

Appendix 1: Philanthropy Strategy

Our vision is for individuals and communities, especially those experiencing marginalisation, to thrive as a result of higher impact and higher value Philanthropy¹.

Why this is important to us: We invest a significant amount of time, money, assets and skills in charities, both through City Bridge Trust ('CBT') and through its Trustee the City of London Corporation ('CoLC'). Currently, there is no real coherence nor community of practice within the City Corporation and its related charities around what constitutes high impact or high value philanthropy. Just as many of our business stakeholders have adopted a far more systematic and strategic approach to their philanthropy as part of a broader Responsible Business agenda, we have an opportunity to review our practice and ensure we are really role modelling excellence ourselves as well as using our assets, networks and convening power to help accelerate higher impact and higher value philanthropy externally. This strategy therefore relates to our own charitable giving as well as the role we play in the broader philanthropic ecosystem. We are particularly keen to explore our unique position at the nexus between Civil Society, business and local government and consider how we support and amplify high value and/or high impact philanthropic collaborations across those sectors to generate positive impact locally, nationally and internationally

What we will do to contribute to our Corporate and CBT outcomes, and the resources we will dedicate in support:

<p>The Corporate outcomes we aim to contribute to are:</p> <ul style="list-style-type: none"> • People have equal opportunities to enrich their lives and reach their full potential (outcome 3) • Businesses are trusted and are socially and environmentally responsible (outcome 5) <p>We also intend to contribute to CBT's Bridging Divides Outcomes:</p> <ul style="list-style-type: none"> • For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. • To reduce inequality and grow more cohesive communities for a London that serves everyone. • To develop London further as a global hub for charitable giving and social investment. • To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions. 	<p>What we will do:</p> <ul style="list-style-type: none"> • Build a better understanding of the nature of our own philanthropy and determine how we might role model to maximise its impact across the CoLC, Mansion House and CBT. • Provide financial and other support to philanthropic infrastructure organisations to enable higher impact and/or higher value philanthropy to be generated from others • Raise awareness of high impact and/or high value philanthropy through research, feasibility studies, convening and events, often in partnership with other bodies in order to improve philanthropic understanding and practice 	<p>Resources available to support the delivery of this strategy are</p> <p><u>Permanent Posts</u></p> <ul style="list-style-type: none"> • Philanthropy Director • Volunteering Manager • 0.30 of Admin resource • Input from the CBT Impact and Learning Team • Support from the CBT communication manager • Support from the Social Mobility Manager (if this post is approved)
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Signs of Success: This implementation plan takes us through to March 2020 by which stage we will have analysed our current philanthropy data and practices to better understand what we are currently doing and what we could do better. We will understand much more about the resourcing, networks and expertise required to maximise our philanthropic potential and have a plan in place to achieve this longer term. We will have forged a range of strategic partnerships with key actors on the global philanthropic stage and have plans in place to maximise our collective potential to raise awareness of, and drive up engagement with, high impact and/or high value philanthropy in London, the UK and internationally. All of this will establish powerful foundations for what we seek to achieve by March 2023.

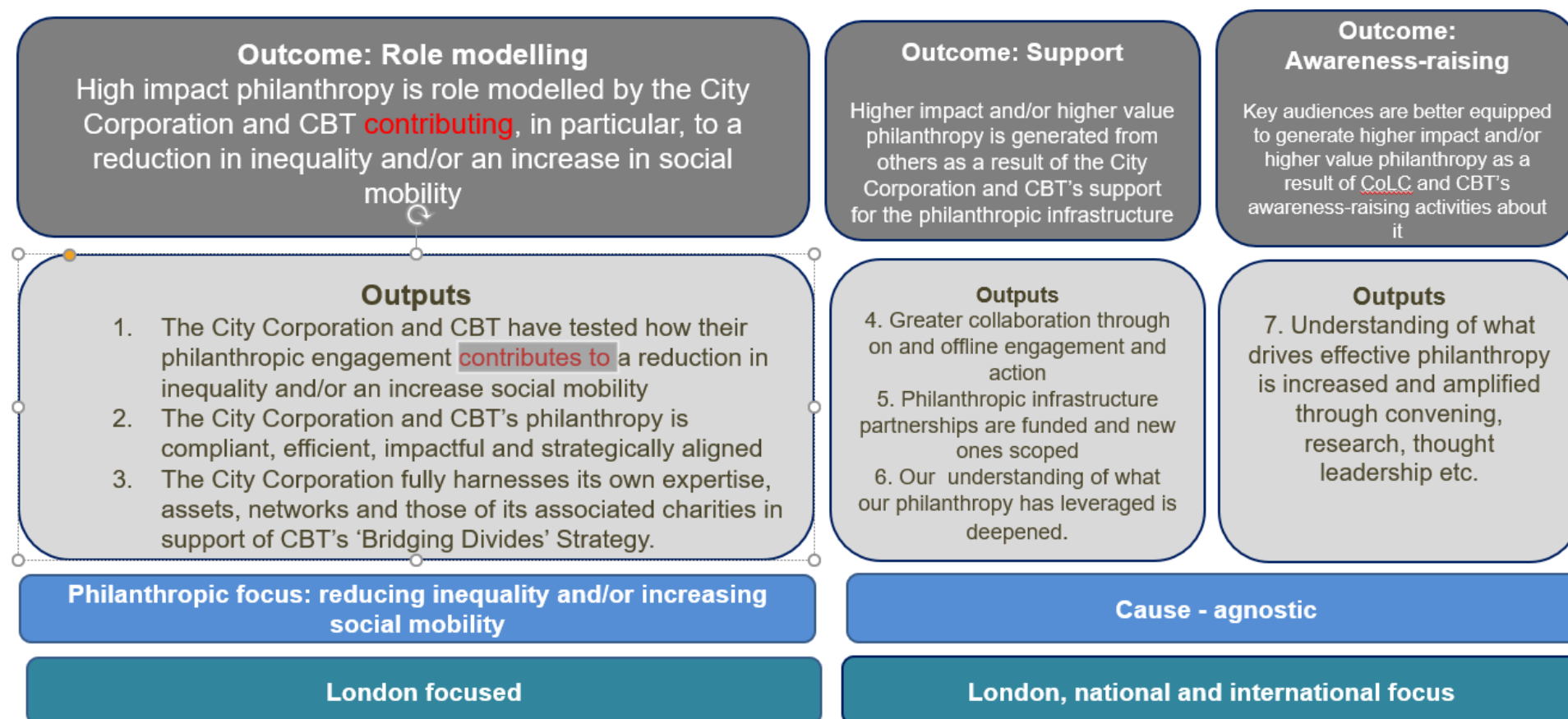
¹ The giving of money, time, skills and assets by individuals, businesses, trusts and foundations

Philanthropy Strategy on a page

This Strategy has been prepared jointly by the City Corporation as trustee of Bridge House Estates (1035628) and for itself in pursuing its general corporate objectives, setting out the common aims and with a view to collaborating to increase the impact and value of philanthropy.

Vision: Individuals and Communities, especially those experiencing disadvantage and marginalisation, thrive as a result of higher impact and higher value Philanthropy*.

Mission: the City Corporation and CBT contribute to higher impact and higher value Philanthropy through our role modelling in London and our support and awareness-raising in the UK and internationally.



*The giving of money, time, skills and assets by individuals, businesses, trusts and foundations

Roles of different depts and associated charities to support this strategy

Department for Community and Children's Services: Support the Social Mobility strategy through the delivery of the Education and Employability Strategies for 2017-20, connecting City opportunities with the talent of Londoners to reinforce City competitiveness and support London communities. Input into the measurement of the impact of the Social Mobility strategy. Build on strong existing practice relating to support the Volunteering Strategy, playing an active role in contributing to, and learning from, the Volunteering Working Group.

Economic Development Office: Promote Social Mobility in its local, regional and national work with the financial and professional services sectors in pursuit of a competitive and thriving UK economy. Input into measurement of the impact of the Social Mobility strategy. Collaborate with CoLC-related charities such as The Lord Mayor's Appeal (TLMA) and Heart of the City (HoTC) to ensure an aligned offer to City Businesses around our social mobility offer, as part of EDO's broader 'inclusion' agenda.

Open Spaces: Support our efforts to understand how our open spaces investment reduces inequality/increases social mobility (alongside the other positive impacts of our Open Spaces). Ensure that the expertise and good practice of volunteer management amassed through Open Spaces is used to enrich our broader organisational practice relating to volunteers, and play an active role in contributing to, and learning from, the Volunteering Working Group.

Chamberlain's: Support our efforts to better understand the quantum and focus of our charitable giving, and the financial compliance of our charitable efforts.

Communications: Support CoLC, CBT, and partner charities (eg TLMA and HotC) as appropriate to ensure compelling and aligned overall messaging for the Philanthropy Strategy and resulting initiatives. Help mitigate reputational risks relating to this agenda. Internal communication of engagement opportunities eg volunteering, fundraising etc.

Human Resources: Deliver on commitments within the Social Mobility Strategy. Build on strong foundations already in place to enable further progress with CoLC volunteering through the new Corporate Volunteering strategy, including active engagement with the Volunteering Working Group. Input into the measurement for both strategies.

Corporate Strategy and Performance Team: Support with the annual reporting on the strategy.

City Bridge Trust: Use learning partner insights to report on how CBT investments contribute to a reduction in inequality. Enrich the Volunteering Strategy as appropriate through provision of volunteering opportunities with CBT grantees to meet identified needs. Capitalise on 'Total Assets' support from the CoLC and ensure the value of this input is measured and communicated.

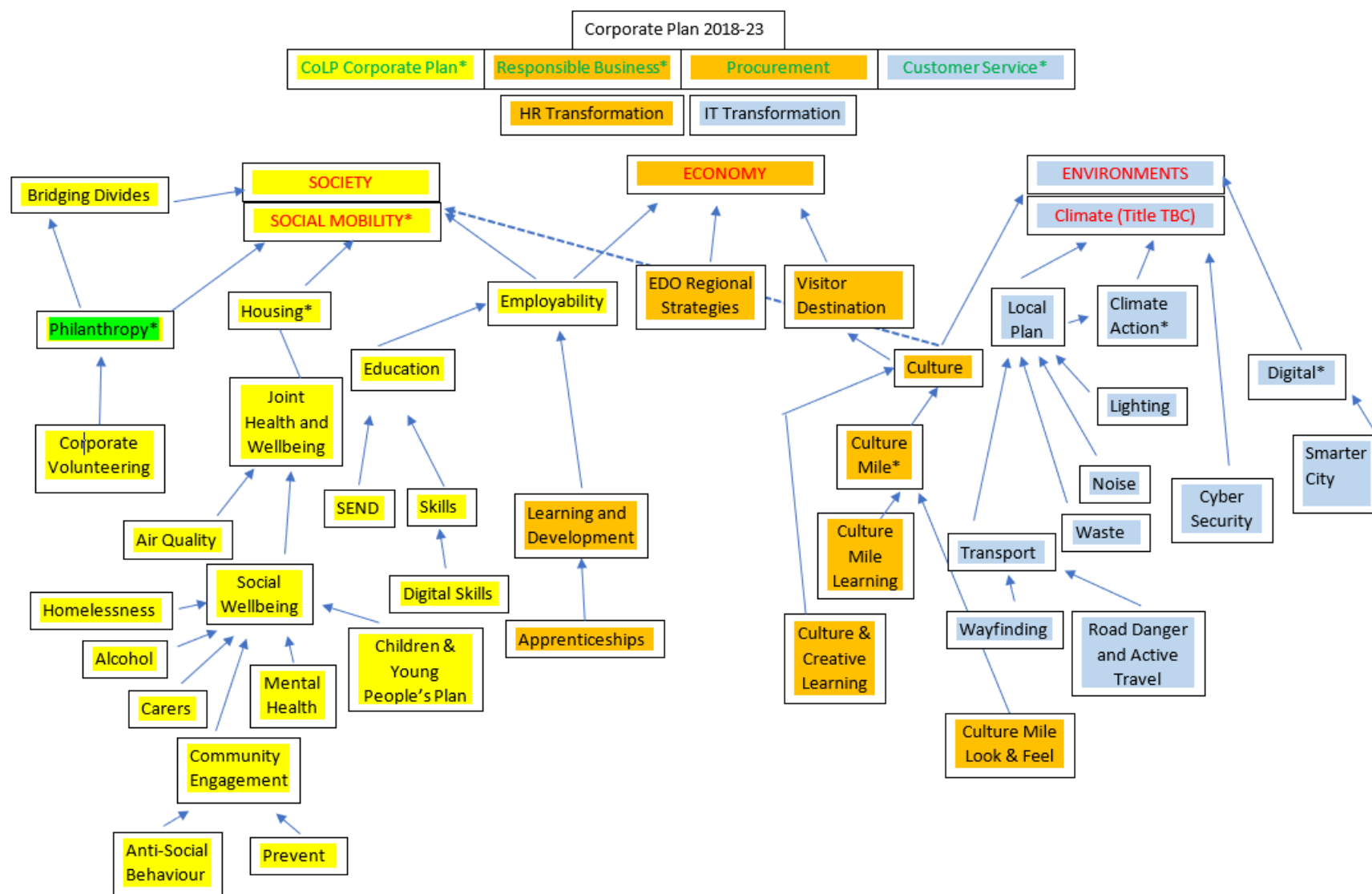
Heart of the City: Ensure a coherent and aligned approach alongside EDO and TLMA to communicating the Philanthropy Strategy to corporate members and contributors and support the CoLC as appropriate with the implementation of the strategy. Support place-based giving as agreed.

The Lord Mayor's Appeal: Ensure a coherent and aligned approach alongside EDO and HotC to communicating the Philanthropy Strategy to corporate contributors and prospects and support the CoLC as appropriate with the implementation of the strategy.

Cultural Institutions and Partners; Enable social mobility through inclusive cultural and creative learning activities that develop skills for residents, visitors, worker population and learners – including the learners in our schools. Input into the measurement to support the overall Social Mobility story enabled through the CoLC's philanthropy.

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How this strategy relates to other CoLC strategies



The implementation plan.

We have three outcomes or ‘pillars’ to support this Vision.
Outcome 1 : High impact philanthropy is role modelled by the City Corporation and CBT contributing, in particular, to a reduction in inequality and/or an increase in social mobility

Outputs to support this outcome

- **1.1 Testing how the City Corporation and CBT’s philanthropic engagement contributes to a reduction in inequality and/or increases social mobility. Activities from Jan 2019 – March 2020 will include:**
 - 1.1.1 City Corporation to identify its social mobility ‘portfolio’, review current measurement (if any) of it, identify what proxy measures would best indicate whether and how it increases social mobility, and develop and agree a measurement framework and action plan to execute
 - 1.1.2 CBT to develop a theory of change that demonstrates how its work contributes to reducing inequality
 - 1.1.3 CBT to develop a Bridging Divides Impact and Learning strategy and identify a measurement framework for key outcomes
- **1.2 Ensuring the City Corporation and CBT’s philanthropy is compliant, efficient, impactful and strategically aligned. Activities from Jan 2019 – March 2020 will include:**
 - 1.2.1 Map philanthropic giving of cash, time, skills and assets taking place across City Corporation and CBT and code as appropriate against Social Mobility / Inequality / Other
 - 1.2.2 Test above giving against criteria for compliance, efficiency, impact and strategic alignment
 - 1.2.3 Review findings and develop recommendations for next steps

What we’ll measure for outcome 1:

- Level of giving of time, money and benefits in kind across the CoLC² directed at reducing inequality/ increasing social mobility /other

Longer term, once measurement frameworks agreed:

- Agreed progress against identified CBT strategic outcomes³ to reduce inequality
- Agreed progress against social mobility strategic outcomes⁴ in the CoLC’s social mobility strategy

² This is a measure in the CBT high level business plan

³ This is a measure in the CBT high level business plan

⁴ These outcomes are:

- The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.
- We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
- Our employees, as well as the learners, residents and worker population we work with achieve positive social mobility outcomes, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for and importance of social mobility.

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<ul style="list-style-type: none"> • 1.3 Fully harnessing the City Corporation’s expertise, networks and those of its associated charities to maximise alignment with CBT’s ‘Bridging Divides strategy’. Activities from Jan 2019 – March 2020 will include: <ul style="list-style-type: none"> 1.3.1 Develop diagnosis tool for CBT grantees 1.3.2 Diagnose CBT grantee need for Corporation inputs 1.3.3 Assess skill supply from within City Corporation (and outside it via funder plus) 1.3.4 Secure broker to match skills with needs 1.3.5 Monitor and evaluate added value provided over time 	
Outcome 2 : Higher impact and/or higher value philanthropy is generated from others as a result of the City Corporation and CBT’s support for the philanthropic infrastructure	
<p>Outputs to support this outcome:</p> <ul style="list-style-type: none"> • 2.1 Ensuring greater collaboration through on and offline collaboration. Activities from Jan 2019 – March 2020 will include: <ul style="list-style-type: none"> 2.1.1 Philanthropy House idea is developed as appropriate, subject to CBT and P&R committee agreements 2.1.2 On and offline collaborative fora scoped, and key allies for collaboration identified. 2.1.3 A plan for collaboration is developed with timescales for implementation agreed • 2.2 Philanthropic infrastructure partnerships are funded and new ones scoped. Activities from Jan 2019 – March 2020 will include: <ul style="list-style-type: none"> 2.2.1 Bridging Divides ‘connecting the capital’ guidance for applicants is reviewed and any necessary adjustments agreed by CBT committee to reflect our commitment to fund philanthropic infrastructure bodies 2.2.2 Communications plan agreed and implemented to communicate the opportunities to the sector 2.2.3 Funding Managers are trained and supported to assess applications 2.2.4 Emerging learning and refinements to practice are consolidated and communicated where appropriate through events etc (see 7 below) • 2.3 Our understanding of what our philanthropy has leveraged has deepened. Activities from Jan 2019 – March 2020 will include: <ul style="list-style-type: none"> 2.3.1 A methodology/approach to calculating leverage across the City Corporation and CBT is developed 2.3.2 The plan to apply this methodology/approach is agreed with timescales on an annual basis 	<p>What we’ll measure for outcome 2:</p> <ul style="list-style-type: none"> • Grant spend levels and funder plus uptake and satisfaction against our philanthropy spend (within the ‘Connecting the Capital’ pillar of Bridging Divides)⁵ • For funding partnerships above £x (tbd) value, financial leverage achieved as a result of the City of London and CBT’s philanthropy

⁵ This is a measure within the CBT high level business plan

Outcome 3 : Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of CoLC and CBT's awareness raising activities about it.

Team outputs to support this outcome

3.1 Understanding of what drives effective philanthropy is increased and amplified through convening, research, thought leadership etc. Activities to support this from Jan 2019 – March 2020 will include:

- Key strategic partners for thought leadership are identified, a baseline for measurement of engagement levels established and partnership opportunities with them developed and scoped
- Vision for future events is set and criteria for prioritization agreed
- Events plan is shaped and delivered
- Capacity in CBT and EDO for research commissioning and management is assessed and a research plan developed accordingly for 2019-20

What we'll measure for outcome 3

- Engagement levels of key audiences with the CoLC and CBT's awareness raising (and, over time, progress of key audiences along an engagement continuum vs agreed targets)

Possible Barriers to success: The risks and mitigations in relation to this draft strategy are summarised below. It should be noted that the operational and reputational risks, already captured through the CBT contribution to the central risk register⁶, are also relevant.

Risks	Mitigations
Competing senior level agendas re about what is meant by 'high impact' philanthropy and how the City Corporation's philanthropic money or that of the charities to which it is trustee should be spent in pursuit of reduced inequality and/or increased social mobility.	<ul style="list-style-type: none"> • Apply the City Corporation and Bridge House Estates review, governance and approval processes to ensure appropriate checks and balances in place.
Lack of engagement and resourcing for the City Corporation colleagues to undertake the measurement required to track the impact of this strategy eg philanthropic spend and impact, volunteering inputs etc.	<ul style="list-style-type: none"> • Engagement of Summit Group in the development of this implementation plan for this strategy and, through them, their teams to ensure implementation proposals are feasible. • Work with the City Corporation Strategy & Performance team and the CBT Head of Impact and Learning to ensure measurement is co-ordinated, proportionate and aligned.
Lack of alignment with related charities eg TLMA, Heart of the City, those supported by the Central Grants Programme etc results in mixed messaging to external audiences re what constitutes high impact philanthropy .	<ul style="list-style-type: none"> • Engagement with the boards of these charities where relevant to ensure alignment with this strategy. • Monthly round table with EDO, CBT, HotC and TLMA teams to ensure alignment around strategy and associated plans.

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	<ul style="list-style-type: none">• Development/refinement of a coherent communications plan to support delivery of this strategy to include narrative and key messages for target audiences supported by the relevant City Corporation, CBT and other communications leads.
Safeguarding risks when implementing the the City Corporation volunteering strategy.	<ul style="list-style-type: none">• Drawing on the expertise of DCCS and HR, ensure that the City Corporation and CBT's safeguarding policies and procedures are aligned, implemented effectively and that all volunteer safeguarding processes are fit for purpose.
Reputational issues relating to our strategic partners for this Strategy	<ul style="list-style-type: none">• Appropriate due diligence in advance of commitments to fund, partner with, or amplify the work of these partners supported by MOUs where appropriate committing them to alert us in advance if there are any reputational issues arising.

⁶ <H:\WP\JENNY\CoL Business\Risk Management\BHE Risk Register Report to CBT - 2016-17 JF-DF-KA amends.docx>
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