

Appendix 1: Summary of discretionary charitable giving undertaken by the CoLC and BHE 2019-22

	2019-20	2020-21	2021-22
	£m	£m	£m
BHE	30.5	54.7	29.8
CoLC Funding (City's Cash and City's Fund)	20.1	19.3	17.2
Sundry Trust grants/donations/prizes/bursaries	1.2	1.2	2.0
CoLC Benefits in kind	2.0	0.6	1.7
Total	53.7	75.8	50.6

Points to note:

1. The BHE uplift in spend in 20/21 relates principally to its significant contribution to the pan-London collaborative funding response to the Pandemic; the “London Community Response”. Following a post-pandemic strategic review in 2021-22, further significant charitable funding totalling £60m is expected to be distributed by BHE in 2022-23.
2. Notwithstanding significant additional funding provided in 2019/20 and 2020/21 due to covid disruption to other income streams, there has been an overall reduction of CoLC’s charitable giving which includes its funding of the Open Spaces Charities, its enrichment funding in the Education sphere and donations for a range of other purposes eg International Disasters, Homelessness etc. It should be noted that charities are sometimes commissioned by the CoLC to help it fulfil its statutory duties eg in relation to child or adult social care or for cultural provision. Money used for such purposes is not captured in the above totals which relate simply to discretionary charitable giving over and above that expected from the CoLC when divesting its Local Authority function. Giving undertaken through the Community Infrastructure Levy Neighbourhood Fund is also not reflected here for the same reason.
3. The giving undertaken by the Sundry Trusts relates to those registered charities of which the CoLC is the trustee or where the majority or all individual named trustees are related to, and appointed by, the CoLC. Whilst the number of such charities has been reduced over this period as a result of the streamlining undertaken through the Corporate Charities Review, it is encouraging to note that the giving has increased reflecting improved capacity and oversight of the funds in question and the philanthropic imperatives attaching to them.
4. Benefits in Kind offered across the CoLC – e.g. the free or reduced hiring fees for CoLC event space, free accommodation, pro-bono skilled support etc are captured and reported on by the Central Grants Unit each year. Their value decreased during the pandemic as a result of events being cancelled. However there has been a marked bounce back in f/y 2021-22.

Appendix 2: Summary of findings from 2021 Strategic Review

Pillar 1: High impact philanthropy is role modelled by the CoLC and BHE contributing, in particular, to a reduction in inequality and/or an increase in social mobility.

There was encouraging progress in building a more accurate picture of the CoLC's giving, whether in its own right or as trustee of BHE and other grant-making charities. There was also greater consistency of practice between different giving initiatives across the organisation thanks, in no small part, to the efforts of the CGU. Good progress was also made in harnessing the CoLC's expertise, assets and networks in support of BHE's Bridging Divides strategy and building capacity and insight around monitoring and evaluation practice.

More broadly, under this role modelling pillar, CBT played a leading role in a pioneering new collaboration of over 65 institutional, statutory and corporate funders who came together to maximise their collective impact in responding to the pandemic. The resulting 'London Community Response' inspired over £57m to be given out in grants, with investment moving from crisis response at the start of the pandemic, to building towards the recovery and renewal of civil society as the programme progressed. Significant innovations in funding practice resulted, with the associated funders pooling expertise and streamlining processes to accelerate impact. The model has been widely lauded as an exemplar of progressive cross-sectoral funding collaboration, and has provided the foundations for a £100m collaboration, 'Propel', which is orientated towards providing collaborative funding in non-emergency as well as emergency contexts.

Pillar 2: Higher impact and/or higher value philanthropy is generated from others as a result of the CoLC and BHE's support for philanthropic infrastructure organisations.

A range of thoughtful funding partnerships and broader collaborations were explored and developed with organisations as the Beacon Collaborative, London Funders, Heart of the City and London's Giving to enrich the quality and scale of philanthropic funding in London and beyond. During the pandemic, the Philanthropy Director co-chaired the pan-London Funder, Voluntary, Community and Faith sector response which included not only the London Community Response noted above, but also considerable work to harness, cohere and support the significant upsurge in ward-level volunteering as communities came together to help neighbours who were shielding or vulnerable in other ways. It also enabled partners from a range of sectors to work

together to ensure nimble and impactful responses to pandemic-related issues such as food insecurity, domestic violence, homelessness and bereavement. Refinements in harnessing voluntary and in-kind support have resulted, and the insights have served to enrich and enhance the CoLC and BHEs' own philanthropic practice for the longer term and to deepen their relationships with key organisations in this space.

Whilst considerable work had been undertaken with partners, under this Pillar, to develop a potential charitable co-location workspace for organisations focused on improving Philanthropy, this work was disrupted by the pandemic and has since been paused.

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

Work under this pillar was, of necessity, emergent whilst BHE recruited and onboarded the Director of Charitable Communications who, in turn, helped to shape and develop the BHE Impact and Learning Team. However, there was encouraging progress resulting from CBT's funding of a number of infrastructure bodies which increase and amplify understanding of what drives effective philanthropy such as London Funders, the London's Giving initiative, the Beacon Collaborative and London Plus.

The CGU deepened its oversight and expertise to support colleagues across the CoLC, as well as other CoLC grant-making charities, to ensure their grant-making was as impactful as possible and their administration effective and efficient. The Head of the CGU also played an active role in learning from and sharing best practice with Borough Grants Officers and both he and the Social Investment Director were in regular contact with Livery Grants and Social Investment Officers to ensure that opportunities to reinforce and amplify one another's work were exploited as actively as possible.

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 started to provide a compelling blueprint for equivalent celebrations in other cities across the UK.

Finally, through their engagement in the Pan-London Covid Response work, Officers and Members 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 was positively evolving as a result of the disruption wrought through the pandemic.

Appendix 3: Joint Philanthropy Strategy Review plan

- **Stage 1: Review (November 2022 – February 2023):** Evaluate the successes/challenges of the Joint Philanthropy Strategy, engaging with key stakeholders. Identify synergies with learnings already generated through Corporate Volunteering Strategy implementation.
- **Stage 2: Plan (February – April 2023):** Note the external and internal operating context and identify, with external support where appropriate, the associated opportunities. Undertake initial testing, with clear opportunities for member engagement. Dovetail with engagement on volunteering, where appropriate, and identify synergies with new learnings generated through ongoing implementation and engagement on Corporate Volunteering Strategy.
- **Stage 3: Develop (May - June 23):** Refine, shape and cost options for the future iteration of these Strategies, recognising key impact areas in common between them.
- **Stage 4: Consult (July – September 2023):** Consult on options for both Philanthropy and Volunteering with key stakeholders including additional opportunities for Member engagement.
- **Stage 5: Governance (October – November 23):** Synthesise findings into recommendations for the future shape of Philanthropy and Volunteering for review and approval as appropriate by the relevant committees.
- **Stage 6: Implementation (December 2023 – March 2024):** Prepare for implementation.

Appendix 4: Review of progress against the Joint Philanthropy Strategy Implementation Plan 2021 - 2023

	Rag Rating	Comment
Pillar 1: Role Modelling high impact philanthropy ourselves		
1.1 Continue work to develop a more accurate annual appraisal of the amount that we give in cash, kind, assets and skills. Agree key messages to share through our communications channels. (Chamberlain's, Communications)	(G)	Good progress has been made on this, with analysis of funding, benefits in kind and volunteering inputs being produced across BHE and the CoLC on an annual basis. Refreshed figures, to include f/y 2022/23, will be available by Autumn 2023.
1.2 Make recommendations for developing a deeper community of practice 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.	(A)	The Central Grants Unit (CGU) has made excellent progress in ensuring greater community of practice across the eight CoLC charitable funds which it manages directly and it plays an active role in supporting and influencing giving practice relating to a range of other funds alongside. However, impact analysis is limited to reporting from the funded organisations themselves with no resourcing to enable independent analysis of the successes of particular funding initiatives or across the funding portfolio as a whole. Beyond the charitable funds within the purview of the CGU, it is not clear how much focus there is on impact measurement. Within a highly cost-constrained environment within CoLC, it has not felt expedient to pursue additional funding to enable this.
1.3 Support the implementation of any resulting changes.	(A)	See above.
1.4 Implement the recommendations resulting from the Corporate Charities Review in order to ensure that the corporate charities,	(G)	This very complex work is progressing effectively. Of the 59 Charities within the scope of the Corporate Charities Review workstream, the closure/planned closure of 10 charities is complete/underway, as is the merger/planned merger of 27 charities. Governance, policy or administration work is either complete or underway for 22

including those with grant-making activities, are well managed and governed and achieve maximum impact for their beneficiaries.		charities. This means that, collectively, this constitutes a much leaner, more efficient portfolio of charities with improved governance of their philanthropic and other charitable endeavours. Dedicated funding has now been secured for f/y 2023-24 and 2024-25 to provide support to the review of the Open Spaces Charities.
1.5 Further develop the work to enable more systematic linkages between the networks, assets and expertise of the City Corporation and BHE's <i>Bridging Divides</i> strategy (e.g. through the BHE Strategic Review, the launch of the revised Employee Volunteering Programme etc.)	(A)	The Corporate Volunteering Manager has worked hard to forge deeper links between employee volunteers from the CoLC and BHE's funded organisations and seen a 97% uplift in engagement in f/y 2022-23 compared to f/y 2021-22. Furthermore, dedicated resourcing has been provided by BHE in the later part of f/y 2022-23 to scope deeper connections between the CoLC and its work. However contextual factors relating to resourcing and capacity within the CoLC mean that the potential of this area is still not yet fully understood or exploited.
Pillar 2 : Supporting high impact and/or high value philanthropy by others		
2.1 Maximise the impact of existing philanthropy-focused partnerships funded by the CoLC and CBT to ensure that limited resources are utilised effectively	(G)	Funding of at least £10.5m has been given by BHE from 2018-23 via its charitable funding arm, CBT, to organisations which are uniquely focused on raising the quality and scale of giving whether of time, assets, money or skills. Whilst there are monitoring mechanisms in place for all these partnerships, no attempt has yet been made to assess their efficacy in the round and to surface particular learning points. However, impact analysis of the London's Giving Strategic initiative, which has absorbed the lion's share of this funding has been undertaken on an annual basis.
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,	(G)	As part of BHE's uplift in spend, funding of £7m was allocated in f/year 21-22 to further develop the flagship London's Giving programme. This enables Giving Schemes at borough level to develop programmes of engagement with residents, businesses and the council to increase resourcing and develop solutions to key social issues within their locality. A large range of applications have been received and approved. Further investment in infrastructure to accelerate collaboration and

government and civil society partners.)		<p>impact across the Giving Schemes will be reviewed by the BHE Board and Grants Committee in the coming months.</p> <p>Further significant investment has also been made by BHE in various funder collaborations which are focused not only on achieving positive social outcomes but which are also designed to disrupt, test and improve funder practice. In some of these instances, BHE's funding has catalysed additional investment from other funders, not least its allocation of £30m in support of £100m cross-sectoral partnership Propel (building on its earlier £25m investment in the London Community Response). Other progressive funding commitments include BHE's £20m allocation to the Anchor Fund and the onward grantmaking support it has offered, through its £18m funding allocations for its 'Alliance Partnerships' portfolio to organisations such as Trust for London, the Baobab Foundation and Rosa who have particular reach into, and expertise in funding themes or communities which are aligned to BHE's strategy but additional to its reach.</p>
2.3 Continue to scope and develop the co-location project as appropriate	(R)	Progress on this has halted whilst the co-location market settles post pandemic and we have a more robust understanding of potential tenant demands and office configuration norms to underpin any revised business modelling.
2.4 Deepen our understanding of what CoLC philanthropy has leveraged – both from within CBT and beyond it.	(G)	BHE has mechanisms in place to interrogate this. 93% of its funded organisations agree that CBT's funding has either a positive or strongly positive effect on its fundraising from other organisations. The CGU also collects this information as part of its grant monitoring across its different funds.
Pillar 3: Raising awareness of higher impact/higher value philanthropy through convening, research, thought leadership etc		
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	(A)	With a dedicated Impact and Learning Team in CBT, together with increased Communications resourcing within BHE, there has been more scope to communicate learning amassed through particular investments not least through the London Community Response and through Propel. Both of these have had good independent learning and evaluation partners in place so there is (or will be) robust learning in place to amplify. BHE has also worked smartly with particular funding partners eg the Beacon Collaborative to use their annual HNW Philanthropy

		<p>conference as a platform to communicate key elements of CBT's funding practice to an influential audience and announce new developments. Nevertheless, more could be done on this front.</p> <p>There is no dedicated impact and learning or communications capacity in the CGU. Opportunities to amplify learning from their oversight of CoLC giving is therefore more limited. However we have found that CGU work has been well received by Aldermen/Members who have looked to use central resources to promote it e.g. ensuring that new Emanuel Hospital grants are on COL twitter feed etc.</p>
3.2 Identify other players in the philanthropy space who can complement, amplify and/or challenge CoLC/BHE perspectives and build/deepen partnerships with them	(G)	<p>Through its Alliance Partnerships, BHE has collaborated with other funders who are expert in areas which align with BHE's strategies but have additional reach. These partnerships have helped to amplify the needs of particular communities. There has also been much scope for challenge, learning and communication through other philanthropic collaborations undertaken by BHE including through the Cornerstone Fund, Local Motion and the Anchors Programme.</p> <p>The Philanthropy Director has worked closely with The Lord Mayor's Appeal team who have particularly strong links into the Corporate sector and has provided support around good governance, communications, due diligence and monitoring and evaluation considerations.</p>
3.3 Commission and publicise research as appropriate around under-explored/under-exploited areas of Philanthropy	(R)	<p>This has not been prioritised in this period owing to competing demands on the Philanthropy Director's time. This is a potential area of enquiry for the f/y 2023-24 as part of the strategic review of the strategy.</p>
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.	(G)	<p>Creative use has been made of the CoLC assets and convening power to amplify other voices and organisations. For example, the Beacon Fellowship, which is funded by BHE, has held its two annual conferences for over 150 HNW philanthropists and specialist providers at the Guildhall. The crypts have been used to host the annual impact and learning day over 150 of BHE's funding partners. Furthermore, Tower Bridge has been used twice in the last year to host key influencers and partners (through BHE's annual dinner) and a range of its funded organisations in September 2022. CoLC assets have also been used to amplify</p>

		<p>particular issues. For example, the Old Bailey was used to launch a research around potential improvements in the court system when supporting victims of violence against women and girls, and the Judges have hosted lunch for two charities specialising in this issue or in the issue of young carers.</p>
--	--	---

Appendix 5: Contextual factors

A range of contextual factors have influenced progress with the strategy. These include:

1. The impact of the Covid-19 Pandemic followed by Cost-of-Living pressures, both of which have constrained capacity both internally and externally to focus on meeting the demands of the strategy vs other charitable priorities;
2. Significant political and executive-level leadership changes within the CoLC as the recommendations of the Fundamental Review have been worked through and implemented within a context of financial challenge. These have impacted the organisational bandwidth, leadership and resourcing to fully achieve the ambitions of both the Joint Philanthropy Strategy and the Corporate Volunteering Strategy;
3. Significant changes within BHE itself as the governance has embedded and early-stage work to generate a 'one charity' culture has been initiated. Whilst there is much within the BHE context which has helped to support the ambitions of the strategy, there have nevertheless been a number of other big-ticket items which have absorbed capacity at senior level across the charity including recruiting and onboarding the senior team, the Bridging Divides Interim review and work to reshape the BHE Brand and CBT website; and
4. Much greater external focus and attention on the legitimacy of Philanthropy per se including debate around the provenance of philanthropic wealth (including but not limited to its links to colonialism); the role Philanthropy may play in perpetuating inequality; and the need to reshape funding practice to divest much greater power into the hands of communities who have traditionally been most marginalised from participation. These have led to a re-evaluation, within BHE, of its funding strategy and ways of working and are likely to be very pertinent factors as we consider the future shape of the Joint Strategy in this next phase.

Appendix 6 - Employee Volunteering Figures

F/Y dates	Total volunteer head count**	Total volunteer hours**	% increase/ (decrease) in hours	Context notes
2019-2020	97	833		May 2019 - CVM role in place Data reflects employee volunteering captured (inadequately) on City People March 2020 - 1st Covid national lockdown began
2020-2021	30	282	(66%)	April-June 2020 - 1st Covid national lockdown continued Nov-Dec 2020 - 2nd Covid national lockdown Nov 2020 - soft launch of LEAP, the Corporation's Employee Volunteering Programme supported by an online 'shop window' of volunteering opportunities. Jan-March 2021 - 3rd Covid national lockdown
2021-2022	111	1013	322% increase on 20/21 22% increase on 19/20	June 2021 - LEAP formally launched in Volunteer's Week
2022-2023 (Q1-Q3)	193	1999	97% increase on 21/22 already	This data is for Q1 – Q3