

Committee	Date:
The City Bridge Trust Committee	14 July 2016
Subject: Philanthropy Review	Public
Report of: Chief Grants Officer	For Decision

Summary

This report sets out the main findings of the Philanthropy Review that you asked City Bridge Trust staff to commission at your September 2015 meeting. The full report is appended at Appendix 1.

Recommendation

Members are asked to:

- Note the report.
- Based on the outcome of your deliberations today, instruct officers to bring proposed next steps to your September Committee Meeting.
- Based on the outcome of your deliberations today, instruct officers further to bring specific proposals for the future funding by the Trust of City Philanthropy – a wealth of opportunity, Spice Time Credits and London’s Giving to your September Committee Meeting.

Main Report

Background

1. At your September 2015 meeting, you agreed to review the work you had supported to ‘encourage philanthropy’ (this being part of your mission: *“To tackle disadvantage in London through grant-making, social investment, **encouraging philanthropy and influencing public policy**”*). Its purpose was to look at the effectiveness of the various strands of work supported by the Trust to encourage more giving – of time, talent and money – and to make recommendations for the Trust’s future strategic direction in this arena. It was agreed that the Review would include the following projects currently funded:
 - City Philanthropy – a Wealth of Opportunity, together with Beyond Me, the City Funding Network and the Beacon Awards.
 - London’s Giving and the related grants to Islington Giving and East End Community Foundation.
 - Heart of the City.
 - Spice.
 - The Lord Mayor’s Appeal Charity and City Giving Day.

2. Working in conjunction with the City of London Corporation's Procurement Team, a tender was drawn up outlining the scope of the Review. This was circulated amongst a number of networks, including Association of Charitable Foundations and London Funders; the websites of UK Evaluation Society; and Monitoring and Evaluation NEWS; as well as the Corporation's procurement portal.
3. The Trust received five bids in total and the Chief Grants Officer and the Deputy Chief Grants Officer interviewed the two strongest applicants. Rocket Science was able to demonstrate the strongest understanding of the brief and the operating context and was therefore appointed.
4. A budget of £24,475 for the review was agreed through the delegated authority of the Chairman, Deputy Chairman and Chief Grants Officer. Work on the Review commenced at the end of March 2016.
5. The final report of the Philanthropy Review is provided at Appendix 1. In addition, an interim report was provided in May 2015 and 'mini-reviews' were provided for each of the five projects under review. These are available to Members on request.

Summary of recommendations

6. Overall, the Review found that the Trust's support in this area had been largely positive. However, it also found that more could be done to better co-ordinate the five projects in order to maximise their impact.
7. The key recommendations are as follows:
 - Develop a new, joint philanthropy strategy for City Bridge Trust (CBT) and the City of London Corporation CoLC), supported by a clear communications plan and some key metrics for measuring success.
 - Focus future funding and support on two philanthropy brands: *City Philanthropy – a wealth of opportunity* and *London's Giving*. Together these would deliver the joint philanthropy strategy as stated above.
 - Establish and resource a new philanthropy unit within Guildhall, alongside CBT, Economic Development Office, Heart of the City, City Philanthropy and the Lord Mayor's Appeal Charity, led by a new post of Head of Philanthropy.
 - Re-focus the charitable work of the Lord Mayor's office so that it has a more strategic aim of increasing awareness about philanthropy in London, the UK and globally. Assist the realignment of the Lord Mayor's Appeal Charity towards raising funds to support priority themes, rather than the personally selected individual charities of each Lord Mayor. These themes would align with those of City Bridge Trust, Economic Development Office and other grant-making of the City Corporation. The post of Director of the Lord Mayor's Appeal Charity is currently vacant, and it is proposed that this is replaced by the Head of Philanthropy post as set out above.

- Commission a formative evaluation¹ to support and shape the philanthropy strategy.
- Build on the findings of *More to Give*², together with the evaluation findings above, to report biennially on the state of philanthropy in London and establish this as the authoritative, biennial survey *Capital Giving – the state of philanthropy in London*.
- Use the coincidence of the Trust's Quinquennial Review and the restructuring of the Lord Mayor's Appeal Charity to convene an international conference in 2017 to showcase London as a global centre of philanthropy.

City Philanthropy – a Wealth of Opportunity

8. As well as reviewing City Philanthropy itself, Rocket Science also reviewed the work of the three projects sitting under the City Philanthropy banner, also funded by the Trust:
 - i) **Beyond Me:** Established in 2012, it runs funding syndicates (or 'teams') in City firms. Each team identifies a charity with which it wishes to engage. It raises funds from the individual members of the team who also give their time to the charity concerned over a period of a year. Funds raised are matched by the firm's partners. It currently has 112 teams with more than 1,000 City professionals involved. Over £200,000 has been raised for 90 charities, with 12,000 hours of volunteering time also being provided. Since 2012, you have granted a total of £123,000 to Beyond Me. This funding ended in March 2016 and the organisation is now self-financing. Funds raised by this network do not necessarily go towards London or UK charities.
 - ii) **City Funding Network:** You awarded The Funding Network (TFN) a grant of £30,000 over three years in 2012 to establish City Funding Network, targeting young City Professionals. In this model of crowd funding, three charities make a 'dragon's den' style pitch at each event. The charities then leave the room to enable a pledging session to take place. Each event raises up to approximately £15,000 for each organisations. TFN ran two events per annum during the life of the grant which ended in March 2016. In total, 18 small charities have been supported, raising over £160,000. Funds raised by this network do not necessarily go towards London or UK charities.

During the life of the grant, TFN approached the Trust because it was having difficulty in raising funds to cover its core costs and a further £30,000 was approved. However, this is supporting TFN's wider work with other funding networks.

- iii) **Beacon Fellowship Awards:** These are biennial awards, run by UK Community Foundations on behalf of the Beacon Charitable Trust. You have supported a category of Beacon Award for City Philanthropy in 2012/13 and in

¹ A formative evaluation takes place alongside a project rather than retrospectively. This means that emerging findings can be used to shape the project as it develops.

² Research commissioned by City Philanthropy to look at giving amongst London's millennials and published in November 2015

2014/15 with grants of £32,500 and £50,000 respectively. A request to support the 2016/17 awards is currently under consideration. Whilst the awards ceremony itself is well received by those who attend, UK Community Foundations would admit that not enough has been done in the past to sustain the growing network of Beacon Fellows who have the potential to act as mentors for future generations of philanthropists. A newly appointed Chief Executive of UK Community Foundations plans to address this with the 2016/17 awards.

9. **City Philanthropy – a Wealth of Opportunity:** Its overarching aim is to encourage a new generation of City philanthropists and promote London as a global centre of philanthropy. Its work comprises three strands:

- To co-ordinate, collaborate and communicate philanthropic activities in the City.
- To educate, inspire inform and enable the next generation of City Philanthropists.
- To encourage peer-support, networking and mentoring amongst philanthropists in the City.

Recent outputs from City Philanthropy include:

- The launch of the ‘donorWISE – Effective Giving for Millennial Donors’ half-day course in March 2015 at Cass Business School. The course has been repeated on two further occasions.
- Commissioning research to establish a baseline of how philanthropy is taking place in the City. This was undertaken Cass Business School’s Centre for Charitable Giving and Philanthropy. The resulting publication, *More to Give*, was published in November 2015. It highlighted how millennial workers in London are taking a lead in driving forward the giving and philanthropy agenda. 80% of those surveyed believe that millennial employees are increasingly seeking companies that share a drive for social and environmental, as well as business, gains.
- Considerable press and media coverage, including the Finance News’ “Extra Mile 40” which celebrates 40 people in the City each year who excel in charitable work.
- Promotion of several City-based giving networks. It is estimated that more than 1,000 young professionals in the City have become involved in Giving Circles, supporting over 100 charities and donating time and money valued at over £1.5 million.
- Active promotion of the Lord Mayor’s City Giving Day.
- Active promotion of Giving Tuesday, since its launch in the UK in 2014.
- Panels from the ‘Philanthropy – City Story’ exhibition were displayed outside Guildhall during the summer and autumn, moving to Pudding Lane in time for the Lord Mayor’s Show in November 2015.

10. The Review found that the Trust could do much more to drive City Philanthropy’s strategic direction and make much better use of its various projects and initiatives in order to facilitate co-ordination and add value to the wider work of the Trust. City Philanthropy is currently hosted by the

Association of Charitable Foundations. The Review recommends, therefore, that City Philanthropy becomes part of City Bridge Trust as part of a joint philanthropy strategy of City Bridge Trust and the City of London Corporation.

11. Funding for City Philanthropy is due to end in December 2016. Officers recommend that proposals for its future funding and location are brought to your September Committee Meeting.

London's Giving

12. Inspired by Islington Giving, you are funding London Funders to develop London's Giving. You awarded £100,000 in 2014 for this purpose, with a further £32,000 being awarded in May 2016 to enable the work to continue until December 2016, whilst the Philanthropy Review took place. As a result, two freelance consultants have been appointed to work on this initiative, Clare Thomas (former Chief Grants Officer of City Bridge Trust) and Deborah Xavier (former Chief Executive of The Brokerage Citylink). As well as this initiative, the work of Islington Giving and the East End Community Foundation, both of which you fund, were also looked at by Rocket Science as part of this Review.
13. London Funders' website has provided a digital platform for London's Giving where various resources can be found, including a toolkit and regular guest blogs/ Following the launch of London's giving in February 2015, a series of master classes have been held.
14. Local giving schemes are now established in Islington, Hackney, Kensington and Chelsea and Kingston, with new schemes recently launched or about to launch in the boroughs of Camden, Hammersmith and Fulham, Lewisham, Southwark, Barnet, Sutton, Newham, Tower Hamlets and Richmond.
15. There is undoubtedly a growing appetite to develop local schemes and London's Giving is definitely gathering momentum. However, it needs to be borne in mind that it takes time to establish a successful scheme, perhaps between five and ten years, depending on local conditions. Dedicated staff time is needed to undertake the development work. Apart from your support of Islington Giving and the East End Community Foundation, you are funding the development of local giving schemes in Lewisham, Southwark, Barnet, Sutton and Hammersmith and Fulham, these five grants totalling £87,300. In each case, your grant is helping to unlock other local funding.
16. The Review recommends that CBT continues to fund and champion London's Giving but it also recommends that the Trust works with other funders to establish a funding pot to facilitate the development of local giving schemes. It further recommends that this should complement the implementation of the findings of *The Way Ahead*, which was presented at your last Committee in May and you will recall looked at the future infrastructure needs of London's voluntary sector. Both strands of work have the potential to play a vital role in building stronger communities in the context of public sector funding reductions and a reducing role for local authorities. It is recommended that

you ask officers to bring proposals for the future funding of London's Giving to your September Committee Meeting.

- i) **Islington Giving:** Since its inception in 2010, Islington Giving has raised over £4.1 million and involved more than 4,000 volunteers. One of its key strengths is its detailed knowledge of the borough combined with its ability to bring together 'unusual suspects'. You have made grants totalling £239,000 to Islington Giving since 2011 and the Deputy Chief Grants Officer is a member of Islington Giving Board.

Another of its key achievements has been the establishment of Businesses for Islington Giving (BIG) which now has 13 companies in membership, giving time and skills to Islington's voluntary sector.

Your funding will come to an end in March 2017 and it is likely that Islington Giving will submit a proposal to enable it to strengthen its business links, as part of the next stage of its future strategic development.

- ii) **East End Community Foundation** is developing local giving schemes in Hackney, Tower Hamlets and Newham and has been awarded £172,500 over three years from the Trust towards this work.

Launched in 2014, Hackney Giving has raised just under £400,000 and has supported 42 local voluntary organisations. Also launched in 2014, Newham Giving has raised just under £250,000 and has supported 14 local organisations. The development of Tower Hamlets continues as a work in progress, although it has enormous potential given that it is home to Canary Wharf.

The Development Worker post that you are funding is currently vacant and at the time of writing this report, recruitment of someone with the right skills set is proving a challenge. It is sharing its learning, experience and practice with the London's Giving network and it is hoped that Clare and Deborah can provide support with the recruitment.

Heart of the City

17. Heart of the City (HOTC) supports the business community in developing high quality corporate social responsibility strategies. It currently comprises a network of over 800 small, medium and large businesses. Since 2009, you have made grants totalling £563,276 to HOTC. Your most recent grant, of £297,776 approved in March 2015, was awarded to enable Heart of the City to develop as a London-wide programme, beyond the City-fringe boroughs.
18. With the grant, HOTC plans to grow its network to 1,000 businesses and to be more strategic in its bridging business and the voluntary sector. With respect to the latter aim, HOTC is working more closely with voluntary sector infrastructure organisations and with London Funders. It is also playing a valuable role as part of the reference group overseeing the implementation of

The Way Ahead. It is working to develop web-based platforms to engage new business and to be more effective in its direct support to charities.

19. With its plans to reach out to new boroughs, HOTC has considerable potential to complement the work of both London's Giving and the implementation of *The Way Ahead*. Rocket Science's report highlights that communication between HOTC and the other projects that were part of this Review could be considerably strengthened and it will be a priority to ensure that CBT has sufficient resource, that is, officer time, to facilitate this.
20. Whilst CBT funding of HOTC does not end until March 2018, the Review also touches on the longer-term sustainability of HOTC, if it is to reduce its dependency on CBT for funding. The Review recommends that CBT and HOTC work together to explore alternative funding sources for the longer term.

Spice

21. You are supporting Spice's *Londoner Time Credits* initiative as a new model of volunteering. It is a form of time banking whereby every hour volunteered ('time in') is rewarded with a time credit ('time out') in the form of a Spice 'pound' which can be used for a variety of activities, including at leisure centres, theatres, cinemas, libraries, museums and galleries. Since it began work in London in 2011, it has successfully engaged a wide variety of 'spend' partners, including the Barbican, Thames Clippers, the British Museum and Millwall FC.
22. Your most recent grant, £385,200 over three years, was approved in February 2014. Prior to that you had approved grants of £163,980 and £164,500, making a total of £713,680.
23. To date, *Londoner Time Credits* has engaged over 9,500 volunteers, with the number of 'spend' venues increasing from 157 venues at the end of 2015/16 to an anticipated 203 during 2016/17. The model is proving successful in engaging those who have not previously volunteered – approximately 47% according to Spice's data. *Londoner Time Credits* is currently operating in the boroughs of Haringey, Westminster, Lewisham, Tower Hamlets, Southwark, Kensington & Chelsea, Islington, Newham and Brent. The model is especially suited to "co-production", whereby service providers work with their communities to actively design services rather than turn them into passive recipients of services. At the heart of co-production is the assumption that everyone has something to offer.
24. Its 2015 annual evaluation provides evidence of the benefits of volunteering, not only to gaining new skills but also in increasing health and well-being. 62% of those surveyed said they give their time at least once a week. 81% said that participating in time credits had had a positive impact on their quality of life and 23% reported having less need to go to the doctor.

25. The Trust's current grant will end in March 2017. The Review highlights the longer-term sustainability of *Londoner Time Credits*. As a model, it is highly relevant to both London's Giving and HOTC (and early discussions have taken place with London's Giving). However, establishing *Londoner Time Credits* in a locality costs money and it is not clear if local partners would want to fund these costs alongside those of a local giving scheme. The Review questions whether the Trust should continue to fund *Londoner Time Credits* and if so at what level. The Review argues that if City Bridge Trust funding were discontinued, then the scaling of the *Londoner Time Credits* model would be severely curtailed. The Review makes two recommendations with regard to future funding:
- Support Spice in developing and rolling out its digital platforms and other online tools, including a digital monitoring and reporting tool to help local schemes manage the currency; and an easy to use online 'earn' and 'spend' platform. These developments should help Spice to reduce the unit cost of *Londoner Time Credits*, thereby making it a more attractive model at the local level.
 - Pilot a joint project within a couple of the emerging places where a local giving scheme is in development to look at how *Londoner Time Credits* might be built into a local scheme. Officers recommend that an outline proposal for this is brought to your September Committee Meeting.

Lord Mayor's Appeal Charity

26. In July 2012, you awarded a grant of £65,000 towards a new post of Development Director of the Lord Mayor's Appeal Charity, in order to bring continuity and transparency to the annual appeal. The original recommendation was for funding for three years (making £195,000 in total). However, Committee felt strongly that the post should be self-financing after the first year. The Review included the Lord Mayor's Appeal in order to make recommendations as to how it could fit with a new City Bridge Trust and City of London Corporation strategy on philanthropy.
27. The Lord Mayor's appeal is currently staffed by a team of seven. In addition, the post of Director is currently vacant.
28. Whilst the establishment of the Lord Mayor's Appeal Charity has enabled more continuity and sustainability to the fundraising efforts of the Mayoralty, the Review found that much more could be done to align the Appeal Charity/Mansion House, the City of London Corporation, City Bridge Trust, HOTC and City Philanthropy.
29. The Review therefore recommends that work, currently underway, is completed to restructure and reposition the Lord Mayor's Appeal Charity along thematic lines and three-year partnerships which are relevant to London and its most pressing needs and which reflect the priorities of City Bridge Trust, Economic Development Officer and the City of London Corporation's wider grant-making.

30. This would be achieved by co-locating the Lord Mayor's Appeal Charity alongside City Bridge Trust, Economic Development Office, Heart of the City and City Philanthropy. The Chief Grants Officer is currently assisting the Lord Mayor's Appeal Charity Board in relation to these matters.

Conclusion

31. A philanthropy strategy that is shared by City Bridge trust and the City of London Corporation will make the work of the Trust in this arena more effective and better joined up. If supported by a clear communication plan and some key metrics for measuring impact, the Trust will have the tools with which to measure its success.
32. The establishment of a new post, Head of Philanthropy, to oversee the strategy and its implementation will help to ensure that the various projects funded are better co-ordinated and joined up.
33. In the current climate, the encouragement of philanthropy and more effective giving is more important than ever, as is the development of strong, local communities.
34. This Philanthropy Review has provided an evidence base to inform a future philanthropy strategy and will also feed into the forthcoming Quinquennial Review.

Appendices

- Appendix 1 – “Review of the Trust's Strategic Initiative on Philanthropy”.

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