

<b>Committee:</b> Grants Committee of the Bridge House Estates Board	<b>Date:</b> 5 December 2022
<b>Subject:</b> London's Giving: Resource Hub Proposals	<b>Public</b>
<b>Which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?</b>	1 & 3
<b>Which Bridging Divides Funding Strategy priority does proposal aim to support?</b>	1, 2 & 5
<b>Does this proposal require extra revenue and/or capital spending?</b>	No (funding previously allocated from BHE designated grant making fund)
<b>Report of:</b> David Farnsworth, Managing Director of BHE	<b>For Decision</b>
<b>Report Author:</b> Jenny Field, Consultant	

### Summary

City Bridge Trust (CBT) has been a long-term supporter of place-based giving schemes (PBGS), through funding to individual local schemes, combined with development and capacity building support for them through the London's Giving strategic initiative, hosted by London Funders. These funding streams support both the Bridging Divides funding strategy (in particular, the strategic aim to grow stronger, more resilient and thriving communities in London) as well as the joint BHE & City Corporation Philanthropy Strategy (in particular, the strategic aim to support and raise awareness of high quality giving in the capital).

At the December 2021 Grants Committee meeting, the grants budget for 2022/23 was approved, which included a notional £5.25m towards new, additional work on London's Giving and PBGS. As reported at the March 2022 Grants Committee meeting, this has been shaped by a Task and Finish Group, established following a consultation event with the London's Giving Network, comprising representatives from the Network and the BHE staff team. This Group has shaped and overseen:

- a. The establishment of a time-limited, strategic development fund for PBGS (over and above the funding available under Connecting the Capital). Of the 19 applications received, five have been rejected; six have been, or are in the process of being, approved by delegated authority; and five were approved at the last meeting. One is recommended for funding at today's meeting and the remaining two applications will be presented to the March 2023 Grants Committee meeting.
- b. The commissioning of two pieces of consultancy:
  - i. To investigate the feasibility of establishing a Challenge/Match fund to enable PBGS in London to leverage funds from new donors. The report on this work is due by the end of the calendar year and its findings will be brought to this Committee in March 2023.
  - ii. To scope the feasibility of building on the existing work of London's Giving, hosted by London Funders, to establish a Resource Hub in order to amplify and strengthen CBT's investment in London's PBGS movement

and to raise the movement's profile, reach and influence in order to make London a more equitable and inclusive city. The purpose of this report is to share the findings and recommendations from this work.

## **Recommendations**

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- i) Receive this report and note its contents;
- ii) Approve, in principle, the establishment of a Resource Hub for London's Giving hosted by London Funder's in order to take the work of place-based giving schemes in the capital to a new level; and,
- iii) Instruct officers to work with London Funders to draw up a fully costed budget for the Resource Hub, noting the indicative costings provided for illustrative purposes at paragraph 17 below, and bring the proposal back to the next Grants Committee with a recommendation to fund.

## **Main Report**

### **Background to London's Giving**

1. CBT's engagement with place-based giving schemes (PBGS) began in 2011 when it became a founder funder of Islington Giving as a Strategic Initiative with a grant of £119,500 over three years approved in April 2011. This was at a time when the appetite to establish PBGS was growing amongst London's communities and CBT supported a number of emerging schemes as Strategic Initiatives.
2. Inspired by the success of Islington Giving, CBT has also been supporting the promotion and development of PBGS since February 2014. This launched as [London's Giving](#) in February 2015 and is hosted and promoted by London Funders. As well as a range of online resources, news items and articles, London's Giving provides one to one support to individual schemes, regular network learning events and, in partnership with Rocket Science, enables local schemes to use shared impact measurement tools.
3. Since April 2018, funding for PBGS has been a stated priority under the [Connecting the Capital](#) strand of the Bridging Divides programmes.
4. Support of PBGs, as examples of pioneering and impactful philanthropic approaches incorporating the giving of both time and other assets, also supports the aspirations encompassed within BHE's and the City Corporation's (CoLC) Joint Philanthropy Strategy to contribute to higher impact and higher value philanthropy through support and awareness-raising in the UK and internationally.

### **What is a Place-Based Giving Scheme?**

5. A PBGS is a partnership, initiative, or organisation which understands, highlights, and responds to local needs. It is more than a distributor of grant-funding to local

communities. Schemes aim to bring together the public, private and voluntary sectors to bring about real change in local communities and to unlock local resources and assets (money, knowledge and skills) for the benefit of those communities.

6. There is no blueprint or 'one size fits all' template for PBGS. Every scheme in London is different, depending on local conditions but they all share the same mission and principles, developed with London's Giving:
  - to connect people and foster collaboration, bringing together residents and the public, private and the voluntary sectors
  - to empower local people to take action on the issues that affect them
  - to speak up about and challenge inequality
7. Currently, there are 13 active<sup>1</sup> PBGS in London with a further two in development. The latest impact report can be found [here](#). The report highlights that between April 2017 and March 2020 the schemes collectively:
  - a. Raised £9.99m (of which £5.5m was in 2019-20)
  - b. Dispersed grants to the value of £8.71m (of which £3.9m was in 2019-20)
  - c. Raised £552,446 in-kind income
  - d. Enabled volunteering with an estimated value of £1m

## **Feasibility Research into a Resource Hub for London's Giving**

### Appointment of the Consultant

8. Following a competitive tendering process, Deborah Xavier was appointed to scope the feasibility of establishing a Resource Hub, which would build on the existing work of London's Giving, hosted by London Funders, and take the work of PBGS in London to a new level. She was asked to provide recommendations for the way forward and next steps, options on the location of the Hub, its resourcing and how to operationalise it.
9. Deborah Xavier is a charity consultant who has worked on London's Giving since the programme started in 2014, supporting several of the schemes from initial conversations through to being thriving established organisations. She is also an Associate for the capacity building charity Pilotlight, having been a key player in its development and expansion and a previous CEO of its London office. Prior to this, she was Chief Executive of City youth charity The Brokerage.
10. Deborah worked closely with Kristina Glenn, the founding Director of Islington Giving, and the former Director of Cripplegate Foundation. She is also a previous Chair of London Funders and is currently a consultant for London's Giving.

### Methodology

11. Deborah's report and recommendations have been informed by interviews with a wide range of PBGS stakeholders including:
  - a. PBGS staff and trustees, from London and beyond
  - b. Current partners including London Funders, CoLC, Rocket Science, BHE

---

<sup>1</sup> All of these schemes, plus the 2 in development, applied to the Strategic Development Fund, with all but one being successful or recommended for funding.

- c. Business sector; large corporates, Business Improvement Districts and Small and Medium Enterprises
- d. Public sector representatives including London Councils, local authorities, the Mayor of Lewisham
- e. Other place-based networks; Young People's Foundations, UK Community Foundations
- f. Organisations with expertise on PBG issues including Renaisi, Heart of the City, East London Business Alliance
- g. EDI experts brap (previously Birmingham Race Action Partnership)
- h. An anonymous survey with responses from 10 PBGSs to enabled them to give their views confidentially and express their priorities for future potential support.

12. This work was carried out in close consultation with TSIP<sup>2</sup>, who were appointed to investigate the feasibility of establishing a Challenge/Match Fund, and has been overseen by a sub-group of the Task & Finish Group, together with regular check-ins with the wider Group.

### Key Findings

13. A clear set of aspirations for the future of the PBG movement which could be supported by a fully-fledged Resource Hub emerged from conversations with stakeholders.

14. As we have reported previously, every PBGS is different, reflecting the different needs, demographics and resources within each London borough. There is no blueprint, rather it is how PBGS work that defines them. This means that if the Resource Hub is to meet the needs of the network it must provide a range of support; practical, hands-on help, inspiration and provocation, leadership and advocacy, and space to allow PBGS to share and learn from another and to recognise and develop leadership.

15. The London's Giving current offer includes:

- a. Regular network meetings for PBGS staff to share news and discuss shared challenges
- b. Masterclasses and face to face events such as a business breakfast with Heart of the City
- c. One to one support from consultants who advise on set-up and common issues such as recruitment and governance
- d. An evaluation framework and annual evaluation process carried out by Rocket Science demonstrating the scale and development of the London's Giving network
- e. Signposting and connecting
- f. Toolkits, most recently on Participatory Grant Making and governance, a library of policies, procedures, template job descriptions. A website and regular newsletter
- g. Two publications; 'A Place to Give' and 'The Power of People, Partnerships and Place'.

---

<sup>2</sup> The Social Innovation Partnership

16. There is considerable scope to build on this. With additional capacity, a Resource Hub could amplify, increase or develop:
- a. Leadership, voice and challenge: to drive quality and ensure PBGS are not duplicating or diverting resources.
  - b. Increased one to one support: this area, including around set-up and governance, was cited by PBGS as fundamental to the successful development of PBGS.
  - c. Networking & Peer Support: Again, increased capacity would enable the existing networks of Directors and of Chairs to be more focused and effective. It would also enable the development of communities of practice around such areas as Participatory Grant Making (PGM) and fundraising.
  - d. Business Engagement: Business engagement is key to PBGS's cross-sectoral approach. PBGS have engaged with businesses of all shapes and sizes from multi-national corporates through to Business Improvement Districts and micro-businesses. However, success has been limited largely to a small number of mostly inner London PBGS, and progress in this area is one where PBGS have less traction. Forging and managing business relationships is a complex and long-term process. It requires a different set of skills, experience and networks, often not at the forefront of those represented by the talented individuals recruited into developing PBGs. A Resource Hub could Invest in a new specialist post to engage businesses, working with PBGS to develop and implement business engagement strategies tailored to their borough whilst co-ordinating collective approaches to London-wide businesses and funders.
  - e. Resources, tool kits & a directory of suppliers: The [London's Giving](#) website is already a source of online resources, including toolkits, templates, blogs and publications. Those interviewed said how invaluable this support is and that they would also like to see a directory of suppliers produced and maintained. Additional capacity within a Resource Hub would enable the production and maintenance of additional resources.
  - f. Joint Working: There is an appetite among more established PBGs to explore the possibility of joint working, for example, on fundraising initiatives. A Resource Hub could convene and facilitate greater joint working between PBGS wish to undertake collaborative fundraising.
  - g. Marketing & Comms: This is frequently cited as an area which PBGS find challenging and yet marketing and branding is key to attracting new support and funding. A Resource Hub could engage comms specialists to provide both one to one support to individual PBGS, as well as through joint working on collective campaigns.
  - h. Evaluation: Rocket Science has worked closely with London's Giving and the individual PBGS to develop a common evaluation framework. The additional capacity of a Resource Hub would ensure the annual collection and collation of key data. Additionally, it would enable additional work on demonstrating the non-financial impact of the work of PBGS to be explored, an area with which PBGS have struggled over the years (alongside the voluntary sector more broadly).
  - i. Equity, Diversity & Inclusion: Fundamental to the principles of the London's Giving network, and the PBGS role in pioneering participatory approaches is a commitment to equity, diversity and inclusion. If proposals to establish a

Resource Hub are supported, it is proposed that all of its work and activities, and those of the wider network, are underpinned by the strongest commitment to the principles of EDI. The appointment of an EDI Learning Partner to work alongside the Hub and the wider Network would enable an EDI culture to be firmly embedded.

### Recommended Resourcing

17. The grants budget for 2022/23, approved at the December 2021 Grants Committee meeting, includes a notional £5.2m allocated towards new, additional work on London's Giving and PBGS (that is, the Strategic Development Fund, and the potential Resource Hub and Challenge/Match Fund). Taking account of approvals to date and applications in the pipeline, grant commitments for the Strategic Development Fund are estimated to be £3.2m, leaving a balance of £2m within this funding envelope.

18. Given the need to weigh carefully the value of funding the Resource Hub versus putting money directly into the PBGS, a balance needs to be struck to achieve maximum impact with as lean a team as possible. Deborah's report recommends a combination of in-house staff and freelance consultancy to balance the need for oversight and continuity against allowing a flexible and responsive approach to meeting the needs of PBGs, as they develop and their needs change and as the context around them shifts. The annual resourcing proposed in the table below is based on ramping up the current level of support to enable the implementation of the report's recommendations. It should be noted that the monetary figures are intended to be indicative only at this stage.

Resource	Activity	Cost PA
Staff – Director and Partner Engagement Manager	<p><u>Director:</u></p> <ul style="list-style-type: none"> <li>• Facilitating communities of practice</li> <li>• Setting vision and values, providing leadership</li> <li>• Advocate with national funders and government</li> <li>• Compiling and commissioning material for a digital hub</li> <li>• Identifying and designing programme of support for cold spots</li> <li>• Managing consultants</li> <li>• Reciprocal arrangements with and signposting to other networks and capacity builders</li> </ul> <p>Partner Engagement Manager</p> <ul style="list-style-type: none"> <li>• Business engagement support</li> <li>• Building cross-London business and funder relationships</li> <li>• Convening collaborative fundraising and engagement projects</li> </ul>	1.6 staff FTE £100k inc. NI, plus inflationary pay rise YOY

Expert consultancy	<ul style="list-style-type: none"> <li>• PGM development support</li> <li>• Marketing, communications and PR support</li> <li>• Cold spot development</li> <li>• EDI</li> </ul>	<ul style="list-style-type: none"> <li>• Approx. £500 day rate: 24 days PGM, 24 days cold spot development, 12 days EDI</li> <li>• Marketing/Comms agency - £15k</li> <li>• Website design and management- £15k</li> </ul> <p>Total - £60k</p>
London Funders – Though Leadership	<ul style="list-style-type: none"> <li>• Promoting, signposting and connecting</li> </ul>	£30k pa plus inflationary rise YOY
Contingency	<ul style="list-style-type: none"> <li>• 5% of above estimate of £190,000</li> </ul>	£9,500

19. The report further recommends that if proposals for a Resource Hub are supported, CBT should offer a funding commitment of 10 years with regular reviews to ensure the Resource Hub is able to meet the needs of a growing, changing network.

20. The report also recommends that the Resource Hub remain part of London Funders for the immediate future, with its future governance subject to review over the next 3 years. Any funding approved for the Resource Hub would therefore be received by London Funders.

### Next Steps

21. As stated earlier, London Funders currently holds a grant towards London's Giving. The grant of £300,000 over three years was approved in January 2020 and is due to come to an end in March 2023. Officers are currently in discussion with London Funders about CBT providing transition funding to ensure there is continuity of the work whilst a decision about the proposed Resource Hub is being made.

22. In the light of this, the Grants Committee are asked to make an 'in principle' decision to support the proposals for a Resource Hub today and ask officers to work with London Funders to draw up fully costed budget for the Resource Hub and bring the proposal back to the next Grants Committee. These costings would take account of any existing funding: that is, the existing grant and any transitional funding that may be approved.

23. Although the Grants Committee are asked that the 'in principle' commitment be for a period of 10 years, this would be subject to regular reviews in order to allow for a flexible and responsive approach that takes account of both the changing needs of PBGS as they develop and any changes in their operating environment. Officers recommend that the budget that is brought to the next meeting for approval covers a three-year period.

## **Conclusion**

24. There is a growing belief in the importance of place, not least within Government and amongst think tanks and funders. The pandemic brought the importance of place into even sharper relief as we all spent more time in our neighbourhoods. During the pandemic, a number of PBGS played an important role in getting funding and resources to where they were most needed.
25. The proposals for the Resource Hub are an exciting opportunity to build on CBT's investment in the PBG movement to date and to take this work to a new level.
26. An Executive Summary of Deborah's report, together with a summary of the key recommendations can be found in Appendices 1 and 2. A copy of the full report is available on request.

## **Appendices**

- Appendix 1 - London's Giving Resource Hub Report & Recommendations – Executive Summary
- Appendix 2 - Summary of Recommendations

**Jenny Field**

Consultant

[jenny.field@cityoflondon.gov.uk](mailto:jenny.field@cityoflondon.gov.uk)



## Appendix 1 – Resource Hub Report & Recommendations – Executive Summary

### Executive Summary

City Bridge Trust (CBT) has been the principal investor in the place based giving movement in London. This report sets out how a Resource Hub can protect and amplify CBT's investment by enabling place-based giving schemes (PBGS) to achieve reach, profile and influence in making London a more equal and inclusive city.

Building on the success of London's Giving in igniting the place-based giving movement in London a Resource Hub can;

- Drive reach, establishing new PBGS and helping emerging and established PBGS to achieve their potential
- Build the profile of the movement enabling cross-London relationships to accelerate growth and influence
- Provide challenge and support innovation and influence, to ensure a greater collective impact on the lives of Londoners

Key tasks of the Resource Hub will include;

- Providing voice and challenge to the PBGS network, taking a leadership role in articulating its aims, values and principles and driving ambition for systems change
- Support the ongoing development of participatory approaches
- Drive the development of PBGS in 'cold spots' where no obvious lead or host exists, but a PBGS is much needed
- Support individuals setting up and developing PBGS with practical help and advice
- Maintain Director and Chair networks with an increased focus on inspiration and provocation, test communities of practice for PBGS staff
- Create and maintain a directory of resources and contacts
- Dedicated staff resource to engage businesses and explore and co-ordinate collective approaches to businesses and funders
- Commissioning communications and PR expertise
- Overseeing data gathering and exploring ways to evidence impact
- Actively prioritising and addressing EDI issues, both for itself and for and with PBGS

This will require a consistent and skilled staff team to provide oversight and practical support, especially to emerging PBGS; a consultancy fund to buy in specialist expertise such as in participatory grant making and communications; and the ongoing support of London Funders with the connections, access and thought leadership they offer. Direction, challenge and inspiration would be provided by a multi-sectoral Steering Group.

A long-term commitment of 10 years and flexible and responsive design will enable the Resource Hub to protect the investment City Bridge Trust has already made in the PBGS movement, supporting its continued growth and bringing to London innovative and community-led solutions which harness the best of the voluntary, public and private sector.

## Appendix 2 – Resource Hub Report and Recommendations – Summary of Recommendations

### Resource Hub Feasibility Study – Summary of recommendations

Key Area	Recommendations
1. Role of Resource Hub staff & consultants	<ul style="list-style-type: none"> <li>• Engage an EDI learning partner to work alongside staff to embed an EDI culture within the Hub and the wider network.</li> <li>• Promote the aims, values &amp; principles of PBGS<sup>1</sup> and support the ongoing development of the network through access to expert consultants providing guidance on e.g. PGM<sup>2</sup>, best practice, joint fundraising. Support communities of practice on such topics.</li> <li>• Support newly emerging schemes.</li> <li>• Convene and support network meetings of e.g. Directors and of Chairs.</li> <li>• Create &amp; maintain a web-based library of resources.</li> <li>• Recruit a Business Engagement Manager to better engage and co-ordinate PBGS relationships with the business community.</li> <li>• Commission a Comms/PR agency to assist schemes with comms, messaging and marketing.</li> <li>• Data collection, analysis &amp; oversight. Support schemes in measuring impact.</li> <li>• Explore the appetite for a UK-wide network.</li> </ul>
2. Role of London Funders	<ul style="list-style-type: none"> <li>• LF to continue to provide thought leadership &amp; to share its networks &amp; its expertise in convening &amp; collaboration.</li> </ul>

<sup>1</sup> Place-Based Giving Schemes

<sup>2</sup> Participatory Grant Making