

## **Appendix 1: How the CoLC's engagement (for itself and as Trustee of BHE) in the Pan-London Covid Response has supported the aspirations of its Joint Philanthropy Strategy**

1. The Philanthropy Director, CBT's Chief Grants Officer and many other Officers across the CoLC have been intensively involved at pan-London level in the official strategic response to the Covid-19 health pandemic since March 2020.
2. This work has directly supported many of the aspirations of all three pillars of the Philanthropy Strategy. High impact giving of time, money and skills has been role-modelled at a time of critical need, as has the provision, by the CoLC and CBT, of significant practical and financial support, expertise and awareness-raising around pioneering new collaborations focused on funding, volunteering and benefits-in-kind in London.
3. In particular, as part of the wider London Community Response ("LCR"), a collaboration comprising c.67 funders led by London Funders in response to Covid 19, the CoLC established the London Community Response Fund ('LCRF') as a restricted fund within Bridge House Estate's ancillary object. Some funders, including the National Lottery Community Fund, GLA, Paul Hamlyn Foundation, Bloomberg and Macquarie, have chosen to donate funds directly to LCRF (rather than distribute those funds directly themselves through the LCR framework). To date £16.7m has been received in external donations to LCRF whilst BHE, through its CBT funding budget, has committed £15.250m to the LCRF, and separately £990,369 in aligned funding. More than £27m has been distributed via 1,500 grants awarded through the LCRF since March 2020, contributing to a total of over £42m distributed through the wider LCR.
4. Particularly pioneering features of this LCR collaboration of cross-sectoral funders from the Independent, Corporate and Statutory sectors include:
  - 4.1 a common application portal hosted by London Funders which has enabled community groups to reach multiple funders through a single application;
  - 4.2 engagement of key equity partners, and explicit prioritisation or ringfencing of funding for these groups, to ensure that communities who have been disproportionately adversely affected by the pandemic have been financially supported;
  - 4.3 a nimble and progressive approach to pooling resources, expertise and process improvements across its funders to ensure the most streamlined and efficient experience for organisations applying for funds.
  - 4.4 the 'cover', through collaboration, for individual funders to reappraise their risk appetite and pilot new, more progressive approaches alongside their peers as well as to extend the reach of all funders by exposing them to new civil society organisations that they had not funded before.
5. More broadly, beyond CBT's engagement with the LCR, CoLC officers have worked assiduously with partners from a range of sectors to ensure nimble and impactful responses to Covid-19-related issues, such as food insecurity, domestic violence, homelessness and bereavement. Refinements in harnessing voluntary and in-kind support have resulted. These include contributing to work scoping the possibility of a national volunteering passport to reduce the

bureaucracy around DBS checks, fast-tracking volunteering engagement as a result, and closer engagement with Business in the Community around a pooled national in-kind brokerage service for emergencies

6. All of this has served to enrich and enhance the CoLC's own philanthropic practice for the longer term as well as deepening its relationships with key organisations and creating opportunities to shape new strategic partnerships.

## Appendix 2 : Outputs and learning from pillar 1 of the Philanthropy Strategy

("High impact philanthropy is role modelled by the CoLC and CBT contributing, in particular, to a reduction in inequality and/or an increase in social mobility").

1. Officers have undertaken a comprehensive review of philanthropy across the CoLC, including that of City Fund, City's Cash, the Sundry Trusts and Open Spaces charities and BHE through its funding arm, CBT. The review considered over 1,000 underpinning financial and in-kind transactions p.a.
2. Based on the most up to date figures the CBT acting in all its legal capacities collectively gave **£54.9m** in 2019/20, broken down as follows:

Type of philanthropy	Amount given in 2019-20 (£m)
CBT Funding	30.4
CoLC Funding	22.5
CoLC Benefits In-Kind	2.0
<b>Total</b>	<b>54.9</b>

3. This exercise revealed that it is challenging to generate an accurate figure of exactly how much the CoLC gives, whether in cash or in kind. In some cases there are grey areas, for example where it could be argued that the spend to charitable recipients is enabling the CoLC to discharge its statutory duties, but the level of spend is over and above what might be expected of a local authority in fulfilling its statutory obligations. There are also some areas where there is potentially a quite significant underestimate of the CoLC's philanthropy e.g. in relation to its in-kind donations/support.
4. However, it can now be stated with some confidence that the CoLC, including that of City Fund, City's Cash, the Sundry Trusts and Open Spaces charities and BHE through its funding arm, City Bridge Trust (CBT) currently give a total of at least £54m. of funding, time, assets and skills p.a.
5. The focus of the CoLC's philanthropic spend is broad-ranging with at least 63% of the 54.9m total reflecting the priorities of the Joint Philanthropy Strategy i.e. that the philanthropy of the CoLC acting in all its legal capacities contributes, in particular, to an increase in social mobility and a reduction in inequality.
6. The governance of the CoLC's philanthropy is dispersed across both the Court of Aldermen and the Court of Common Council (and its various committees), leading to variable levels of scrutiny of impact, efficiency and alignment to corporate objectives. Considerable work has therefore been undertaken to refine and align grant-making practice and its associated oversight, not least through the expanding remit of the Central Grants Unit (CGU) which was established in October 2016 to manage the effectiveness of the CoLC's grant-making by facilitating consistency of approach and harmonising service standards across the CoLC's grant-making activities (in its various capacities, including as trustee of a number of charities).
7. The CGU now has oversight of the Central Grants Programme (CGP) (in part funded from City's Cash and from individual charities in accordance with a number of strategic themes set by P&R Committee in March 2016), the £6.3m CIL Neighbourhood Fund, the grant making of a number of other City Corporate related charities outside the CGP, and benefits-in-kind reporting. It also provides

advice on donations made through the International Disaster Fund, held by the Finance Committee. A key role of the CGU, in addition to supporting individual grant programmes, is also to provide advice across the whole of the CoLC's activities and model good practice. This strategic role is a significant element of the current work undertaken by the CGU with the unit providing either direct oversight of, or more informal advice and guidance around, 79% of the £24.5m of funding or benefits-in-kind provided by the CoLC.

8. This work has been enhanced, since September 2019, through the current Corporate Charities Review which is intended to further rationalise the portfolio of charities for which the CoLC is corporate Trustee (or otherwise appoints the majority or all of the individual trustees). This is being achieved through closures and mergers, by making other administrative changes to the charities' governing documents to enhance the charities' effectiveness, and to model best practice in implementing governance and management arrangements for the remaining portfolio. Progress continues to be made within the Review but further work is planned over the next 12-months to help ensure the objectives of the Review are fully met.
9. Recognising the dispersed governance relating to the CoLC's philanthropy noted in paragraph 6 above, officers have undertaken the following steps to build a better understanding of its impact:
  - 9.1 An impact and learning team has been established in CBT supported by an independent learning partner to enable a stronger understanding of the impact of BHE's philanthropic and social investment practice. This team liaises closely with the CGU team to ensure cross-fertilisation of practice between their respective domains.
  - 9.2 The piloting and mainstreaming of the CGU has enabled more consistent officer-level oversight and support for grant making committees across the CoLC, including cohesive oversight and scrutiny of the impact of funding decisions. Learning and best practice is applied consistently. Participation in the Charities Review is further enhancing outcomes for both the CGU and the Review - for example the risk management framework across all the sundry trusts is being reviewed and updated to align both with the CoLC's own systems and charity best practice; a joined up approach to charitable activity is implemented (refer para 9.4 below).
  - 9.3 The CGU has implemented a more robust policy and assessment of the value and focus of the Benefits in Kind (BIKs) reporting made across CoLC. This information is analysed annually and presented to Members. More work is required to understand the impact that BIKs have, and to continue to better capture BIKs.
  - 9.4 The Corporate Charities Review aims to support a more streamlined and consistent approach to the giving undertaken by the numerous charities for which the CoLC is the Trustee (or appoints the individual trustees). This includes reviewing the governance, management and administration of such charities to ensure that their activities are as impactful as possible, and any strategic connections with the CoLC and corporate other charities, including BHE, are best utilised.

10. However more work is needed to build a community of practice between and beyond these areas to ensure the CoLC's giving, in the round, is as impactful as possible. The recommendations for the 2021 – 2023 implementation period (**Appendix 3**) reflect this.
11. More broadly, beyond these efforts to build a more accurate understanding of the CoLC's giving practice and its impact, officers have undertaken various measures to better harness the CoLC's expertise, assets, networks and those of its associated charities including BHE's *Bridging London* overarching strategy and its *Bridging Divides* funding strategy. In particular:
  - 11.1 the CoLC's Employee Volunteering Programme has been revised and relaunched from November 2020 to include a much more explicit link between employee volunteers and volunteering opportunities hosted by CBT funding partners;
  - 11.2 extensive work has been undertaken through the BHE Strategic Governance Review, to assess how the governance of BHE could be enhanced, to ultimately increase the reach and impact of the charity's activities and to model good practice in the charity's management and administration;
  - 11.3 initial mapping of the CoLC's Skills and Assets has been undertaken with a view to better linking them into BHE's *Bridging Divides* 'total assets' priorities, although progress has been constrained in owing, in particular, to the demands of the pan-London Covid response.
12. With the above in mind, proposed Role Modelling recommendations for 2021 – 2023 are set out in **Appendix 5**.

### Appendix 3:

#### **Outputs and learning from pillar 2 of the Philanthropy Strategy (“Higher impact and/or higher value philanthropy is generated from others as a result of the CoLC and CBTs’ support for philanthropic infrastructure organisations”).**

1. CBT has supported various strategic initiatives focused on increasing the impact and scale of philanthropy, and is increasing its learning about successful philanthropy-focused partnerships as a result. For example:
  - 1.1 CBT has been a long-term funder of **London’s Giving** which supports the development of place-based giving schemes in each of London’s 32 boroughs and associated peer support, learning networks and resources to enable a sustainable future for place-based giving in London. By taking an assets-based approach, the London’s Giving Model brings together the voluntary, private and statutory sectors and builds on the notion that everyone has something to give – be this time, skills or money. It is breaking new ground in understanding how communities can come together from the grassroots to tackle issues such as poverty, loneliness, mental health and unemployment.
  - 1.2 the **Beacon Collaborative** which is a collective impact initiative focused on raising the scale and impact of philanthropy from High-Net-Worth individuals.
  - 1.3 **Heart of the City** which is the UK’s largest Responsible Business network for SMEs. Part of its focus has been on supporting SMEs to develop and deliver higher impact corporate philanthropy and volunteering schemes. What we’ve learnt.
  - 1.4 **London Funders** which is the membership network for funders and investors of civil society from all sectors – charitable, statutory and private. As well as funding it to host the London’s Giving Network, CBT has provided a core grant of £50k p.a. for the past 5 years which it is likely to renew during the coming year.
  - 1.5 CBT has long recognised the importance of civil society support organisations which help build the capacity of frontline organisations and which co-ordinate voluntary activity, be this at local, sub-regional or regional levels. Recognising the need for a London-wide co-ordinating body for London’s Civil Society, CBT established **LondonPlus** in 2017 and has invested £865,000 towards its establishment over the past 3 years. It has been a key and vital voluntary sector partner in the Covid-19 crisis response.
2. Collaboration to enable higher impact and/or higher value philanthropy has also lain at the heart of CBT’s engagement with the pioneering funder collective, the London Community Response (LCR) (see paragraphs 3-4 in **Appendix 1** above) during the pandemic.
3. Prior to the pandemic, much effort under this pillar was focused on developing a potential co-location project, working in close collaboration with Anchor Partners. Changes to plans for the building originally envisaged for this project together with broader disruption in the co-location market wrought by Covid-19 have constrained progress in the last financial year. CBT officers are currently engaging with the anchor partners, the City Surveyor’s Department and with

CoLC Members to scope the ongoing potential of this project and will update the relevant committees shortly.

4. Officers also committed to increasing the CoLC's understanding of the leverage achieved through its philanthropy. At this stage, the primary learning has been through CBT who have measured leverage for the first time during this period. 82% of the 317 funded organisations who responded to this part of CBT's annual survey stated that CBT funding has a positive (50%) or strongly positive (32%) effect on their other fundraising. In the coming period we anticipate significant additional leverage will be achieved through the Corporate Charities Review with Aldermanic Charities such as the Sir William Coxen Trust Funds and the Emanuel Hospital both likely to lever significant additional funding in the coming year.
5. Drawing on the outputs and learning above, priorities for the 'Supporting Philanthropy Pillar' for the 2021-2023 implementation period are set out in **Appendix 5**.

## Appendix 4:

### Outputs and learning from Pillar 3 of the Philanthropy Strategy ("Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of the CoLC and CBTs' awareness-raising activities about it"):

1. In order to convene and contribute, with authority, to broader awareness-raising initiatives around high impact and/or high value philanthropy, the CoLC needs to ensure it is role modelling excellent philanthropy itself in whichever capacity it is acting – whether for itself, as a charity trustee or otherwise. With this in mind CBT has developed, since 2019, an Impact and Learning Team supported and challenged by an independent external 'learning partner', Renaisi, which reports on a six monthly basis, with additional one-off reporting as necessary. These reports CBT in improving and developing its learning practice.
2. CBT has also funded and regularly contributes to a number of member-led partnerships which increase and amplify understanding of what drives effective philanthropy such as:
  - 2.1 London Funders (the umbrella body for Institutional, Corporate and Government Funders across London) which has provided an invaluable platform through which to raise awareness of high impact and/or high value philanthropy across an increasingly engaged cross-sectoral funding community.
  - 2.2 the Beacon Collaborative and Heart of the City, referred to in paragraphs 1.2 and 1.3 of **Appendix 3** above.
  - 2.3 The London's Giving initiative, described in more detail in paragraph 1.1 in **Appendix 3** above, provides tailored support for local giving schemes, as well as maintaining and extending a learning network and an evidence base and knowledge hub on place-based giving schemes.
  - 2.4 **LondonPlus**, referred to in paragraph 1.5 in Appendix 3 above has amplified, , in partnership with the GLA, learning relating to the growth of volunteering during Covid-19 and communicated it to key audiences through the pan-London Strategic Response work
3. The CGU is also deepening its oversight and expertise to support colleagues across the CoLC, as well as other CoLC grant-making charities, to ensure their grant-making is as impactful as possible and their administration effective and efficient. The Head of the CGU also plays an active role in learning from and sharing best practice with Borough Grants Officers and both he and the Social Investment Director are in regular contact with Livery Grants and Social Investment Officers. In this next phase, we anticipate that the CGU will make a much more active contribution to awareness-raising initiatives.
4. More broadly, 'City Giving Day', an initiative of the Lord Mayor's Appeal to celebrate and amplify the scale and breadth of Corporate Giving and volunteering across the capital is providing the blueprint for equivalent celebrations in other cities across the UK.
5. Through their engagement in the Pan-London Covid Response work, Officers and Members have reflected on, and contributed to, awareness-raising discussions



hosted by organisations such as the Association of Charitable Foundations, the GLA and London Funders around how philanthropic practice is positively evolving as a result of the disruption wrought through the pandemic.

6. In particular, an independent evaluation of LCR is underway which aims to answer the following learning questions:
  - 6.1 How can funders build on the experience of the LCR to enable future collaboration?
  - 6.2 How can the experiences of civil society groups inform future ways of working?
  - 6.3 How can LCR's approach to equity and inclusion continue to be strengthened?
  - 6.4 What should the key areas of focus be as the sector looks towards renewal?
7. The evaluation will also examine the challenges of the collaboration, including
  - 7.1 securing wide-spread corporate engagement in a purely London-based response;
  - 7.2 the difficulty in agreeing funding priorities amongst such a diverse group of donors; and
  - 7.3 the operational challenges of engaging as a single-issue funder, in a collaboration of such scale.

## Appendix 5 - Recommended Philanthropy Strategy Implementation Plan 2021 – 2023

What	By when	Lead Officer(s)
<b>Pillar 1: Role Modelling high impact philanthropy ourselves</b>		
1.1 Continue work to develop a more <b>accurate annual appraisal of the amount that we give</b> in cash, kind, assets and skills. Agree key messages to share through our communications channels. (Chamberlain's, Communications)	Annually	Head of Charity & Social Investment Finance, Philanthropy Director, Head of CGU, Head of Charitable Comms
1.2 Make recommendations for developing a <b>deeper community of practice</b> across the CoLC in relation to how we give and, in particular, how we assess , communicate and ensure consistency of scrutiny of the impact of our giving. Bring forward recommendations to members in respect of appropriate governance oversight at the appropriate juncture	March 2022	Philanthropy Director, Head of Central Grants Unit, Head of Impact and Learning.
1.3 Support the implementation of any resulting changes.	March 2023	As above
1.4 Implement the recommendations resulting from <b>the Corporate Charities Review</b> in order to ensure that the corporate charities, including those with grant-making activities, are well managed and governed and achieve maximum impact for their beneficiaries.	March 2022	Corporate Charities Project Officer
1.5 Further develop the work to enable <b>more systematic linkages between the networks, assets and expertise of the CoLC and BHE's Bridging Divides strategy</b> (e.g. through the BHE Strategic Review, the launch of the revised Employee Volunteering Programme etc.)	Ongoing	Philanthropy Director, Head of CGU.
<b>Pillar 2 : Supporting high impact and/or high value philanthropy by others</b>		
2.1 Maximise the impact of existing philanthropy-focused partnerships funded by the CoLC and CBT to ensure that limited resources are utilised effectively	Ongoing	Philanthropy Director, Head of CGU

2.2 Scope and develop future philanthropy-focused partnerships and collaborations for approval (not least those with a cross-sector focus, recognising the unique access the CoLC enjoys to business, government and civil society partners.)	Ongoing	Philanthropy Director
2.3 Continue to scope and develop the co-location project as appropriate	Ongoing	Philanthropy Director, City Surveyors' Dept.
2.4 Deepen our understanding of what CoLC philanthropy has leveraged – both from within City Bridge Trust and beyond it eg via the International Disasters Fund.	Ongoing	Head of Impact and Learning, Head of CGU
<b>Pillar 3: Raising awareness of higher impact/higher value philanthropy through convening, research, thought leadership etc</b>		
3.1 Reflect on the CoLC and CBT's learning around Philanthropy and determine what it would be useful to share, with whom, by when and the optimal platforms for doing so	September 2021	Chief Grants Officer, Philanthropy Director, Head of CGU, Head of Charitable Communications,
3.2 Identify other players in the philanthropy space who can complement, amplify and/or challenge CoLC/CBT perspectives and build/deepen partnerships with them	Ongoing	Philanthropy Director, Head of CGU, Head of Charitable Communications
3.3 Commission and publicise research as appropriate around under-explored/under-exploited areas of Philanthropy	Ongoing	Head of Charitable Communications, Head of learning and impact.
3.4 Use CoLC convening power to amplify other voices and organisations in the Philanthropy arena, including via the LM, Sheriffs and other Aldermen and Members as appropriate.	Ongoing	Philanthropy Director, Head of Charitable Communications

