members are:

People - Mission 1: “a connected and resourceful society” – the Civil Society Strategy notes how strong relationships, support networks and a sense of belonging contribute to personal and community wellbeing; “social capital is linked to a range of benefits for society and individuals” whether addressing loneliness (which is the focus of a separate government strategy and a priority for the Mayor of London’s Strategy for Social Integration and his aim to promote more social prescribing), or responding to local emergency situations and ensuring communities’ resilience. The Strategy references London Funders’ work on funder response to emergencies, highlighting the findings from the possible not the perfect on how funders can respond in the future, as well as how this experience can help to shape “business as usual” in the sector.

People - Mission 3: “opportunities for young people” – the strategy is committed to making sure that all young people have opportunities to improve their life chances and fulfil their potential. That “government will review the guidance which sets out the statutory duty placed on local authorities to provide appropriate local youth services” is particularly pertinent to the work of the seven Young People’s Foundations supported by John Lyons Charity, which

were established largely in response to cuts in local authority-funded youth provision. Other commitments include measures to strengthen safeguarding in charities, including new guidance and support to help charities which is a focus of London Funders’ CYP Funders network; the ambition to engage young people in creating policy or designing programmes which affect them and funding for cultural, sport and citizenship programmes to help young people avoid negative pathways, including those at risk of serious youth violence. A group of London Funders has recently put forward a set of principles for funders working on this issue, with the aim of ensuring young Londoners achieve their potential in safe and supportive communities.

Places - Mission 5: “investment” – covers new models of finance including, post Brexit, the new UK Shared Prosperity Fund, funding instruments associated with Local Industrial Strategies and the potential of technology platforms (the next generation of Crowdfunding). The growth of London’s place-based giving movement is highlighted along with the commitment to invest £750,000 by 2020 to enable the movement to grow.” This all contributes to the strategy’s ambition for “residents, community groups, businesses, service providers and local authority to work collaboratively to create a shared vision for the future of their place.”

The Social Sector - Mission 7: “funding and financing the social sector” - including promoting philanthropy (the government is setting up a longer-term advisory group on philanthropy), ensuring taxes and regulation support civil society – bringing different sources of funding and investment together for social impact. The government wants

the UK to become the global centre for philanthropy practice, including in corporate philanthropy, an ambition which mirrors the City of London/City Bridge Trust’s plans to role model high-impact philanthropy and enhance the philanthropic infrastructure.²⁰ The Strategy also commits to exploring the potential of peer-influenced forms of philanthropy to tackle significant social/civic challenges – themed or place based, and to re-stimulating a culture of civic philanthropy linked to the devolution process and the rise of elected mayors; both these aims are echoed in the reviews of giving in London by Centre for London and the GLA-commissioned assessment of the role of the Mayor in enabling civic philanthropy in the capital.

The Social Sector - Mission 8: “leadership, support and regulation” – the strategy recognises that just as business depends on infrastructure like transport and finance systems to flourish, social sector organisations depend on an appropriate support system. Acknowledging the work which is already underway in London through the Way Ahead and the investment of the Cornerstone Fund, the government commits to convening key stakeholders to “explore how we can collectively help to develop strong local support systems for civil society organisations” which will include considering alternative models of support “drawing on capacity, knowledge, skills and resources from across sectors.” It also commits to working with the Charity Commission to strengthen the leadership and trusteeship of civil society organisations, ensuring that regulatory work is both appropriately resourced and fit for purpose in line with the Commission’s own stated strategic intent (see below).

The Private Sector – Mission 10: “responsible business” – the context for the Strategy’s supporting responsible business is provided by the government’s Industrial Strategy which, as well as its place-based approach to economic development, calls on business to create better, higher paid jobs as proposed in the Good Work Plan. The Mayor of London has already prioritised “good growth” in the capital with new instruments like the Mayor’s forthcoming Good Work Standard and the Social Value Act providing tools to back the kind of “purpose-led businesses” identified in the Civil Society Strategy. “Inclusive growth” is also the overarching theme of the proposed London Industrial Strategy which aims to ensure “all of London’s places, people and communities can contribute to and benefit from the city’s growth.”²¹ The Cabinet Office (Inclusive Economy Partnership) is setting up a Responsible Business Leadership Group to encourage more firms to “go beyond CSR” and harness the power of business to address social challenges in line with the UN Sustainable Development Goals.

The Private Sector - Mission 11: “finance for good” – the government wants to ensure that “social impact investment should become business as usual for individual and institutional investors.” This includes the commitment to direct funds for the establishment of a new Financial Inclusion organisation responsible for deploying £55m of funding from dormant accounts – primarily addressing the issue of access to affordable credit. At the same time, the Strategy acknowledges that “communities need a richer, more diverse funding environment than currently.” (see Mission 14 below). This plays to London Funder’s



strategic remit to coordinate the work of its members, enabling them to work together by developing greater shared understanding of the post-Brexit funding ecology.

The Public Sector - Mission 14: “funding the future of public services”- government wishes to broaden the range of funding options for community initiatives – including a revival of grant making (“Grants 2.0”) – reflecting that grants combine flexibility with accountability and support a greater diversity of civil society service providers. It also remains committed to Social Impact Bonds and to continue to build the evidence base for SIBs. The Strategy recognises that competitive outsourcing and contracting of public services using rigid best value measures can put up barriers to smaller, more diverse civil society organisations. Its new vision for public services is one of “collaborative commissioning” with government taking the role of “steward” of a potentially more diverse, collaborative public-service market based and the introduction of a new code of conduct for grant recipients which sets out minimum standards and options for redress which recipients of government grants can expect.

The Public Sector - Mission 15: “commissioning for social value” – strengthening the terms of the Social Value Act by extending the Act to cover goods and works as well as services; requiring commissioners to “account” for social value in future procurements and not just “consider” it (as originally framed); the government will also explore the potential for the use of social value in grants as well as contracts (and extend its application to decision making in relation to planning and asset transfer).

The Charity Commission - statement of strategic intent

The Charity Commission’s new Statement of Strategic Intent, 2018-23, was published in October 2018 following the appointment earlier in the year of a new Chair of the Commission, Baroness Tina Stowell, a former Leader of the House of Lords (2014-16). The statement is broadly in tune with the messages of other concurrent reviews of civil society; its focus is on the formal charity sector, observing that whilst the sector is in many ways in robust health, it faces considerable challenges. “When charity thrives, everyone benefits” and “we are stronger and better as a country the more benefit charity delivers.” Nevertheless, as the independent regulator of the formal charity sector, the Commission is aware from its own research that trust and confidence in charities have faltered and its role is to ensure that “every organisation which enjoys the privilege of being a charity has the reciprocal obligation to protect and nurture public trust for the sake of everyone.” The Commission’s intentions are captured in five objectives (see next page).

Changing the way the Commission works

The Commission’s statement notes that “regulation is a means to an end; it is not an end in itself” and its “overall approach is to deliver greater benefit to the public.” Elsewhere, the Chair of the Commission has put this more starkly, throwing down the gauntlet to the sector: “It is the job of the Charity Commission to represent the interests of the public to charities – not to

Charity Commission - Strategic Objectives 2018-23

Holding charities to account

Making sure that charities live up to their purpose and the high expectations of the public is about more than just compliance with the minimum legal requirements: it means being accountable for the privilege of charitable status and the stewardship of charitable resources. The Commission intends to use its authority and influence as the regulator to draw attention to behaviour that could jeopardise public confidence in the sector as a whole.

Dealing with wrongdoing and harm

To anticipate when things are likely to go wrong in a charity, or deal effectively with wrongdoing when it has occurred, requires good information and analysis. The Commission recognises this means equipping charities with the tools they need to protect themselves against abuse or mismanagement and, where these prove insufficient, making interventions that are objective and timely.

Informing public choice

Charities need to elicit the public’s generosity to succeed which requires giving people the information they need to make decisions about where and how to support charity. The Charity Commission’s responsibility is to make sure that charities offer accurate, up-to-date and relevant information about themselves. This should be easy to access and use, allowing charities to demonstrate their efficiency and effectiveness as well as the difference they are making. This should help to identify gaps or duplicated effort in charitable provision which might suggest new enterprises, partnerships or mergers.

Giving charities the understanding and tools they need to succeed

Effective regulation should involve offering guidance and support so that charities can maximise their collective impact. This will involve the Charity Commission in offering advice to trustees or giving them authority to act in appropriate circumstances. It might involve encouraging charities operating in similar spheres to collaborate, or even to merge, if this would increase the public benefit.

Keeping charity relevant for today’s world

Registered charities must take account of how society is changing and the forces driving these changes. It is part of the Charity Commission’s job as regulator to understand the wider context in which charities work. The Commission will look to lead thinking about how charities can thrive in a changing world, helping to shape and update the environment in which they operate and the wider debate on their future activities.

represent the interests of charities to the public. I hope charities come to see that promoting the public interest is to their benefit.”²² The Commission acknowledges that this more interventionist approach means that its strategic ambition may be

greater than its capacity to deliver which, in addition to working differently and smarter, will likely require more resources, possibly from charging a levy on larger charities in future.

More, Better, Together - a strategic review of giving in London²³

Centre for London's strategic review of giving in the capital was published in September 2018. The culmination of a 2-year research project, this extensive and invaluable study looks at five different forms of charitable giving in the capital: giving by the general public; giving by the wealthiest Londoners (sometimes referred to as High Net Worth Individuals); giving by independent funders (trusts and foundations); corporate giving and social investment.

Whilst London is a national and global centre of philanthropy, it is also a city of extremes, where enormous wealth sits alongside poverty and exclusion. Despite this concentration of wealth and charitable activity, Centre for London found that Londoners' giving of time and money has dropped over the last 5 years; Londoners are also comparatively less generous than in the rest of the country, and do not necessarily favour local causes. Indeed, most London boroughs (and appreciably those in outer London) have seen a decline in the number and activity of locally-focused charities.

Key findings

The proportion of Londoners who regularly donate to charity has declined – by 8 per cent over the last five years and the proportion of Londoners who volunteer at least once a month has fallen by 3 per cent, from 24 per cent in 2013-14 to 21 per cent in 2017-18.

The number of Londoners with more than £24.2 million (equivalent to \$30 million) in

assets rose by 41 per cent between 2005 and 2015, but there is a disconnect between the wealthiest Londoners and their engagement in philanthropy.

While the number of charities focused on London causes increased in some inner London boroughs, such as Hackney (+7 per cent) and Tower Hamlets (+8 per cent), most saw a fall in the five years to 2015. This was most pronounced in outer London e.g. Croydon (-7 per cent); Kingston (-5 per cent).

Corporate giving in the capital is estimated to be over £325m, but financial contributions are only one element of corporate philanthropy which includes grants from corporate foundations as well as employee-enabled giving and employer-supported volunteering.²⁴

Corporate community involvement (and the giving of time and skills) tends to be concentrated around central and inner East London – drawing on the City and Canary Wharf - making it harder for charities in outer London to attract support.

London is the trust and foundation capital of the UK; 11 of the 20 largest independent foundations are based in the capital – with the largest donor, City Bridge Trust, investing over £20m pa.

There has been a rise in collaborative grant making and joint-investment, in response to public sector cuts (e.g. the development of Young People's Foundations to invest in local youth services and the support for civil society infrastructure formerly funded by London Councils) and responses to emergency situations such as recent terrorist attacks and the Grenfell fire.

London is at the forefront of developments in social investment with an estimated third of UK social investment going to London-based organisations, though the report finds evidence that the market for smaller, high-risk investments in social enterprises and charities remains under-developed.

Centre for London calls for a “whole city” approach to “giving more, giving better and giving together” – based on a shared understanding of the capital's philanthropic priorities. Its fourteen recommendations are directed at “London's giving leaders”, by which it means the Mayor of London, the City of London Corporation (including the Lord Mayor), London Funders, Trust for London, London Councils, Community Foundations and the capital's new civil society hub, London Plus.

Recommendations

(1) London's giving leaders should develop a richer understanding of need in the capital, perhaps through building on Trust for London's Poverty Profile.²⁵

(2) London's giving leaders should encourage all major London funding organisations – foundations, local authorities and corporates – to provide greater transparency on grant data by publishing on 360Giving. London Funders should also publish a regular “state of giving” review that would show the direction of giving in London.²⁶

(3) Strengthen London Plus' capacity to encourage employee volunteering, ensuring volunteering efforts go where they are needed most.

(4) London Funders should make working with corporates and private philanthropists a

priority – encouraging more of them to join the organisation, promoting good practice, and advocating joint working among them.

(5) London Funders should lead in adapting the Funders Portal – which allows voluntary sector organisations to access multiple funding streams with a single application – into a systemic London resource.

(6) London Funders should review the need for a physical space to act as a centre for philanthropy, social investment and enterprise in London.

(7) The Mayor, working with the City of London, London Funders and other partners, should establish an annual London giving day.

(8) London's giving leaders should review how best to increase the proportion of Londoners leaving a charitable legacy in their wills, with a particular focus on property owners.

(9) London Funders should support fundraising capacity-building programmes among small and medium-sized charities.

(10) The Mayor should establish a function within the GLA with the authority and resource to speak on philanthropy, harness the Mayor's convening power, and leverage philanthropic support to address important London issues.²⁷

(11) The Mayor, working with London Funders and the City of London Corporation, should review how best to recognise individuals and organisations that give most and give best in London.



(12) London Funders and other London giving leaders should promote funder collaboration to develop the bottom end (risk capital) area of the market in London.

(13) The Mayor, working with the City of London Corporation and other partners, should establish a review of London's current position as a global centre of giving and identify ways in which this could be strengthened.

(14) London's giving leaders should work with other UK cities in developing and promoting city-focused giving.

Responses from London's Giving Leaders

Like all good think tanks, Centre for London has used its in-depth analysis of giving in the capital to prompt other stakeholders to act. Of the fourteen recommendations falling out of this review, many are already underway, some have still to be fully considered, whilst one or two seem a little off the mark. For example, the idea that the Mayor of London, working with the City should establish an annual Love London giving day overlooks the danger that a London-level campaign encroaches on existing initiatives, not least City Giving Day; people's identification with places within London suggests this recommendation might be better directed at a more local level through place-based giving schemes, as already happens in some boroughs like Kingston.

Two of the "giving leaders" named in Centre for London's recommendations have each recently undertaken reviews of their own work to enable civic philanthropy. The City Bridge Trust (CBT) Philanthropy Strategy and Implementation Plan, and a parallel study of the role of the Mayor and Greater London

Authority in harnessing the capital's giving, have a similar outlook. It is framed by a shared sense that London is not making the most of philanthropy's potential contribution to civil society; to do so, organisations like CBT, and its sole trustee the Corporation of London, as well as the GLA need first to address the impact and effectiveness of their current programmes and investments before they seek to do more externally.

Hence, City Bridge Trust's vision "to enable those experiencing disadvantage and marginalisation to thrive as a result of higher impact and higher value philanthropy" will be realised primarily by the "role modelling" of CBT's charitable giving and by harnessing considerable additional assets and expertise from within the City Corporation in support of the Trust's Bridging Divides strategy.²⁸

Similarly, the review for the GLA identified opportunities for the Authority to do more to coordinate the many initiatives across different departments which already tap into corporate and individual philanthropy. With the private sector increasingly seen as a key component of a civil society, this review argues that the Mayor's "Good Growth" agenda provides a modern narrative which will enable the GLA to elicit more sustained investment and "social value" than occasional contributions from businesses' Corporate Social Responsibility (CSR) programmes. Reflecting the Mayorality's efforts to widen civic participation and community engagement, the GLA is already securing at least as much value from employers' giving of time and expertise as money.²⁹

The CBT strategy and GLA philanthropy review are also similarly ambitious for London to exploit the capital's unparalleled

assets in order to give "more, better, together" in a strategic and coordinated way. They are aware of the leadership responsibility which comes with London's position, both nationally and internationally. CBT's implementation plan refers to the idea for a "Philanthropy House" in the City, as a showcase of the capital's philanthropic and social investment and a place to forge future collaborations. The review for the GLA argues that the convening power of the Mayor of London is such that he could choose to define a new strategic partnership, potentially involving repositioning his relationship with the Mayor's Fund for London, to harness civic philanthropy for the capital. The government too is keen that the Mayor of London is represented in its proposed advisory group looking to support the growth of giving and the strengthening of the UK's role in global philanthropy.³⁰

Post-Brexit, a potential partnership between City Hall and Mansion House certainly takes on added significance. The capital needs to recognise its social responsibility for healing some of the social and economic divisions which have opened between London and the rest of the country, at the same time as engaging its philanthropic diasporas beyond Europe as London looks to help the country restore its international reputation, forge new partnerships and open markets.

Place-based Giving - funding, engaging and creating stronger communities³¹

The objective of this review, commissioned by the Office of Civil Society, was to shine a light on the role of different place-based giving schemes in supporting civil society across England, as well as share learning between organisations and with those looking to establish similar initiatives. It acknowledges the trail-blazing work of Islington Giving and the 21 London Borough models which make up the London's Giving Network, supported by City Bridge Trust and London Funders.

The Civil Society Strategy subsequently made a commitment to invest £750,000 before 2020 in the growth of place-based giving schemes and to support civic philanthropy in ways that are informed by this review's research.³² The funding will be used to support the development of proposals for new schemes in 6 areas across the country which bring local funders, philanthropists and businesses together with civil society organisations and residents in order to tackle local needs. London Funders is part of a partnership of organisations, led by Charities Aid Foundation, which have been commissioned separately by DCMS to offer technical guidance to the schemes, each of which will receive grants of c.£50k per year for two years.

The review uses the phrase 'place-based giving scheme' to describe a variety of



initiatives operating in defined geographical areas. What they share is the objective of bringing together resources to benefit communities in new and collaborative ways. These range from asset-based community development to those looking to bring about 'systems change'; from localised grant-making, to giving schemes intended to corral new sources of local donations.

The review argues that definitions and terminology are still developing. As no two places are the same, it is logical that a range of different typologies is emerging, each shaped by their own local circumstances and different assets. Thirteen case studies highlight the different types of collaboration between funders and other civil society organisations across England spanning the private, public and social sectors, including local councils, metro mayors, independent grant-making foundations, businesses and residents' organisations. Examples are drawn from the 21 London Borough Place-based Giving Schemes; 43 Community Foundations; 69 Giving Circles, and others.

The research found considerable disparity in the level of development of local philanthropy ecosystems. Where there are place-based giving schemes within these ecosystems, they differ in approach, scale and maturity. Nevertheless, the review's findings largely reinforce the conclusions of London Funders' A Place to Give – London's Place-Based Giving Movement in the Spotlight which identified the following pre-requisites of a successful scheme:

- A commitment to collaborative working; pooling resources, sharing intellectual and financial capital, where each partner has an equal voice and brings a different perspective.

- A needs-led approach; responding to evidence of needs among local people rather than the priorities of a donor or funder. Building on extensive local knowledge encourages a stronger sense of community and of identity with a place.
- Independence from any statutory body; partners agree on a common vision, mission and plan of action to improve a place in terms of somewhere to live, work, visit and study. The local council should be supportive, at arm's length, recognising that place-based giving schemes are independent initiatives rooted in local knowledge and priorities, not a substitute for cuts in statutory funding.
- A new platform for 'giving' to the local community; place-based giving schemes bring in additional resources as well as enable more effective use of existing resources by recognising and leveraging the many positive assets already in a place.
- 'Giving' is more than giving money; it includes traditional volunteering, both individual and corporate; time banking; befriending and other forms of social action.
- Transparency in decision making and accountability to the whole community, including core funders, through regular reporting on how resources are used and the difference they make.

Many of the challenges faced by the schemes which comprise London's Giving network, are experienced by other models of place-based approaches. The most frequently-mentioned success factors are largely practical considerations, with funding and resourcing of paramount importance:

- Seed funding and ongoing core costs
- A dedicated development worker
- A degree of local affluence existing alongside deprivation (ie. to facilitate what is often referred to as "bridging social capital")

Other challenges (and solutions) identified in the review include:

- Inertia which can result from a lack of development capacity, the challenges of partnership working and unnecessary competition and/or turf issues between funders
- Building a reputation, track record, and the importance of measuring impact
- Marketing and communications, including the value of establishing a place-based brand and identity
- Investing in long-term partnerships, including relationships with businesses (large and small) as demonstrated by the work, for example, of Businesses for Islington Giving, supported by the Macquarie Group Foundation .

Civic Philanthropy – Mayoral involvement in place-based initiatives

Observers of the recent interest in place-based giving have pointed out "it's an old idea that's found new momentum." Before the advent of universal, state-supported welfare provision in this country, charity tended to target specific needs or institutions within a local community; many historic trusts and foundations still confine their area of benefit to a parish or place as defined in their trust deeds. Two hundred years ago, as the country began to be transformed by the effects of industrialisation and rapid urbanisation, factory towns and cities became the focus of the enlightened self-interest of business philanthropists.

Citing another development from the nineteenth century which is also enjoying a revival (the office of the metropolitan mayor), the review argues there is scope

for these two trends to go hand-in-hand as part of a renaissance in civic philanthropy. It refers to work undertaken by Giving Thought, the think-tank of Charities Aid Foundation, which argues that metro mayors should develop a clear narrative about the role of philanthropy in their jurisdiction; take a convening role; establish a Mayor's Fund; appoint a philanthropy liaison, and publish a philanthropy strategy.³⁴ The review concludes that there is a role for collaboration with place-based giving schemes in all of these mayoral functions.

The recent review commissioned by the Greater London Authority comments specifically on how the Mayor of London could take a similar plan of action to enable civic philanthropy in the capital. However, the size and complexity of London (a collection of different town centres, villages and hamlets) arguably demands a more strategic role from the London Mayor supporting the growing community of place-based giving practitioners and connecting them where relevant to the Authority's other place-based policies and interventions.³⁵

The future of place-based giving schemes

Place-based charitable giving is not new, and the types of scheme which are emerging in several parts of London and elsewhere are not suitable for all areas or communities. Still, the review believes there is considerable interest in giving schemes which promote collaboration across local civil society by taking a total-assets approach, exploiting all the resources available to benefit defined place-based communities.



Within the capital, the success of London's Giving in promoting a certain approach now brings added responsibility to evidence schemes' impact and additionality. The review notes the initiative that London Funders and City Bridge Trust have recently undertaken to develop a set of tools and indicators for measuring the impact of place-based giving – at both an individual scheme and collective level. This is not just about how much money is raised and the financial returns involved but, in today's more inclusive civil society, how bringing funders together can elicit new ways of working, reduce competition and foster better mutual understanding of local needs and a place's potential.³⁶

People, Place and Philanthropy - implications for London's funders

In 1962, around the time the UK was first applying to join the European Economic Community, a former US Secretary of State, Dean Acheson, disparagingly remarked that Britain, "having lost an empire, has not yet found a role."³⁷ More than five decades later, as the country now tries to leave the EU, we are grappling again for a new identity. This moment of redefining our nation's role and responsibility is one in which civil society (people), London (place) and the funder community (philanthropy) all have a key part to play.

NCVO's Chief Executive threw down the gauntlet in his customary New Year letter to the sector: "There is real opportunity to

change the kind of country we will be in future. Brexit presents an opportunity to reflect on the major challenges we face as a country and how we, as civil society, can help to address them. Do politicians alone have the answer? The 2016 referendum suggested we need to address the profound sense of disconnection between communities and decision makers. Whatever we do to renew democracy or the nation as a whole, civil society has much to offer."³⁸

This review of reviews has shown that civil society is not without the ideas, energies or resources needed to rise to this challenge. What, therefore, might be the response from London's funders?

Opportunities and challenges for London's funders – (1) People

Both the Civil Society Strategy and Civil Society Futures put people – from individuals' acts of kindness to more organised forms of social action – at the heart of their reviews. Responsible citizens are the bedrock of a civil society; whilst the 20th century may have marked the hegemony of state-funded support, the 21st "needs 'people power' more than ever."³⁹ London's funders need to be encouraged to acknowledge the principles of PACT, what they mean for enabling a people-centred civil society, and their adaptation in the capital.

This may require doing more to support and celebrate the value and role of small organisations, charities and local associations which some councils and infrastructure bodies in London refer to as being "below the radar." The "state of the sector" analyses in these reviews comment on how larger civil society

organisations command too great a share of charitable income (the largest 3% earn 80% according to Charity Commission figures). In the excitement of forging new policy instruments and social settlements, it is easy to lose sight of the hard facts ... that many civil society organisations are in crisis.⁴⁰ A number of London Funders' members, national players such as Lloyds Bank Foundation, as well as local funders like United Saint Saviours, are using grants to support smaller charities and invest in social action, whilst others like the Royal Borough of Kensington and Chelsea, the Wimbledon Foundation and Battersea Power Station Foundation are ensuring that core funding is protected for local charities and community organisations.

The Civil Society Strategy states that digital technology offers unprecedented opportunities in the way we approach and tackle big social challenges. The Way Ahead – a London Funders' coordinated initiative to transform the capital's civil society infrastructure, working in partnership with communities based on shared understanding of needs, aims to use data and insight more effectively to deliver targeted support to organisations providing frontline services. Funders like City Bridge Trust (CBT) are developing digital platforms to enable organisations to self-diagnose their support needs. Yet, this is unlikely ever to replace the value of face-to-face support and engagement between people which lies at the heart of CBT's "total assets" approach; this offers organisations funded under its Bridging Divides strategy access to skills and expertise from individuals and teams across the City of London Corporation, and potentially from its business partners.

Opportunities and challenges for London's funders (2) Place

The Prime Minister's pronouncement at last autumn's Conservative Party Conference that Brexit would signal "the end of austerity" cannot hide the irreversible effects of almost a decade of significant cuts in public spending. Some of the largest reductions have come in inner London boroughs – Camden and Westminster saw budgets fall 29 per cent each between 2010/11 and 2017/18, but the council with the largest per capita fall was Newham (down 33 per cent). While spending overall across London fell by about a fifth (excluding education and public health), council budgets for discretionary services – including support for civil society – have fallen much further.⁴¹ In response, London Councils are looking at other measures to support local civil society through promoting a best practice standard for civil society-friendly commissioning and procurement. Individual councils have taken a range of innovative, place-based approaches, from Barking and Dagenham's participatory city model, Everyone Everyday, and an ambitious new strategy to strengthen local civil society, to Southwark Council and the Clinical Commissioning Group's common outcomes framework, to Sutton Council's Citizen Commissioners programme. London Funders has a continuing role to play in highlighting new approaches and disseminating the learning from these across different boroughs and communities, as well as being a vehicle for facilitating funders' collaborations in support of local strategies.

Amidst the growing interest in place as a focus for policy making, whether



in the form of a local industrial strategy, or as a stimulus of social action, it can be overlooked how place in a London context is multi-dimensional and contradictory. Place-based giving, for example, plays to the capital's history as a unique and loose collection of towns and villages, each with its own identity and different set of assets; as a city, London has a particular set of social problems stemming from the increasing polarisation of wealth within its midst, which is arguably the greatest risk to its social integration; yet London's phenomenal economic wealth and its predominance as a place within the UK is also increasingly setting it apart from the rest of the country, again with potentially dangerous long-term consequences.

It is ironic that, post Brexit, many funders will increasingly be challenged by these competing place-based tensions, which EU-policy makers have referred to as "variable geometry."⁴² How, do national funders operating in the capital square the demands to continue addressing some of the highest levels of poverty in the UK, with those of other places across Britain which only see London as a magnet for jobs and investment? How do London's funders justify investing in places which appear relatively rich in assets, in order to stimulate greater social action, when other places in the city have significantly lower levels of social capital, higher deprivation indices and more marginalised communities? These tensions are likely to resurface shortly when the government formally launches its consultation on the UK Shared Prosperity Fund, the proposed successor to the EU's Structural Funds. In 2014-20, these have been worth nearly 750m Euros to London alone and, particularly through the European Social Fund, have been a lifeblood

for many civil society organisations. The challenge for London Funders is to continue to help its members better understand the changing funding ecology in the capital, which includes working in partnership with 360 Giving, to ensure that more consistent and comprehensive use of data makes for better policy and programmes.⁴³

London's status as a place can also attract an unwelcome spotlight. Recent terrorist attacks in the capital and the tragedy of the Grenfell Fire, which exposed to the world the extent of socio-economic inequality in London, have tended to bring out the best in the capital's funders. This includes the work of the London Emergencies Trust, a registered charity set up in the wake of the terrorist attack on Westminster Bridge in March 2017. A report on funders' response to terrorist attacks and the Grenfell tragedy, *The Possible not the Perfect* commissioned by London Funders, revealed that mutual understanding and collaboration between statutory and independent funders were key to unlocking private donations and enabling grant makers to "dispense with business as usual" not least by developing a single, streamlined application form and efficient grant-distribution processes.⁴⁴

Opportunities and challenges for London's funders - (3) Philanthropy

Back in 2016, the independent London Fairness Commission, reflecting on the great Victorian philanthropists who remain synonymous with a lot of the city's social fabric, argued that "the time is ripe for London's wealthiest residents and businesses to come together in an exemplary social philanthropic effort." In the three years since the Commission's call for "a new Peabody Moment," different

strategies and reviews have indicated considerable interest in the potential of c21st civic philanthropy, but to date relatively little has been achieved to harness this in a coordinated effort for the good of London's civil society.⁴⁵ The GLA is currently considering its response to the findings of its independent review which observed that "the Mayoralty might use the publication of Centre for London's report and the City Bridge Trust's philanthropy strategy to convene a cross-sectoral group of London's funders, including businesses, to answer [the Fairness Commission's call to arms]."⁴⁶

There is also some debate as to whether the objective of a push on philanthropy should be to increase the impact and effectiveness of existing levels of individual and corporate giving (of time and money), or whether London should be more ambitious in looking significantly to increase the amounts of philanthropy available to civil society across the city. These objectives are not incompatible, but while CBT's strategy suggests both are achievable, the GLA's focus seems to be on making better use of what is already being committed to London's civil society. In either scenario, the use of data is key and a way of addressing one of philanthropy's inherent weakness – its "particularism" – namely that the act of giving is at the will of the giver. "By making data on local needs and on existing philanthropic provision open and accessible to donors and funders, we could at least provide them with the resources to make informed decisions. They remain free to draw their own conclusions from the data (or even disregard it), but that would at least entail a conscious decision rather than simply happening through lack of the required information."⁴⁷

Last year, half-way into the current Mayoral term and at the same time as the various reviews of civil society were coming out, the Greater London Authority also published a series of strategies - on social integration, culture, health inequalities (including social prescribing), food and sport. They largely complement the GLA's own civil society action plan and the core messages of the government's Civil Society Strategy. However, none addresses directly the potential of civic philanthropy, how the Mayor and the Authority intend to harness private wealth for public good by capturing more of the social value being generated by London's businesses. With the strategies' publication, the appointment of a new Deputy Mayor for Social Integration and the GLA's joining London Funders, there is opportunity to influence how these issue-based analyses and proposals garner support from other funders and translate into effective place-based interventions.

For London Funders

In the so-called "post-truth era", a time of increasingly shrill political discourse and "fake news," London Funders' existence as an apolitical, neutral forum in which to ferment ideas, challenge traditional orthodoxies or question new-fangled concepts, is increasingly valued. As membership and reputation grow, however, so do people's expectations.

All of the reviews discussed in this paper showcase the organisation's work, whilst Centre for London's "More, Better, Together" (which could easily be a strapline for London Funders), directs more than



half of its fourteen recommendations (pp 15-16) to London Funders' door. In these circumstances, it is essential to prioritise issues, in order to dedicate the necessary resources to them and not to become spread too thinly. Moreover, before agreeing on any programme of future action, or addressing the reviews' specific recommendations, it is important to recognise and promote what is already in train.

London Funders arguably has a responsibility for helping to project the reviews' more inclusive image of a modern civil society in the capital. Their largely optimistic outlook, that civil society has a vital role to play in helping to address (and find solutions to) the challenges ahead, does not gloss over the more hard-hitting assertion that "civil society will not be able to do this without changing itself."⁴⁸ This is meant to be a joint, inclusive effort; civil society's creativity and synergy come from the best of the public, private and voluntary sectors working together with a shared interest in a common purpose and common wealth. However, when it is convenient to do so, it is all too easy to revert to traditional thinking, equating the term "civil society" with the "third sector," a discreet area outside the state and the commercial market, which can reinforce a sense of competition, difference and otherness.

An important corollary of London Funders' providing a safe space for collaboration is that its members appreciate the opportunity and value of being challenged. Another risk to the organisation is that its membership either becomes imbalanced or detached from London's communities, to the extent that the forum fails to reflect the cross-sectoral nature and diversity of London's

civil society. The resulting echo chamber could lead to insufficient capacity or courage to address fully the challenges set out, for example, by Julia Unwin's Inquiry, which envisions a future civil society thriving only as result of our collective willingness to redefine difficult concepts of power, accountability, connectedness and trust.⁴⁹

This paper cannot possibly do justice to the full range and variety of work already being supported by London's funders, which largely complements the reviews reviewed here, their direction of travel and future vision of civil society. Instead, it flags up a handful of opportunities and challenges for funders under each of the three headings of People, Place and Philanthropy (the "3 Ps"); these may in time influence the ongoing implementation of London Funders' strategy, 2018-21, based on its guiding principles – the all-important "4 Cs" – Convene, Connect, Contribute and Cooperate.

The "review of reviews" was commissioned by London Funders and researched and written by John Griffiths, Rocket Science. A final version, incorporating insight and ideas from the Big Network Day, will be completed and circulated to London Funders members in Spring 2019.

reading & references

Reviews

[Click the title to open the document: Civil Society Strategy - Civil Society Futures - Charity Commission statement - More Better Together - Place Based Giving Schemes](#)

References

Click on the name of a document/link to open the source material:

- 1: See Professor Danny Dorling's assessment "Equality and what Brexit tells us about the British" public lecture, 8th December 2018
- 2: See the New Year message from the Chief Executive of NCVO
- 3: Civil Society Strategy: Building a Future that Works for Everyone p.19
- 4: Civil Society in England – its current state and future potential, p.103 Civil Society Futures (2018)
- 5: The changing nature of civil society, the context for "doing good" and creating social value are explored in a provocative paper commissioned by Big Lottery Fund from Sonia Sodah (2016)
- 6: Civil Society Strategy: Building a Future that Works for Everyone p.20
- 7: Building Bridges: Bringing Councils, Communities and Independent Funders into Dialogue, New Local Government Network and London Funders, July 2017
- 8: Civil Society Strategy – Building a Future that Works for Everyone p.70
- 9: Britain's New Giants, Ed Cox, RSA 2018
- 10: London Funders – Our Strategy: 2018-21
- 11: Civil Society in England: Its current state and future opportunities pp.25-33; See also NCVO's annual report, The Road Ahead, which highlights the difficulties charities may encounter in the upcoming year using a P.E.S.T. analysis.
- 12: The six cross-referenced reviews and inquiries are: Empowered Communities in 2020 (Local Trust, IVAR); Future of Civil Society in the North (IPPR); The Social Change Project (Sheila McKechnie Foundation); Inquiry into the Civic Role of Arts Organisations (Calouste Gulbenkian Foundation); Future of Localism (Locality, Power to Change, Queen Mary University); Creating Confidence - Good and Bad Help (Nesta, Osca)
- 13: Britain's New Giants, Ed Cox, RSA 2018
- 14: Peak Inequality Is great change coming?, Danny Dorling, New Statesman, 4 July 2018
- 15: The London Fairness Commission Final Report, March 2016; It is telling that City Bridge Trust's five-year funding strategy also launched last year is called Bridging Divides, 2018-23
- 16: Social Mobility Commission (2017) State of the Nation 2017: Social Mobility in Great Britain.
- 17: Civil Society Futures was an independent inquiry, chaired by Julia Unwin, that ran from 2017-2018 engaging in a wide-ranging, national conversation about how English civil society can flourish in a fast-changing world.
- 18: Civil Society in England: Its current state and future opportunities p.95 Civil Society Futures (2018)
- 19: A People Power Grid is the Inquiry's vision of what civil society infrastructure needs to be like – connected; sustained and digitised, recognising the motivational power of self-interest as much as altruism for driving the

collective effort required to support a healthy civil society.

20: The City Bridge Trust's Philanthropy Strategy Implementation Plan to 31st March 2020 is available in the Trust's board papers from its November 2018 committee meeting

21: A paper setting out the plans for London's Industrial Strategy, presented to the Local Enterprise Partnership Board at its December 2018 meeting.

22: Speech by Baroness Stowell to the RSA, 5th October 2018

23: A summary slide deck of the Centre for London's research on Giving in London is available to download from London Funders website

24: Centre for London, More, Better, Together (2018) p22; The review of philanthropy for the Greater London Authority, Harnessing the Capital's Giving, found that the GLA is securing at least as much value from London's employers' giving of time and expertise as money.

25: Trust for London recently issued an invitation to tender to "look afresh at how London's Poverty Profile is designed and delivered." (Published January 2018)

26: London Funders is already working with 360 Giving in the capital to support and encourage funders to share their grant-making data. An update on this initiative is the subject of a presentation, "Who's funding what in London?" based on a mapping of members, at the Big Network Day on 14th February 2019.

27: The GLA is to publish its response to the recent philanthropy reviews in London, including how it proposes to respond to this recommendation. This point is examined in more detail in Harnessing London's Giving: What is the role of the Mayor and Greater London Authority in enabling civic philanthropy?

28: The City Bridge Trust's Philanthropy Strategy Implementation Plan to 31st March 2020 is available in the Trust's board papers from its November 2018 committee meeting.

29: Harnessing the capital's giving: What is the role of the Mayor and Greater London Authority in enabling civic philanthropy? September 2018

30: Civil Society Strategy: Building a Future that Works for Everyone p.73

31: Including contributions from Charities Aid Foundation's Giving for the City Project

32: Expression of interest published 15th November 2018

33: A Place to Give – A Giving Model for the 21st Century p.5

34: Chain Links – the role of mayors in building a culture of civic philanthropy, Giving Thought Discussion Paper No. 8, July 2017

35: Harnessing the Capital's Giving: What is the role of the Mayor and Greater London Authority in enabling civic philanthropy? September 2018

36: <https://londonsgiving.org.uk/>

37: Speech at West Point, 5 December 1962

38: Blog by Sir Stuart Etherington, Chief Executive of NCVO, Brexit, Then What? It's Time for Civil Society to Shape Our Future 8th January 2019

39: Civil Society Strategy: Building a Future that Works for Everyone p.31

40: 63% of charities believe their core functions are under resourced, according to research conducted by Charity Finance magazine (October 2018).

41: More, Better, Together: A Strategic Review of Giving in London, Centre for London (2018) p.6

42: https://eur-lex.europa.eu/summary/glossary/variable_geometry_europe.html

43: London Funders is working in partnership with 360 Giving on an exercise to understand better who's funding what in London, based on a mapping of London Funders' members

44: The possible, not the perfect: Learning from funder responses to emergencies, Institute for Voluntary Action Research, 2018

45: The London Fairness Commission Final report, March 2016

46: Harnessing the Capital's Giving: What is the role of the Mayor and Greater London Authority in enabling civic philanthropy? p. 18 September 2018

47: Blog Post by Rhodri Davies, Charities Aid Foundation, Awkward Places, Austerity, Democracy and the Challenges of Civic Philanthropy, August 2018

48: Civil Society Futures – The Story of Our Times: Shifting Power, Bridging Divides; Transforming Society p.4

49: Civil Society Futures addressed this issue head on: Let's Talk About Race: Civil Society and race equality. It found that whilst some parts of civil society are discussing these issues, it's too often muted or insufficient.

Become a member

London Funders is a unique network. Our members invest in every aspect of London's life, from the arts through to welfare, and they fund across all 32 boroughs and the City of London.

London Funders provides a safe place to think and talk in order to facilitate collaboration and action, supporting our members to achieve their varied and diverse missions. Membership to London Funders allows for the following benefits:

- Regular member seminars on topical funding issues, featuring senior-level speakers, with challenging debates and opportunities to share opinion and good practice with funders
- Project group and specialist thematic meetings enabling members to work together on specific issues in smaller groups
- Access to policy briefing meetings, member updates and focused joint events with key agencies on current issues
- Weekly e-bulletins focusing on key funding issues, relevant news and highlighting members' programme updates to the wider membership
- Opportunities to network with a wide spectrum of funders including statutory, corporate and foundation funders across London
- Opportunities to raise your own issues and disseminate and discuss your programme outcomes or research with funder colleagues from all sectors across London through our programme of events or in a tailor-made gathering

If you would like to discuss membership further then please contact the London Funders team and we would be happy to talk to you further about your organisation and how we could best support you to achieve your aims.

Funding distributed in London last year	Membership fee 2019/20
Under £500,000	£525
£500,001 to £1,000,000	£825
£1,000,001 to £3,000,000	£1,125
£3,000,001 to £5,000,000	£1,425
£5,000,001 to £7,000,000	£1,725
£7,000,001 to £9,000,000	£2,025
£9,000,001 to £11,000,000	£2,325
£11,000,001 to £15,000,000	£2,625
£15,000,001 to £20,000,000	£2,925
Over £20,000,000	£3,225



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The Big Network Day has been made possible thanks to the support of the **Mayor's Fund for London**, which champions social mobility for young Londoners from low income backgrounds. In 2017, it supported 35,000 young people across all 33 boroughs working in partnership with 420 schools, 123 community organisations, 200 employers and 80 charities, social enterprises, and local authorities.

