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A GIVING MODEL FOR THE 21ST CENTURY

A giving movement is taking hold across London which is mobilising communities to take action to strengthen their boroughs. Businesses, charities, funders (local and national) and residents are coming together to make their boroughs better places to live and work. London Funders, through the London's Giving initiative, is helping to drive this place-based giving movement forward.



This new and ambitious way of taking social action acknowledges that the stubborn issues of poverty and inequality facing London cannot be solved by one sector of society alone.

Place-Based Giving Schemes (PBGSs) bring together people from different sectors to share a vision of a stronger community and celebrate and leverage their community assets. If change is to happen we can't just keep talking to ourselves; everyone needs to be involved. We need a new model for the 21st Century.

Money is an important part of bringing about change, but so is shining a light on the hidden issues that blight the lives of our neighbours, as is enabling everyone who lives and works in a place to participate and benefit from tackling these issues head on.

These are the factors that define a PBGS.

In 2014, 2015 and 2016 five PBGSs in Islington, Hackney, Kensington & Chelsea, Kingston and Newham raised over £4.3m and distributed over £3.5m to projects and organisations helping local people. With six new PBGSs launched in the past 12 months and another 10 in the pipeline there is huge potential to create new resources for Londoners.

At the forefront of this place-based giving movement is Islington Giving. Since its launch in 2010 it has raised over £5m and engaged 4,000 volunteers in projects addressing social isolation and mental health among Islington residents. Cripplegate Foundation's report 'Invisible Islington' shone a light on the poverty and inequality in the borough and was the catalyst for Islington Giving. This prototype is an inspirational collaboration of charitable funders, businesses, residents and voluntary organisations working together to pool resources to tackle deeply entrenched social inequalities.

It unites the usual suspects, such as charitable funders and voluntary organisations, with the 'unusual suspects' i.e. people not usually part of the funders solution to local needs such as small local businesses and schools.

Working to a common vision to 'bring Islington together' this became the inspiration for the place-based giving movement which is sweeping across London.

In August 2014 London Funders was inspired by the success of Islington Giving to launch the London's Giving initiative to encourage and support the development of PBGSs in London.

This report is a summary of what we have learned over the last three years, illustrated with case studies from PBGSs across London. The aim is to show the diversity and dynamism of the place-based giving movement in London, to encourage more people to get involved with their PBGS or to help set one up if there isn't one already, and to provide some practical guidance and ideas for the London's Giving network.

1.1.Place-Based Giving Schemes(PBGSs) - the context

Arguably, there is nothing new about place-based giving. It is as old as charitable giving itself, pre-dating any form of local government or indeed charitable foundations.

'Giving' in the Middle Ages was targeted in a geographical area and usually to a very specific cause. Hospitals, schools, orphanages and workhouses always served their immediate locality and individuals bequeathed money in their wills to the needs of the poor and infirm in their areas. To this day, the majority of charitable foundations confine their area of benefit to a specific parish, region or place as set out in their trust deeds.

The development of local government, the establishment of 33 London boroughs and the creation of the Greater London Council encouraged the emergence of diverse, local charities responding to local needs, which were not being met by the welfare state. A variety of new funding mechanisms, grants programmes, Community Foundations and Community Chests sprang up. Each local authority determined how to spend its money in its own borough within the parameters set out by Central Government.

The development of governmental national funding programmes is relatively recent. The big TV fundraising appeals spread their funding far and wide whilst the UK-wide Big Lottery Fund, together with a small number of the larger foundations, also operate nationwide.

Some of these have responded to the challenges of funding more effectively through partnership with local grant making bodies which have local knowledge, local credibility but whose funding relative to the bigger players are modest.

The Institute for Voluntary Action Research (IVAR) is working in partnership with London Funders, and other independent funders, exploring place-based funding, mapping the territory, the pitfalls and the benefits. Place-based giving covers a spectrum of approaches and London's Giving's membership of PBGSs demonstrates that whilst there are common features, each borough responds differently to its local needs and mobilises its local assets and talents in different configurations.

In 2010 the UK was emerging from the longest post-war recession on record. Public expenditure cuts hit hard nationally and locally, resulting in the collapse of thousands of 'below the radar' small charities in London who were particularly dependent on local grant funding. The big story of the recession was an increase in need, whilst funding declined. The unprecedented public expenditure cuts affected local charities disproportionately, at a time when giving by foundations, individuals and business to good causes was also in decline. Youth and advice services, befriending schemes, drop-in centres for older people, which were not a statutory obligation, were slashed.

Call to action

New solutions to the worsening problems of poverty and social isolation were vital, especially in the context of increasing polarisation with the gap between rich and poor in London worsening.

The 2015 Indices of Multiple Deprivation Report (see Useful Reports, page 50) shows how poverty levels differ significantly within boroughs, and how poverty was moving from inner to outer London boroughs as the effects of rising housing costs and welfare reforms took hold.

Trust for London's Poverty
Profile (see Useful Reports,
page 50) showed that it was
official - London is the most
un-equal city in the world with
1 in 4 children in many London
boroughs living in poverty. A new
model for local giving in the 21st
Century was never more needed.

"London is the most un-equal city in the world with 1 in 4 children in many London boroughs living in poverty."

1.2. About London's Giving

London's Giving is a response to the need for a new model for giving in the 21st Century. It is a project of London Funders inspired by the work of Islington Giving and funded by the City of London Corporation's charitable funder, City Bridge Trust.

In August 2014 London's Giving was launched 'to assist in taking the place-based giving model and working with other boroughs to see how they may use the experience to develop a local initiative that can replicate the success of Islington Giving'. A small team was appointed to deliver the programme, supported by London Funders and a Steering Group of stakeholders and experts.

London's Giving has supported the growing network of PBGSs in London by delivering events and forums that enable them to learn from one another's experiences, developing a toolkit of case studies and advice, and working one-to-one with the individuals responsible for developing giving schemes.

Since London's Giving began work nearly three years ago six new PBGSs have launched in Barnet, Camden, Hammersmith & Fulham, Lewisham, Sutton and Tower Hamlets. A further 10 boroughs are in the process of establishing PBGSs, from the earliest enquiries to those close to launch.

London's Giving is working to catalyse and nurture this new movement. With a further three year's funding confirmed in Spring 2017 from the City of London Corporation's charitable funder City Bridge Trust, London's Giving plans to be instrumental in its spread and consolidation, and to apply what has been learned to both secure the future of PBGSs and bring their benefits to every London borough wanting to adopt the model.

The current status of PBGSs across London



1.3 Case Study Inspirational Islington Giving

By Kristina Glenn, Cripplegate Foundation **Director and Islington Giving Director**





Islington is a borough of striking social extremes. London's richest and poorest residents exist side by side, living entirely different lives.

When you think of Islington, you think of expensive restaurants, Sadler's Wells, the Guardian, beautiful squares, and prominent politicians. It's where gentrification started in London in the 1970s. But it's one of the poorest and most unequal places in the country.

In 2008 Cripplegate Foundation commissioned a report, 'Invisible Islington: Living in Poverty in Inner London' which shone a light on the

lives of Islington's poorest residents. The manifestations of poverty in 21st Century are insecure employment but also isolation and mental ill health. And it's being locked out of the myriad of opportunities in Islington and London. Much of this poverty is invisible.

This was a catalyst for funders -Cripplegate Foundation, Breadsticks Foundation, City Bridge Trust, Cloudesley, the Morris Charitable Trust, and later the Macquarie Foundation, to come together to set up Islington Giving in September 2010.

We knew that giving grants was not enough. The stubborn issues of poverty and inequality cannot be tackled by one organisation or sector alone. We are an independent

group of funders, businesses, residents and voluntary organisations working together to tackle poverty and inequality in Islington. We take practical action through grant making, networking and fundraising. Between us we have over 1,000 years of experience of working in Islington.

We want Islington to be a place where everyone, regardless of circumstances can lead a fulfilled life. Underpinning Islington Giving is deep, local knowledge and reciprocity.

We believe that everyone can make a difference and we know that our impact is greatest when we work together. We shine a light on an invisible Islington and advocate for change.

Islington Giving is ambitious and successful. It's a new way of bringing together 'unusual suspects', ranging from grant makers like Cripplegate Foundation founded in 1500 to Expedia, the international travel company, along with a local family restaurant and the Arsenal Foundation. Islington Giving has been described as a 'groundbreaking campaign' tackling the most pressing issues in the borough.

So what has Islington Giving achieved?

- We raise money Over £5m since our launch from businesses, residents and funders
- We bring new resources and opportunities to Islington through linking businesses, residents and voluntary organisations e.g. work experience, opening venues, volunteering
- We make the business case for investing in Islington Giving: 13 businesses have come into the borough to mentor young people in schools and colleges and offer skilled support to voluntary organisations
- We shine a light on the levels of poverty and inequality and its manifestations - mental ill health, isolation, reduced life expectancy
- We change lives. Islington Giving alone cannot move the dial on poverty and inequality but we can unlock opportunities.
 Islington Giving challenges public and voluntary sector organisations to run interesting and exciting services, activities and events at times and places that residents want.

This means weekends rather than Monday mornings for older people; during school holidays and weekends for families and young people. We've invested in 60 organisations since 2010.

- We have recruited over 4,000 volunteers and supported over 16,000 residents
- We bring people together, whether this is 100 women for Islington Giving's breakfast on International Women's Day, or Walk The Line, the 13.1 mile walk around the borough boundary wearing the Islington Giving t-shirt.

Islington Giving started as a campaign, but now has a permanent role in the borough. This is not the dream of economist E. F. Schumacher that 'small is beautiful', it's about grassroots action, understanding, listening and doing. We recognise that we have just started to make a difference and we are determined to make a long-lasting impact in Islington.

www.islingtongiving.org.uk

"We knew that giving grants was not enough. The stubborn issues of poverty and inequality cannot be tackled by one organisation or sector alone."



In Islington

38%

of children live in poverty. We have the least open space in England, the highest levels of depression in London, some of the country's poorest pensioners and the borough is in the bottom

20%

of deprived areas in England.



WHAT IS THE LONDON PLACE-BASED GIVING MOVEMENT?



The giving movement is defined by local need and the unique assets and challenges of each borough, so every giving initiative is different. However, in the time London's Giving has been working alongside developing and nascent schemes, a set of common aims. characteristics and values have emerged.

Our definition of a Place-Based Giving Scheme (PBGS) is 'a partnership of people and organisations with a range of local knowledge and skills who come together to develop an evidencebased giving programme'.

It may include some or all of the elements of fundraising, grant making and volunteering but underpinning it is the opportunity for the whole community to participate in making the borough a better place to live and work.

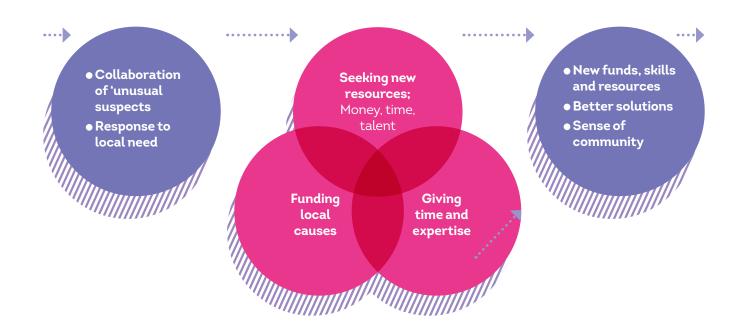
The objective is to identify and harness new money, skills and resources for the borough, find better solutions to local problems and help create a stronger sense of community by raising awareness of local issues and bringing people together.

What are the key values and characteristics that define a PBGS? Our experience has highlighted the following common factors. In some cases these are an aspiration and in others they have already been met.

2.1 Characteristics that define Place-Based Giving Schemes (PBGSs)

- A commitment to collaborative working; pooling resources, sharing intellectual and financial capital, where each has an equal voice and brings a different perspective
- A needs-led approach; responding to the needs of local people rather than the priorities of a donor or funder
- Independence from any statutory body; partners sign up to a common vision, mission and plan of action to make their borough a better place to live, work and study. The role of the local council should be supportive, at arm's length, respecting and recognising that PBGSs are independent initiatives rooted in local knowledge and priorities. PBGSs are not a substitute for council cuts
- A new platform for 'giving' to the local community; PBGSs bring in additional resources and enable more effective use of existing resources

- Built on extensive local knowledge and encourages a stronger sense of community
- 'Giving' is more than giving money; it includes traditional volunteering, individual and corporate, time banking, befriending and community activism. Everybody has something to give
- Recognises and leverages the many positive assets already in the borough
- Transparency in decisionmaking and accountability to funders and the whole community; through regular reporting on how resources are allocated and the difference they make.



ESSENTIAL ELEMENTS OF A PLACE-BASED GIVING SCHEME

What are the essential elements of a PBGS? Here we explain the salient features and illustrate them with case studies which highlight notable successes, fresh approaches and practical lessons.



3.1. Effective collaboration

Partnership is key to the place-based giving movement. By bringing together passionate and knowledgeable local people who don't normally work together but who share a vision, new ideas and approaches are generated and new money and skills brought to the community.

In the majority of cases the PBGS is itself a partnership of 'unusual suspects' bringing together the voluntary, private and public sector. Collaboration is also at the heart of decision-making and delivery, from involving local stakeholders on grants panels to inviting coalitions of local charities to apply for funding to meet a particular need.

There's no doubt partnership has its challenges. It takes time to get off the ground for example, and most of the PBGSs we work with have been in gestation for years before they launch as partnerships and ground rules are agreed.

The majority of active campaigns have taken between 18 months and three years from initial conversations to launch.

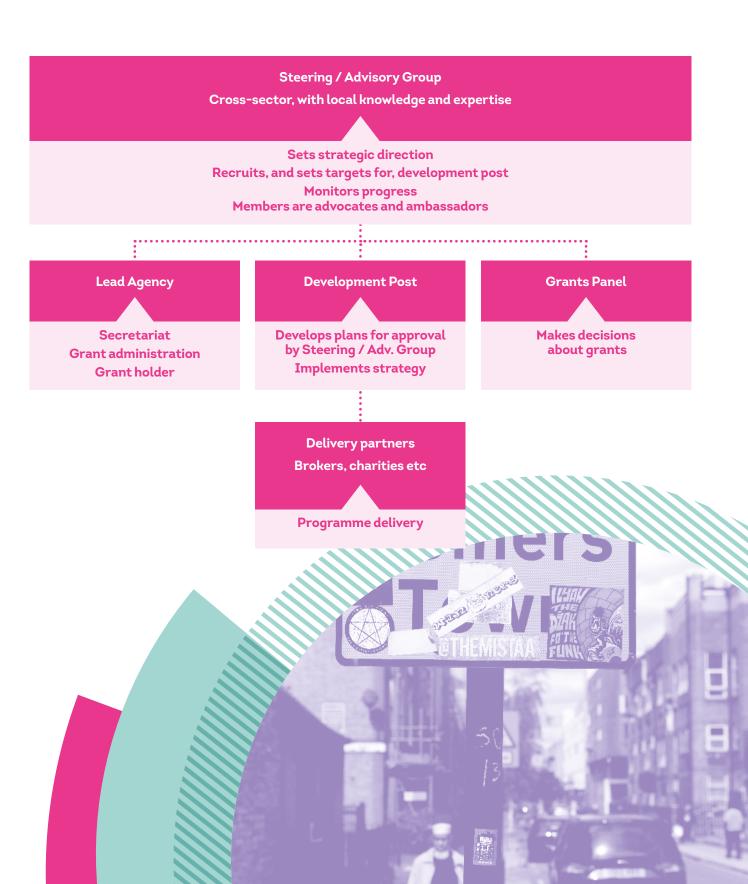
We hope with the knowledge and support of the London's Giving network we will be able to expedite that process for the development of future schemes, but in some ways a considered start is necessary and desirable. There are pragmatic reasons too; when bringing together local people with busy day jobs, the amount of time they can invest before the recruitment of a dedicated 'development lead' person (See diagram, page 15) is limited.

In most cases the form of the partnership is a Steering/Advisory Group or board who direct the development and implementation of the scheme.

The form and composition of this body should be reviewed regularly and be subject to change to meet the needs and objectives of the programme as it develops. For instance, an initial Advisory Group of interested parties may become a formal board with different or additional skillsets when the scheme launches, or if it becomes an independent entity.

This group is responsible for setting the strategy and typically initiates the development of the scheme by recruiting and directing a 'development lead' person. In several cases, it has proved most efficient for a lead agency, either a local grant maker or infrastructure organisation, to host the development post, hold monies raised as a restricted fund and carry out grant administration.

Typical structure for a PBGSs during the initial stages



Principles of Partnership



The principles for successful partnership in PBGSs are the same as any professional collaboration;

- Set out clear objectives and make sure everyone understands and supports them
- Agree how you will work together from the outset who will make the decisions and how?
- Get as many different perspectives around the table as possible from the beginning, without making it unmanageable. Consider including representatives of;
- Voluntary sector e.g. the CVS, volunteer bureau or other infrastructure bodies.
 Carefully consider including specific charities who may become grantees because they may rightly find it hard to be objective; there may be other ways to consult or involve them
- Local funders and/or regional and national funders with a particular interest in the borough

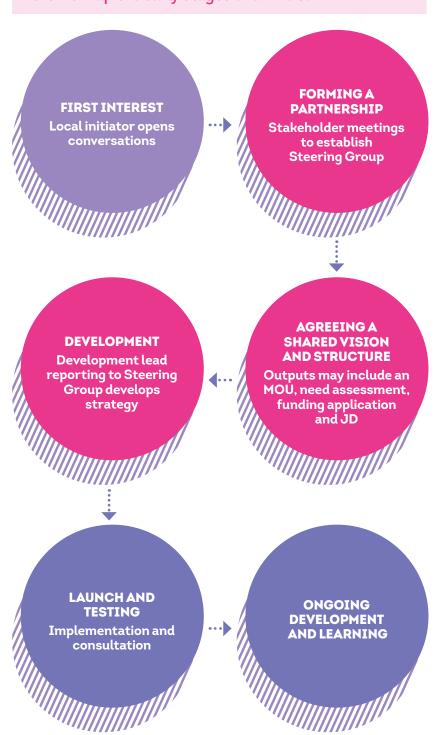
- Businesses include both small and large if you are fortunate enough to have big businesses in your borough as their perspectives are quite different
- Business Improvement Districts - a BID is a cluster of businesses in a small geographical area, often just a few streets, who agree to pay an additional levy to fund projects for the benefit of the group. These are most often projects to improve the physical environment, security or to promote the area, but also can be investments which help support a better community in which to work and attract customers
- The borough council, both councillors and officers
- Be transparent, make it clear who is involved and why and how representations can be made

Early stages of a **Place-Based Giving** Scheme (PBGS)

Collaboration case studies

How do you plan the first steps of a scheme and set things in motion?

Here we map the early stages of a PBGS.



To folllow are two examples of collaboration in action; a Chair's perspective on the role of the Steering Group in Camden Giving's first days, and the benefits and challenges of bringing together two voluntary sector agencies at Barnet Giving.

Case Study A view from the Chair





The London Borough of Camden is home to some of the world's most prestigious cultural institutions, a diverse and successful business community, a rich creative heritage and a knowledgeable voluntary sector.

Despite this, many Camden residents feel isolated or are living in poverty. Camden Giving has been established to create a fairer future for the people of Camden. The Camden Giving vision is to bring together businesses, the voluntary sector, residents and the public sector to build a brighter future for Camden residents. This approach is at the heart of everything Camden Giving does.

Camden Giving has a Steering Group comprising residents and representatives from businesses, the voluntary sector and Camden Council. Following a long period of discussion within the council and with the local voluntary sector a group of stakeholders was convened in May 2016, leading to the first meeting of a formal Steering Group in October.

Following the confirmation of the allocation of Section 106 (planning gain) funds to Camden Giving in autumn 2016, the wheels were finally in motion and with a grants pot already in place things were able to move very quickly. The Steering Group appointed a Director in March 2017 and the programme launched in April. Since then Camden Giving has awarded nine grants totalling £77k to support the communities directly affected by the Kings Cross Development. Voluntary

"Working with the council and Voluntary Action Camden has given us the infrastructure to get things moving very quickly."

Action Camden has been involved from the very beginning and administers the current grants.

Camden Giving is able to make the Section 106 money go further by leveraging its cross-sectoral relationships. For example, as well as receiving funds from Camden Giving local charities delivering



employability projects have been introduced to businesses and are now discussing access to local jobs. PBGSs are in a position to make the funds come to life in a way the Council cannot.

What is a Section 106 agreement?



A Section 106 is a legal agreement between a developer and local planning authority about measures that the developer must take to reduce the negative impact of a development on the community in order to secure planning permission. The most common measures are the provision of public open space or affordable housing as part of the development, or funds for education, highways or town centre improvements.

Simon Pitkeathley, Chief Executive of the Camden Town and Euston Town Business Improvement Districts and urban regeneration charity the Camden Collective, is Chair of Camden Giving. Here he talks about cross-sector partnerships as part of the DNA of Camden Giving and offers advice for other PBGS Chairs;

"I got involved personally because of a sense I've had for some time that when we talk about community we don't do it in a way that includes business, and professionally because businesses already do a lot in their communities which isn't always recognised, and it makes sense to co-ordinate that.

"It's essential to have a range of people round the table. If you are creating a space between the sectors you need to have them all represented in the room. The challenge is that those different perspectives all need to be heard. Handling people's sensibilities is part of the job. The key is recruiting someone like our Director who has experience of both business and the voluntary sector; she makes things happen fast in a matter of fact way and that helps diffuse potentially conflicting points of view.

"Working with the council and Voluntary Action Camden has given us the infrastructure to get things moving very quickly. We only have a year's funding for the Director's role so it was important to see success fast. The high number of applications for the initial grants round show that there's a demand for what we do and we have already succeeded in getting out to the groups we exist to support.

"I would advise Chairs of other fledgling giving initiatives to hire someone brilliant and let them get on with it. Chair effectively and keep a low profile. When you have limited resource the person running it needs enabling, not distracting.

"We have a strong, coherent group which is able to navigate tensions and we have made a good clear start. From my perspective as Chair, that's what's important."

www.camdengiving.org.uk

Men in the south of Camden have a life expectancy 11 years shorter than men in the north of the borough

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34%

of children and

32%

of older people in Camden live in poverty, the national average is

18.1%

Camden has the second highest number of businesses in London but only 8% of jobs in Camden go to residents

Case Study

A partnership of local expertise





Barnet is one of London's largest outer boroughs and relatively affluent but its challenges include significant and growing groups at particular risk of social isolation such as older people, disabled people, the unemployed and young families, combined with a lack of support and community infrastructure.

Barnet's small charities have been hard hit by cuts and changes in the funding and operating landscape. Both Inclusion Barnet, a peer-led disabled and deaf people's organisation, and CommUNITY Barnet, the community voluntary service, began to consider the development of a PBGS to address this by enabling communities to help themselves and engaging a wider section of local residents and businesses.

In summer 2014 the two organisations began working in partnership to establish Barnet

Giving. Inclusion Barnet carried out the initial 'legwork' and has become the lead/accountable body. A Steering Committee comprises an independent Chair and the CEOs and one trustee of each of the partners. An advisory panel of local people sets the grant making strategy and makes funding decisions as well as advising the Steering Committee on Barnet Giving's overall direction. The panel includes local voluntary sector professionals, community leaders and long-term volunteers.

In the first year the London Community Foundation administered the grants programme and matched any funds raised by 50% from an existing endowment.

Drawing on the combined knowledge and experience of these two well-established and embedded organisations and alongside community consultation events seeking the views of local charities and residents, the decision was made to focus Barnet Giving's grant making on social isolation, developing community links and promoting independence.

Barnet Giving's first open grants round of £30k closed in January 2017, making grants of between £1k and £5k. The long-term aim is to develop some strategic funding initiatives around borough priorities and to build a legacy fund.

The development of a partnership agreement began early in discussions between the two partners. It was modelled on other delivery partnership agreements but Barnet Giving Project Lead, Ruth Tosha Mulandi, said it proved to be more complex.

"Usually the agreement is quite straightforward; a lead organisation gets the money and is accountable. The relationship between the partners in Barnet Giving is much more equal and multi-faceted. Funding comes from multiple sources and we are accountable to each funder. Ownership of branding and copyright is complex as Barnet Giving is a distinct initiative rather than simply a service that is being co-delivered. And we had to consider succession planning; what happens if one of the parties decides to walk away or a new partner comes in? Both partners had legal help and it took a long time to reach agreement."

Ruth's advice to others treading the same path? "All partners have to be absolutely on-board and collaborative. Draw on one others' areas of strength and be prepared to keep working on it."

"All partners have to be absolutely on-board and collaborative. Draw on one others' areas of strength and be prepared to keep working on it."

Toby Blume, Chair of Barnet Giving, says: "As a firm believer in the idea that local solutions to problems are more likely to be sustainable and effective, local giving schemes are an ideal way to bring about positive change in our communities. We have the potential to bring people together, to work towards common goals to make Barnet a better place for all of us."

www.barnetgiving.org.uk



Creating a successful multisector collaboration means having representatives from all of those sectors round the table from the beginning.

Collaboration is much more than just delivering a service together, be prepared to keep working on it.



of Barnet's children live in poverty



Unemployment is

higher than the national average



Barnet has the highest number of adults with dementia in London

3.2 Establishing the need

PBGSs are in a unique position being entirely driven by the needs of the borough and shaped by its assets.

A primary objective of many of the established and developing PBGSs is to highlight and address hidden inequalities and focus on needs which are not being met by current funding and support structures. Clear evidence of local need is essential to building a credible PBGS and can both direct funding priorities and be the key to engaging support.

London combines the wealthiest and most culturally rich parts of the UK with the poorest and most deprived, and London boroughs are a microcosm of this. The contrast can be the greatest in those boroughs perceived as the most affluent such as Islington, and Kensington & Chelsea where poverty and isolation are hidden. The realities of life in all boroughs can be shocking and surprising.

There are many sources of quantitative data about the lives of Londoners which is easy to access and familiar to local providers (see the list of London Data Sources on page 51). PBGSs may also choose to commission research or conduct their own consultations. Below are some examples of how PBGSs have brought to life the experiences of residents, and used those to shape their funding priorities and engage support. For several, this helped guide the design of their scheme, and in others it's an ongoing element of how they involve the community and respond to their needs as well as motivate funders and volunteers to get involved.

Case Study

Vital Signs - Taking the community pulse

Three of London's
PBGSs are delivered by
The East End Community
Foundation (EECF);
Newham Giving,
Tower Hamlets Giving
and Hackney Giving
in partnership with
Hackney CVS.

These programmes bring together a range of partners and donors to work collaboratively, drawing on local expertise to achieve a greater social impact.

The funding priorities of these three PBGSs are determined by Vital Signs, a research report and local charitable giving guide which draws upon official statistics and the views of local people to provide a health check of social issues in each borough.

Vital Signs is defined by 10 social themes including Environment, Education & Learning, Strong Communities, Housing and Homelessness, and Work, which are graded from A-E as determined by a mix of community consultation and comparative data.

Everyone who lives and works in the three boroughs is invited to participate in a short survey. Last year 400 people took part. This year the EECF entered all respondents into a prize draw to win £1,000 for a community group of the winners' choice and received over 600 responses.

Alongside the survey, comparative data is drawn from multiple sources including the Department of Education, the Department of

Health and the Indices of Multiple Deprivation (see Useful Reports, page 50), and assesses how each borough and the East End as a whole is performing compared to London and the UK.

Vital Signs is updated annually, which ensures that the activities of the PBGSs can always be focused on current need and funders can be confident their money is being well directed. The community consultation can also uncover something statistics may not how people feel about the place they live. Perception can be just as important as what is actually happening because it alters how people choose to live their lives and whether they are able to make the most of what their borough has to offer. For example, 'safety' has consistently been at the top of concerns in all three boroughs despite falling crime rates. The perception of unsafe streets, especially after dark, can prevent people from going out and compound problems of isolation and poor mental and physical health.

In 2015 Vital Signs revealed that residents felt very strongly about anti-social behaviour, particularly in Tower Hamlets. As a result EECF has committed £100k to the roll-out of a successful programme developed by housing association Poplar HARCA in partnership with the Metropolitan Police in Lansbury. It involves convening monthly problem-solving groups bringing together local youth groups and other community and voluntary organisations to plan and coordinate activity. As a result, antisocial behaviour in the area reduced by 40%. EECF has now established another problem-solving group

in Poplar in partnership with the Council, Metropolitan Police and Poplar HARCA and is carrying out a mapping exercise to establish where it is most needed next.

Vital Signs was developed by the Canadian Community Foundation and is licensed by the UK Community Foundation for use by its members. Although not available outside the Community Foundation network, it does show how data and community consultation can be combined to great effect, and uncover the real experiences of Londoners.

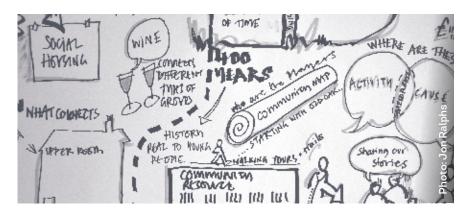
Tracey Walsh, Chief Executive of the EECF says: "Vital Signs has been transformational for our work in the East End. It is a powerful tool with multiple functions. It defines what we do with our money, it gives a voice to the whole community and it shows funders that their money is being targeted where it is most needed. It also celebrates our communities; this year our consultation survey includes a question on what people love most about their borough, and it has become clear that people are passionate about their community and love its sense of connectedness."

www.eastendcf.org.uk



Case Study

Hammersmith and Fulham - The Big Conversation



At the heart of PBGSs is local knowledge founded on local need and wide ranging consultation.

These are vital in ensuring effective giving is targeted at local priorities and aspirations. Hammersmith United Charities (HUC) and its sister charity Dr Edwards and Bishop Kings (DEBK) share a common heritage and will both celebrate their 400th anniversary next year. They became separate charities in 1863 to mirror local government boundary changes. DEBK took responsibility for Fulham and HUC took responsibility for Hammersmith. 150 years of separation has led to the two charities developing distinct identities and cultures.

The forthcoming 400th anniversary has prompted both charities to undertake some self-reflection. Both wanted to reconnect their activities to local people beyond the residents of HUC's sheltered accommodation and the beneficiaries of grants from both charities. Accepting that both existed because of the generosity of local residents in the 17th Century, they were keen to explore how that

sense of locally based philanthropy and community connection could be rekindled in the 21st Century. Both recognised that this new campaign would be stronger if they joined forces, pooled resources and recognised the modern identity with the borough. The new campaign organisation's name 'United in Hammersmith and Fulham' called for a renewed sense of solidarity at many levels.

Hammersmith and Fulham Council has confirmed that it will fund a three-year development programme and the City of London Corporation's charitable funder City Bridge Trust has invested for one year when it will review progress with possible further funding.

As part of the self-reflection in preparation for the 400th anniversary, HUC has undertaken an exhaustive programme of consultation and community engagement known as the Big Conversation. The team met with existing grantees, local council Cabinet members, and senior council officers, leaders of statutory and voluntary organisations, businesses and developers. The dialogue informs the charities on the diversity of local need and delivers a range of

perspectives on how those needs might be tackled. It clarifies HUC's contribution to that process and demonstrates the richness of community groups and their activities. The Big Conversation has laid strong foundations for partnerships to be forged and networks to be developed.

It was a two-way process. HUC despite being around for 399 years was little known except for its main business running alms houses. Its grant making (only re-introduced in 2012) was less well-known. The Big Conversation has changed all that, introducing the work of this endowed charity to a wide cross-section of community and business leaders, ensuring that its work and aspirations for the future are widely communicated. It has meant that ideas for the development of a PBGS have been widely tested on an informal basis. Some of the main themes of the 'United' campaign have emerged from the comments of those Big Conversation participants.

One exciting and engaging element of the consultation involved two graphic-centred events. The first delivered a visual translation of what a range of people thought was important about the borough community. The second resulted in an action plan for addressing issues and building on assets. The images, on display in HUC's offices, are a daily reminder to the team and to visitors of the issues, emotions, as well as hard information on what matters to the people of Hammersmith and Fulham.

www.hamunitedcharities.org.uk

www.debk.org.uk

Case Study

Richmond - Surprising snapshots of residents 'On the Edge'



Hampton Fuel Allotment Charity (HFAC) and Richmond Parish Lands Charity (RPLC) invest in organisations and people in Richmond through grants and the provision of charitable housing.

Applications to the two charities are increasing year on year and demand is rapidly outpacing supply of funds.

The two organisations jointly commissioned a piece of research into the unmet needs in Richmond. Entitled 'On the Edge', this has

become a call to action to other stakeholders in Richmond to be catalysts for change in the borough. Interviews with over 100 individuals working with people in need across the borough and representatives of over 80 local organisations and charities contributed to the research findings, as well as residents already in, or on the edge of, crisis.

The research found that the perception of Richmond as a wealthy borough masks the level of poverty and need across the borough. People whose lives are in fragile balance owing to issues such as disability, poor mental health and isolation are being tipped into crisis by ineffective,



Being able to demonstrate clear evidence of local need is essential to the credibility of a PBGS and has multiple benefits, including better targeted funds and engaging funders and partners.

disjointed or unavailable services following changes in national and local government funding and cuts in benefits. The cost of living in Richmond is very high, especially for people on low incomes, and carers are increasingly hard to come by because they can't afford to live there. One severely physically disabled respondent with a mental health diagnosis explained that she is allotted 23 hours of care a week but receives only six because of the difficulty of finding sufficient carers.

Among its many assets, Richmond enjoys a thriving voluntary sector and the highest volunteering rate across London (50% versus a London average of 26%). However, trusted local organisations are also at risk as a consequence of changes in commissioning and cuts in funding.

'On the Edge' recommends the development of a PBGS in the borough as a way to harness and coordinate the support of other funders, businesses and residents. A scoping exercise for a PBGS is now underway.

Jonathan Monckton, Director of RPLC, says: "We commissioned the 'On the Edge' report to make clearer some of the needs, concerns and priorities in the coming months and years. Many of the case studies in the 'On the Edge' report highlight just how desperate many people are finding life. The money the local funding charities have available for distribution to local good causes can only go so far. RPLC and HFAC trustees believe that across the London Borough of Richmond there is considerable interest in, and capacity for, stronger local community, commercial and individual input into supporting

the vulnerable and needy. With greater collaboration the support offered by the local grant making charities can be complemented through other organisations and individuals pulling together by sharing resources – capital and financial, time and skills – offering hope of a fresh start in the face of uncertain economic times."

www.rplc.org.uk

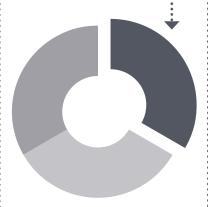
www.hfac.co.uk

"The research found that the perception of Richmond as a wealthy borough masks the level of poverty and need across the borough."



Richmond has the highest proportion of people over 75 in Greater London, and there is predicted to be a significant rise in the number of people with dementia and older people with mobility problems.

Almost a third of 16-19 year olds in Richmond have some sort of mental health issue.



Richmond is ranked 6th lowest out of 32 London boroughs for low GCSE attainment among pupils on Free School Meals.

3.3 Mobilising the community

How do you get residents and businesses to give 'time, talent and treasure' to their communities? Communication is key to fundraising and encouraging participation. The aim is to build a strong local brand as well as raise funds.

Community fundraising itself is 'a tough call' competing with so many other local causes, such as schools, hospices, hospitals and open spaces. New development lead workers have to prioritise and community fundraising takes time.

Here is what our experience shows works well:

- Understand and use your community assets - for example;
- Kensington & Chelsea, with its high percentage of private schools, has forged relationships with them which have raised both awareness and funds, (see Kensington & Chelsea, page 31).
- Lewisham Local encourages community participation by working with some of its many small businesses (see Lewisham Local, pages 40-41).
- Hackney Giving engages employees of Hackney-based businesses through live crowdfunding events in exciting local venues, (see Hackney Giving, page 30).

- Love Kingston's exciting campaign mobilises the community on February 14th when team challenges, bake offs, sponsored rides and runs for Kingston and even a Love Kingston beer raises the profile of the campaign as well as money (see Love Kingston, page 32).
- Make friends with the local media; if they come to see you as a source of community good news stories they will help you get the word out. Good pictures help with getting coverage.
- Quick wins are important after the excitement of a launch getting some money out to local projects as quickly as possible provides the evidence and momentum to keep people interested.

Case Study Creating the brand

Essential elements of a Place-Based Giving Scheme







Sutton is one of the least deprived boroughs in London. However, look behind the affluent exterior and there are significant levels of deprivation.

Building a campaign and evidencing need was reliant on accurate local data forming a basis for themes for grant making priorities. The Steering Group for Sutton Giving had scrutinised available data and set the strategic direction. Its vision is a simple one - 'a borough where everyone is given opportunity to reduce inequalities, improve lives and strengthen community'. The initial focus in looking to Sutton's future is supporting young people.

Sutton is already home to a higher proportion of young people than the national average and that trend is set to continue. The youth population is becoming more significant, with a projected increase in the five to 19-year-old age group expected to be 19.8% vs 13.7% in London and 7.5% in England.

A close partnership between Sutton Centre for the Voluntary

Sector (SCVS) and London Borough of Sutton worked to build a Steering Group comprising of members from local and national business with local representation in the borough along with members of the voluntary sector. A first task was to translate the common vision into a brand which would inspire and e involve the local community.

Sutton Giving was launched with minimal marketing budget. It was key to develop a stand-out brand to compete in a borough laden with community based brands. It needed to articulate the initiative's reason for being and associated values whilst building trust and emotional engagement with audiences.

The first stage was creating a brand position that would guide all communications. It needed to be relevant, distinct, credible and benefit-driven to communicate the emotional benefits, not solely the functional benefits of the venture.

A 'brand wheel' captured Sutton Giving's personality, core values and also how the brand should talk. look and make the audience feel. At the centre is the scheme's brand essence - the heart and soul of the brand summarised

in a short sentence. This brand wheel was produced in close collaboration with key members of the newly formed Steering Group.

Following the brand wheel exercise, a carefully crafted creative brief was developed to develop a brand name and associated look and feel. The brief was for visuals, a logo and brand guidelines. The selected team were Juice Creative, a Sutton-based creative and branding agency.

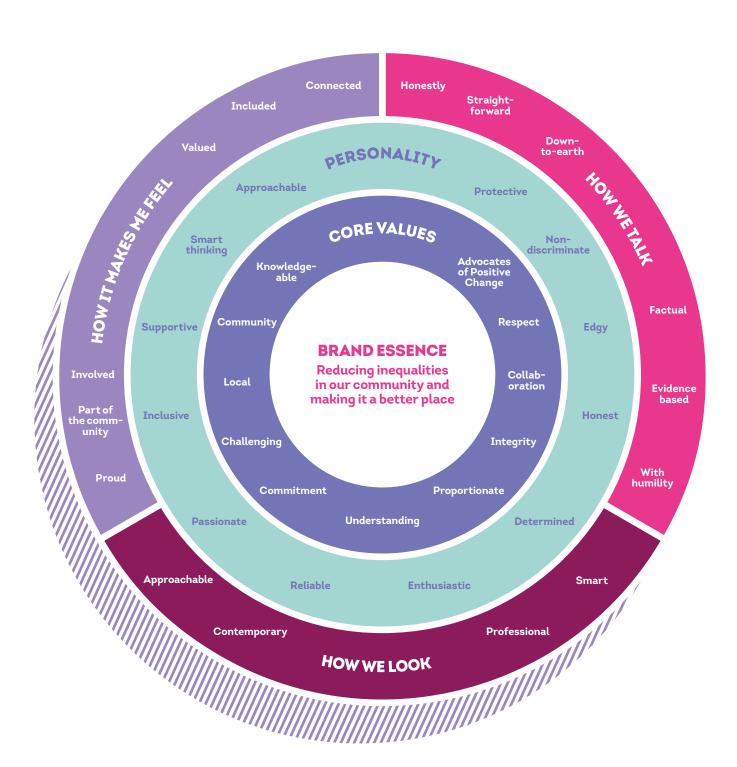
There were four stages of development resulting in these shortlisted logos that were tested with the community and Steering Group and ranked. The first logo, on the left was by far the most popular and has been selected to represent Sutton Giving.

Designs were produced on a pro bono basis. Postcards, posters and the website sing out a coherent message 'Our people, Our Place, Our support.'

The initiative now has an established brand in Sutton following a launch in February and includes a live website. The process of engaging with businesses has begun.

www.suttongiving.org.uk

Sutton Giving Brand **Positioning Wheel**



Case Study Putting the fun into crowdfunding





Hackney Giving supports small charities who work at a grassroots level with people and communities.

Launched in 2014, the programme has raised and distributed over £300k to local projects. Hackney Giving is a collaboration between Hackney CVS and the East End Community Foundation that is addressing the disconnect between gentrification bringing new people and businesses into the borough and the disadvantage and poverty continuing to blight the lives of many residents.

Hackney Giving gives small grants of up to £5k to charities supporting health and wellbeing and employment for local people. It also raises funds and showcases the work of Hackney charities

through Hackney Giving Live, a regular live crowdfunding event delivered in partnership with The Funding Network.

Three local charities are given 6 minutes to pitch to quests, followed by a 6 minute Q&A. The guests are invited by Hackney Giving's business supporters, from The Funding Network's membership and Hackney Giving's own contacts. The charities are selected to demonstrate the diversity of Hackney and its voluntary sector. At the first event the three charities pitching were a therapeutic gardening programme for people with HIV, a young people's theatre and a creative programme for unemployed women. Following their pitch charities are asked to leave the room while participants pledge money to those they find most

inspiring. The events typically raise in the region of £10k.

The events are hosted at interesting and aspirational venues. The last event at the former White Cube Gallery included a set from TV comedian Ava Vidal.

"As well as raising essential funds for local charities," says Communications Director Matt Bray "the live events are an excellent way to create interest in Hackney Giving. Through Hackney Giving Live and its grants programme, Hackney Giving has been able to support a broad spectrum of small grassroots projects that larger funders would find it difficult to reach. It has also helped Hackney residents to understand how fantastic their local charities are."

www.hackneygiving.org.uk

Case Study Going back to schools

SENSINGTON FOUNDATION

The borough of Kensington and Chelsea is associated with prosperity and privilege but it has the greatest gap between wealth and opportunity of any area in the UK.

The life chances of a significant number of local people are limited by problems such as poverty, lack of opportunity, poor physical or mental health and isolation.

The Kensington & Chelsea Foundation was founded in 2008 by a local resident who felt that people in the local community could do more to support each other. It raises money and in-kind support for local charities. To date the Foundation has raised over £4m for projects supporting local people.

52% of children in Kensington and Chelsea are in private education. The Kensington & Chelsea Foundation works closely with schools, both state and independent, to talk to young people about their borough and encourage them to fundraise for local causes. They speak at assemblies and present a range of local charities or campaigns and ask young people to vote on who they wish to fundraise for. They also arrange intergenerational events such as choir recitals for older people. In 2015/16 schools raised £30k for local charities via the Kensington & Chelsea Foundation and educated thousands of young people about the challenges faced by their neighbours.

www.kandcfoundation.com



25%

of families in Kensington and Chelsea live in overcrowded conditions yet

43%

of older people live alone and are at risk of isolation and loneliness.

In the borough that is home to Harrods and Harvey Nichols, visits to foodbanks rose by

25%

in 2015.



Case Study The difference a day makes

Essential elements of a Place-Based Giving Scheme



Launched in 2012, Love Kingston gives grants to local charities and connects those willing to help with those in need.

Prior to 2012, Kingston had no fund dedicated to it (it was one of only two boroughs without this). Hilary Garner, Chief Executive of Kingston Voluntary Action, wanted to create a reliable source of funds to support small local charities and believed strongly that the voluntary sector needs to be seen to be 'doing it for themselves'.

Unlike other giving schemes in London, the majority of the money that Love Kingston raises goes into a legacy fund to ensure a sustainable income stream for Kingston groups, with one fifth of money raised going out to groups yearly in grants. There is now close to £400,000 available to Kingston, with an ambitious target nearing £1m by the end of 2020.

This year Love Kingston grants went to four local charities that tackle issues of isolation and integration; The Vintage Banquet, a lunch club for isolated older people, LGBT Forum, Refugee Action Kingston and Express CIC, for young people with autism and their families.

Fundraising takes place throughout the year, with a key drive taking place on Love Kingston Day, February 14th, which of course coincides with Valentine's Day. Love Kingston Day is a community-wide event designed to get everyone talking about Love Kingston. Schools, businesses, community groups and residents are encouraged and supported in running their own fundraising activities. The Kingston



First Business Improvement District helps to engage local businesses and together with a local college displays posters all around the town. Love Kingston has also built good relationships with local media, including Radio Jackie and the Surrey Comet who promote and champion the Day.

Activity this year included;

- A community choir launched festivities by performing at the 'Undercroft' a preserved chalk and flint barrel-vaulted cellar in the basement of John Lewis that is rarely open to the public
- The Double Tree Hilton created a Love Kingston cocktail
- Local IT company IQinIT developed a virtual reality experience for paying guests to explore new worlds
- A sparkling reception event was held at restored deco masterpiece Dorich House, once home and studio for artist Dora Gordine

Love Kingston runs a series of fundraising events during the year

including Ride London, a quiz aimed at local residents and a choir competition.

The Mayor of Kingston recently announced her support to build a parochial trust for the borough and will be supporting events throughout the year.

www.love-kingston.org.uk



Effective fundraising and communications are part of the same job of raising awareness and engaging support. Play to your local strengths!

3.4 Fundraising from grant makers and local authorities

The support of trusts and foundations in underpinning place-based giving has been critical to its success. It is especially important as a source of pump-prime funding to kick-start nascent PBGSs.



Consider the full range of funding sources and find out who is invested in your borough and how you can help them achieve their objectives

Charitable trusts have traditionally backed innovation, but not until relatively recently have they been noted for their collaborative approaches. Each is set up with very specific objectives, often with tight geographical boundaries that makes collaborative working and establishing a 'pooled fund' challenging.

Islington Giving has shown that under the leadership of Cripplegate Foundation, and a commitment to a common vision this can be overcome. Several local grant making trusts, a major regional funder, City Bridge Trust, The Macquarie Foundation and recently Big Lottery Fund are combining resources to build a healthy fund targeted at local causes where relatively small amounts of money can make a real difference. Regional and national funders benefit when they connect with local trusts and voluntary and community sector leaders who are in a stronger position than themselves to identify and respond to local need because of their deep local

knowledge - a 'win, win' for the community and grant makers alike.

Southwark Giving and United in Hammersmith and Fulham are demonstrating that local grant making trusts, by working together, can achieve much more than when operating as 'sole traders.'

City Bridge Trust in the vanguard

Place-based giving in London owes a debt of gratitude to the enlightened leadership and continuing support of the City of London Corporation's charitable funder, City Bridge Trust for both London's Giving and many of the giving initiatives within the network. It is in the vanguard of promoting philanthropy, new forms of giving in London and harnessing social capital. Its commitment to collaborative working has helped provide a firm foundation for the 'place-based giving movement'.

Local Authority funding

A supportive local authority can be an important part of the PBGS mix and councils as varied as Barnet, Camden, Hammersmith and Fulham, Southwark and Sutton are supporting their PBGSs with funding, connections and/or expertise. This commitment is helping unlock resources from charitable trusts and foundations which are reluctant to be seen as lone funders. In some boroughs however, independence from the local authority is important to the voluntary and community sector because they don't wish the PBGS to be perceived as a substitute for local authority cuts.

In Camden, as discussed on pages 18-19, the allocation of Section 106 funds to the PBGS has allowed a scheme which has been long in the planning to establish itself very quickly and distribute funds to the local community at its launch. This is a fantastic model for other boroughs to explore.

3.5. Working with business

Businesses of all shapes and sizes have been fundamental in the development of PBGSs across London and bring a host of benefits, from adding a commercial perspective on boards and Steering Groups through to providing skilled volunteers and funds.

The key to building a successful relationship is understanding how participation can meet businesses' objectives, be that to show they are 'doing the right thing' (in which case demonstrating impact is fundamental) to more direct benefits for them such as improving staff retention and reaching new customers.

While many businesses will see the benefits of strengthening the communities they work in and are keen to benefit from the expertise of the local voluntary sector, there is likely to be a lot of competition for their time and money so the 'case for support' needs to be clear.

The first step in engaging business in a giving campaign is understanding the profile of businesses in the borough. The motivations of businesses and what they offer vary widely according to their size and the nature of what they do.

Many of the central London boroughs benefit from hosting big businesses with a large staff and dedicated CSR professionals, particularly those bordering the City of London. Others will benefit from the community focus of SMEs (small and medium enterprises), retailers and local branches of national and international businesses such as banks and hotels.

The following three case studies look at how various PBGSs have successfully engaged businesses, and their advice on how to develop mutually beneficial relationships.

Case Study

Business on board from day one

Southwark combines a rich history as a colourful Thameside gateway to London with a modern makeover as a hub for big business.

It's now home to the sleek More London Riverside redevelopment and some of the most affluent areas in the country, but it also contains eight neighbourhoods which are classed as being in the bottom 10% most deprived in the country.

In September 2015, having observed the success and potential of the place-based giving movement in London, Community Southwark, the umbrella body for the community and voluntary sector, convened a diverse group of stakeholders to explore the possibility of developing a philanthropic initiative for the borough. Southwark Council invested funding for set-up costs for the first year of developing the scheme and four funders covered the cost of a piece of research into needs in the borough called 'A Tale of Two Southwarks' which highlighted the disparity between the life chances of Southwark's residents.

A formal Advisory Group was established involving representatives of five local businesses, two **Business Improvement Districts** and three local funders.

Southwark Giving secured funding to cover initial start-up costs and some community investment. It is continuing to secure investors. Its goal is to raise at least £1m in five years to 'unite Southwark to tackle local disadvantage'.

Head of Southwark Giving, Helen Atwood, explains what motivated the businesses round the table to get involved and gives her advice for making a diverse partnership work.

"Consolidating the Advisory Group, building relationships and a sense of ownership have been crucial first steps for us."

"The businesses on our Advisory Group have a genuine interest in being better neighbours to the borough and believe in the power and benefits of collaboration. There's a desire to get together and create something good for the borough. Being involved from the beginning means they can help to shape the opportunities for their business to take part.

"Southwark Giving is an appealing initiative because it is new and innovative. We are starting from scratch so there is no fixed way of working and we can create new approaches to best meet the needs in our borough.

"My advice to other start-up PBGSs is to include as many sectors as possible from the beginning as this provides a diversity and richness of perspective.



This helps on many levels but particularly when setting your strategic foundations which underpin the initiative. Having a funder and business perspective and insight is invaluable.

Consolidating the Advisory Group, building relationships and a sense of ownership have been crucial first steps for us. In our Advisory Group we have created a friendly and open environment for honest discussions and made it fun for members along the way.

"One challenge of a diverse group can be finding consensus and that takes time. Managing expectations is important. Another challenge is pace, organisations move at different speeds and businesses especially can expect a lot to be delivered quickly. Working collaboratively can bring challenges but it is achievable because everyone is working towards a shared purpose.

"By working together we have laid strong foundations for Southwark Giving and created a clear vision which will allow it to grow and thrive."

www.southwarkgiving.org



Case Study **Bringing big businesses together**



In 2011 Macquarie Group, a global investment bank and financial services institution with more than 13,500 employees globally, moved its European headquarters across the border from the City of London into Islington.

Following a chance meeting at a conference, Macquarie began work with the Cripplegate Foundation on a programme to build the capacity of the voluntary sector through skilled business volunteer placements. Cripplegate then invited Macquarie to be a partner in the development of Islington Giving.

Macquarie became the founding member and principal funder of the BIG Alliance (Businesses for Islington Giving) which facilitates employee volunteering and business engagement to support the social and economic regeneration of Islington. It has 14 member companies including Expedia, Slaughter and May, and MUFG. The programme is run by ELBA (the East London Business Alliance) and is delivered by a team of six staff.

The BIG Alliance put the skills of its member businesses to work in two areas; education and community. Its community programme provides capacity building support to charities by matching trustees, providing executive coaching for charity directors and placing skilled professionals in charities to carry out much needed tasks such as writing business plans

and developing communications and IT strategies.

The education programme has grown from a mentoring programme in one school in 2013 to working with eight secondary schools and two colleges across the borough. Year 10 and Year 12 students apply to be matched with an employee from a member business, with whom they meet regularly over the course of nine months. The programme aims to introduce young people to the world of work, raise aspiration, enable students to identify career goals, and develop students' employability. Mentors are trained and given resources to develop key employability competencies such as resilience, adaptability, and confidence.

The businesses benefit from their staff developing skills outside their day-to-day role and investing in the next generation of local talent. Because the programme lasts for a whole academic year the volunteers see the difference they are making.

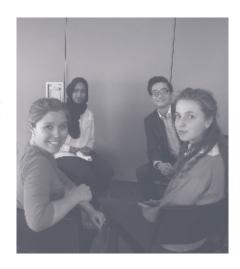
Rachel Engel is Head of the Macquarie Group Foundation, EMEA (Europe, Middle East and Africa) the principal funder and founder of the BIG Alliance and also a member of the Barnet Giving Steering Group. She tells us why Macquarie got involved with Islington Giving:

"Our role in the development of the BIG Alliance was about making a long-term investment in our local area. We took the same approach as we do with our grants programme, to be innovative and build capacity.

"My advice to businesses thinking about supporting a PBGS such as Islington Giving is to be collaborative, and by doing so you will get the greatest impact. The BIG Alliance has enabled us to innovate and invest over the long-term, directing funds and resources to a need within our local borough. In practical terms, we fund The BIG Alliance and their Project Managers in Islington to connect the dots, find the opportunities, complete the due diligence and to ensure the needs our volunteers are addressing, have an impact and are sustainable.

We are a relatively young investment bank which is collaborating with funders who are 500+ years old - on paper this should be highly complex. In reality we have similar mind sets around investing locally and for the longterm, being creative and strategic and going where the need is. Working with local experts means we are not 'parachuting in'; they have the knowledge and we have the skills. Collaboration is key to the success of this partnership not just with funders but other businesses as well."

www.islingtongiving.org.uk/website_/the-big-alliance/



Case Study

How engagement can blossom into a meaningful relationship





Kensington and Chelsea has a diverse population and a mixed business community, from the highest end retailers, big estates and property companies to restaurants and street traders.

The Kensington & Chelsea Foundation has succeeded in engaging a broad range of local businesses as donors, both financial and in-kind, and

supporters. Foundation Director Susan Dolton shares her advice for approaching and building mutually beneficial relationships with local businesses.

1. Getting the message out brings businesses in. Being better known is absolutely crucial to engaging more businesses. The greatest joy I've had is when a business comes to us because they've heard about our work. We target local publications, use social media, and we hold our own events and piggy back on other people's. Some recent activity has included;

- A local café donating £2 from the sale of every pancake
- A new branch of Tesco on Brompton Road asking me to open the store and donating £500
- A local estate agent recently donating £17k worth of office furniture which we were able to upcycle with local charities. They also donated £5k to one of our campaigns.
- 2. Research your patch. What businesses are there? Who are the key players? Approach the CEO directly and ask them for a meeting.

- 3. Show that you can make it easy for them. We make it clear that we understand that people in business are busy and it can be difficult for them to make things happen, especially on a local level and that's where we come in. We reassure them that we have become expert on local needs and offer to advise and match businesses to causes and campaigns which really resonate with them and their teams. They can give knowing we have carried out all of the due diligence and that we will monitor how their contribution is used and feed back to them
- **4.** Always remember it has to work for them too. It's very important to listen to businesses and see where they are on their journey. Whatever you do with them has to be beneficial for all parties the business, you and the benefiting charities.
- 5. What are they able to contribute? We've found that to expect businesses to wave their cheque books at you when you first engage with them is unrealistic. Don't be disappointed if things appear to start in quite a small way or that you feel as though you are getting nowhere. Keep going and once there is mutual trust, the relationship develops and the financial commitment follows.

As part of our non-financial offer to businesses, we act as a central resource for re-housing unwanted high quality items such as IT equipment, furniture, toys or cosmetics with charities and local community groups. We find that businesses like to contribute in this way and it often leads to bigger gifts. They can also help by

promoting your campaigns or messages through their own channels and also by offering space and refreshments for wider networking events.

"It's very important to listen to businesses and see where they are on their journey. Whatever you do with them has to be beneficial for all parties – the business, you and the benefiting charities "

6. Make them feel part of a family.

We act as a facilitator, not only between individual charities and businesses but bringing groups of people together from all sectors so that meaningful relationships are formed between givers and receivers, benefitting all sides. We include our businesses in our events and also arrange bespoke volunteering opportunities for their teams.

7. Positive peer pressure - businesses acting together

Recently we have been asking key partners to host networking events for us. We've had a lunch for 20 local businesses and a breakfast for 10 hotel general managers. These brought some key players

from some of our most prestigious businesses together. A personal invite from a well-known local CEO can be particularly persuasive. When you get a group together, it's much easier to conjure up for them that they will become part of a network fixed on improving the local community.

8. Making sure you look after them and grow your relationship.

It's important to keep all of the businesses in your network informed and engaged, not just those who are giving but those you have contacted and want to continue to warm. We've introduced business only e-newsletters and we put business stories on the 'latest' section of our website and in the local council newsletter. We also invite businesses to our events. We know that they appreciate feeling part of something bigger and for their contribution to be acknowledged.

www.kandcfoundation.com



Don't ask for money in the first instance – understand what local businesses need and start to build a reciprocal relationship.

3.6 Giving time

The place-based giving movement is not just about money; at its best it enables everyone in the community to get involved.

The benefits of volunteering are well-documented as being far greater than the act itself. Properly matched and managed, a good volunteering experience develops skills and confidence, raises awareness, creates a sense of belonging and support networks. It can be a first step back into employment for someone who is long-term unemployed, a reason to get out of the house for the socially isolated or the first step in becoming a local philanthropist for a wealthy resident.

Big businesses too have long recognised staff volunteering as a core aspect of their corporate social responsibility programmes and a key tool in attracting, developing and keeping staff, and many have target percentages for staff participation.

Engaging a business as part of a volunteering programme can be a first step in a long-term relationship which leads to funding and closer partnership. By helping them to meet their objectives and involving them in the stories of the communities, PBGSs and local charities can engage staff and businesses emotionally and become a trusted partner for the long-term.

For small local charities meeting the demand of volunteers can be a challenge. Contrary to belief volunteers do not come for free. It takes time to build relationships with volunteers and to design and manage good volunteering opportunities which many small charities, regardless of how much they would benefit from additional resource, just don't have.

One solution is to work with an experienced broker who can manage the process and make it easy for both charities and volunteers to take part, as in the case of the BIG Alliance, part of Islington Giving (see case study on page 36).

In Lewisham, Rushey Green Timebank is the local broker between residents and charities which has led to the development of the borough's PBGS. Lewisham Local is the first PBGS to start with a rewards scheme for local volunteers that also supports local businesses and connects the community. With no local grant makers or big businesses, Lewisham Local has created an example of how understanding your community and capitalising on local assets can build a stronger borough.

Case Study Making the most of your assets





Lewisham Local is inspired by a vision that everybody has something to give.

There are two main strands to it; the first encourages community engagement and volunteering by mobilising residents to come together to do what they can for local charities and good causes and the second is a rewards scheme.

Lewisham Local is motivating local people, businesses and organisations by encouraging a stronger sense of 'place' for those who live, work, visit and study in the borough to create a fairer, more inclusive borough.

The approach was initially trialled in two Lewisham areas; New Cross and Downham, where relationships were built through asset mapping. This identified a potential opportunity with the



Lewisham Local demonstrates that even the least affluent boroughs are rich in social capital.

local university, Goldsmiths, part of University of London, which was keen to encourage its students to volunteer and give to local good causes. National giving opportunities, such as 'Giving Tuesday' in November 2016, were a useful call to action. It follows the huge retail bonanza of Black Friday and Cyber Monday and was the opportunity to mobilise local voluntary organisations, residents and workers to get involved and improve their neighbourhoods.

Student Volunteering Week generated several giving opportunities with local organisations. The careers and communications team at Goldsmiths encouraged students and staff to get involved. Seventy hours of student and staff time were donated during Student Volunteering Week across 10 different organisations and attracted a range of local business donations. Most popular was one free film admission for participating students at the Curzon Cinema, Goldsmiths.

Lewisham Local continues to develop its collaboration with Goldsmiths linking its students and staff to local giving opportunities. They include co-hosting a live crowdfunding event with The Young Funders' Network. It will showcase local good causes that students are involved with and raise additional funding.

Recognising community contributors

The value and recognition of the importance of volunteering and community engagement has been further underlined by the Community Contributor Card, the second component of Lewisham Local.

Philippe Granger, Rushey Green Time Bank Director and a member of the Lewisham Local Steering Group, describes a new approach to recognising the contribution of volunteers.

"The Lewisham Local Community Contributor Card is an initiative of Rushey Green Time Bank designed to recognise the invaluable contribution people make towards improving our communities. It covers all types of time giving; whether it is traditional volunteering, time banking, befriending, or grassroots localism initiatives; anything where citizens contribute their time to benefit each other and the wider community.

"This free card gives access to a growing number of favourable deals from local independent shops and businesses who want to support volunteers -'community contributors'.

"It is also about strengthening the local economy by encouraging more people to shop at Lewisham's independent shops and businesses. Traders are signing up to the scheme to offer deals to cardholders, visibly demonstrating they are community contributors. There is a distinctive sticker that features in the shop windows and market stalls of participating traders.

"The Community Contributor Card scheme is free to join for community organisations and traders. All they need to do is register their interest online, then we contact them to customise our easy process to their needs.

"Lewisham Local encapsulates the vision for a thriving Lewisham where people will have a sense of identity and pride, not only about the borough but also locally, right where they live. This high-profile collaboration is bringing together the voluntary and public sectors, local businesses, communities and individuals.

"Lewisham Local highlights the positive things already happening in the borough, and the Community Contributor Card recognises this. It encourages people to get involved and invest their skills, time and money into helping make Lewisham a great place to be."

www.lewishamlocal.org.uk

"Lewisham Local highlights the positive things already happening in the borough, and the Community Contributor Card recognises this. It encourages people to get involved and invest their skills. time and money into helping make Lewisham a great place to be."

3.7 How to spend it

With the in-depth local knowledge, experience and range of perspectives represented by PBGS partners, they have an opportunity to take a fresh approach to how they distribute the money they raise.

Typically schemes run open grants programmes focused on identified local needs. Because of the nature of the schemes these are usually small grants for one or two years. This has the benefit of being a reasonably transparent process which any local charity can participate in, and offers a familiar application process.

Below are two case studies featuring more proactive grant making which runs alongside, or instead of, open grants programmes. These can offer a more targeted approach, where the scheme can take an overview of local need, identify a gap and work with local charities to design and deliver a bespoke programme. However, the local voluntary sector, accustomed to open grants programmes, may feel this process is not fair or transparent enough.

Like the Kensington & Chelsea Foundation's campaign described below, Newham Giving focuses on one area of need – school holiday activities for local young people. Unifying grant making under single issue campaigns has the benefit of being clear and easy to understand for donors and makes the job of communications and fundraising easier.

Case Study

High vis grantmaking and volunteering

By Kristina Glenn, Cripplegate Foundation Director and Islington Giving Director





Islington Giving's grants are highly visible and aim to attract attention.

From the start our programmes have been built on the capacity of strong organisations which are flexible and prepared to work differently. We ask organisations to work collaboratively. We invest in organisations that actively use volunteers to deliver their programmes, thus allowing residents to 'give time' to Islington.

We invest in three themes:

- Opportunities for young people - Islington Giving works to provide opportunities around events such as Friday Night Out as well as creating pathways for the future through the mentoring Islington Giving has made available.
- Support for families Islington Giving provides places for families to go to socialise and

- engage but also provides dedicated support, for example through peer mentoring programmes.
- Reaching out to isolated people - Islington Giving proactively reaches out to and connects isolated people to other residents, to social activities and to support services.

Some significant successes include:

- A Supporting Families Programme, ranging from opening a Children's Centre on Saturday mornings for vulnerable families to holiday activities for children under five
- A mental health challenge fund launched in 2016 invests in organisations working with young people. Islington has the highest levels of depression in London
- Saturday Socials for older people, which brings together four organisations to run

- activities at the weekends and a social prescribing project reaching the most isolated older residents.
- Making the Most of Free Time Young People's Programme launched in 2016 after interviews with over 340 young people in parks, at bus stops and on local estates. Activities at times and places that young people want and a new young grant makers programme will be launched in 2017.
- Establishing Businesses for Islington Giving to provide new, tailored ways for businesses to get involved in the borough ranging from support for voluntary organisations to investing in young people through the BIG mentoring scheme
- Help On Your Doorstep Good Neighbour Schemes, originally set up on one estate to encourage local residents to volunteer. Over 400 residents are now good neighbours, running stay and play, pensioners' groups, a football team, gardening together and helping individual residents. There are now four Good Neighbour schemes.

Since 2010 Islington Giving has invested £3.9m in over 60 organisations. We work with organisations we fund to shape our programmes and develop our learning. We use our programmes to shine a light on the issues we address, raise the profile of Islington Giving and the organisations we support and to attract funding.

www.islingtongiving.org.uk

Case Study

Cross-cutting campaigning

Essential elements of a Place-Based Giving Scheme



The Kensington & Chelsea Foundation supports individual charities to help them achieve their aims and they also run campaigns in partnership with them to address local pressing needs.

The foundation brings the resources together and the charities deliver the services. Their three current campaigns are:



Winter Warmth

26% of older people in Kensington and Chelsea turn off their heating during the winter because they are afraid they won't be able to pay their bills. Winter Warmth raises funds so that older people who face hardship in winter can be helped with their heating costs and keep warm. The money mainly comes from better-off residents who donate their winter fuel allowance to help their neighbours in need.



Young Sparks

Children and young people under the age of 20 make up a fifth of the

Kensington and Chelsea population and more than 20% of those aged under 16 live in poverty. Young Sparks supports young people's charities to fire up potential in children to help them believe and achieve.



Hands Across the Borough

Almost half of older people in Kensington and Chelsea live alone, and 48% of 18-24 year olds in London say they often feel lonely. Hands Across the Borough combats local isolation by investing in projects which will have a major impact on those suffering from loneliness and by encouraging people across the community to join in and help.

"The Kensington & Chelsea Foundation has already raised more than £100k for the campaign which is being invested in projects with local charities through individual grants ranging between £500 and £10k"

Director Susan Dolton created the Hands Across the Borough campaign because all the charities she spoke to described isolation as their biggest issue, whether they worked with young people, older people or people with disabilities or those with mental health issues. The Kensington & Chelsea Foundation conducted online research with local charities and held three focus groups before launching the programme. The Kensington & Chelsea Foundation has already raised more than £100k for the campaign which is being invested in projects with local charities through individual grants ranging between £500 and £10k.

Susan Dolton says: "People like to give to local campaigns as they understand and respond to them and can see the difference their giving makes."

www.kandcfoundation.com



A PBGS is an opportunity to be innovative in how money is spent as well as how it is raised and to try new approach.

WHAT NEXT?



4.1.

Key challenges for the Place-Based Giving movement

4.1.1. Finding and supporting development leads

In many cases, the first significant investment of money and time made into a PBGS is the recruitment of an individual to lead its development. In most of the developing schemes we have worked with in London this has been a part-time role on a single year contract demanding a range of skills including project management, stakeholder management, fundraising and marketing. They are typically hosted by a partner but report to a Steering or Advisory Group.

It is an unusual and demanding role which requires someone who relishes working independently and taking the reins on complex projects; who can also fundraise and manage multiple stakeholders and all of this in a few days a week with the lack of security of a permanent contract. As a result, the post can be difficult to recruit for, and requires a good deal of support.

London's Giving has compiled a library of job descriptions to share with new schemes and the team has participated in the recruitment and induction process, to share what we have learned from others. A key part of London's Giving remit is to support these individuals, and through our masterclasses, toolkits, recently established development lead gatherings and social media forums we give them an opportunity to share experiences, learning and support one another. We also work one-toone with them to act as a sounding board and champion, and connect them to others who can help.

Because the role is so key to the development of giving schemes, we will continue to focus on how we can help find, support and retain these talented individuals.

4.1.2 Sustainable funding

Several of the development posts are now coming to the end of their first year start-up funding and this presents a significant challenge. A year is not a lot of time to establish a new brand and bring in money, especially to cover core costs. This puts new schemes at serious risk of stalling or collapsing altogether because of running out of funds, or key development staff leaving due to the insecurity of their posts.

In its next phase London's Giving will direct its attention to the question of sustainability, exploring opportunities for:

- longer term start-up funding of at least two years which will give the schemes a better chance to establish themselves in the community
- ongoing core funding to allow all the money raised from the community to go direct to local causes and allow the development leads to focus on fundraising for local causes rather than their own salaries

This will involve helping PBGSs to strengthen their case for support to potential funders, and also conversations with regional and national funders to support the ongoing development of the place-based giving movement by creating a fund specifically for developing schemes.

4.1.3. Community engagement

The development of PBGSs in London has brought together huge ambition and the complexities of cross-sector collaboration with very limited resources, as we have discussed. It's not always possible to do everything at once, and for many schemes the initial focus will be on fundraising and getting the money out to local projects, with the ambition to develop community and business participation, or 'volunteering' programmes as the scheme develops. The exception is Lewisham Local, which has begun with community volunteering at its core.

London enjoys a very active and engaged volunteer community, but the job of the PBGS is to reach beyond those who are already active, to inform and involve everyone – including the 'unusual suspects' – in building a better borough, and that is an ambitious task. The process of matching, training and supporting volunteers requires investment. Often, the smaller charities that could benefit most from volunteer help are those with the least capacity to use volunteers well.

There are a couple of possible solutions to this. The first is to work with brokers who have dedicated staff who can lessen the burden for charities and increase the impact for community organisations, such as the BIG Alliance in Islington.

The second is to re-think traditional volunteering and fund programmes which blur the lines between being a beneficiary and a volunteer – such as the Good Neighbours scheme described on page 43 which enables residents to support one another.

London's Giving will share best practice, make introductions to potential delivery partners and support new ideas to make community consultation and participation a core activity for all schemes.

4.1.4 Evaluating impact

The IVAR/London Funders report Working in Place: a framework for place-based approaches' (2016) sets out how those involved in the place-based giving movement might consider their impact. It suggests that there is a scale from 'tangible, measurable differences' to 'learning about what happens'.

The challenge for the London's Giving project over the next three years is to develop a set of measurement tools or metrics that are useful to each PBGS, and that also demonstrate the impact of the approach across the region.

We're interested in a number of things, which fit both ends of IVAR's proposed scale, in that some can be measured, and others generate learning that is useful to share:

- The collaboration how does the process of reaching a shared understanding of need engage people and organisations? Does the clear focus generate new thinking on how to respond, as well as generate resources? Are better and more effective decisions made as a result of the local collaborations? Does this start to shift the wider system locally?
- The money how much is new money, and how much is existing money being used in a different way? Have funds been switched from national or regional to local because this approach offers something new? Have funders or donors who might have stopped funding continued because the collaboration provides fresh energy? Do fundraising events or circles that engage more people have a wider impact than just generating money?
- The people how much is new volunteering, and how much time has been switched from other activities? Outside of formal volunteering, are residents more engaged and how does this affect their social and support networks? Are a wider range of skills and expertise being accessed as a result of business engagement, and are these focused differently because of the collaboration?
- of activities and groups benefit most from local giving collaborations? Does the approach make it easier to identify and fill gaps? Does the approach generate new ways of doing things? How do the recipients of funds and other resources find working with giving collaborations, and what importance do they place on this source of support?

None of these are easy questions to answer. However, whilst the take-up of PBGSs has been enthusiastic and imaginative, we need to find ways of measuring the difference these collaborations make and sharing the learning they generate in order for this model to be sustainable in the long term.

4.2. London's Giving Strategy

London's Giving's aim is to promote and support effective PBGSs in every borough, and help to establish a sustainable future for the model in London.

Our objectives are to:

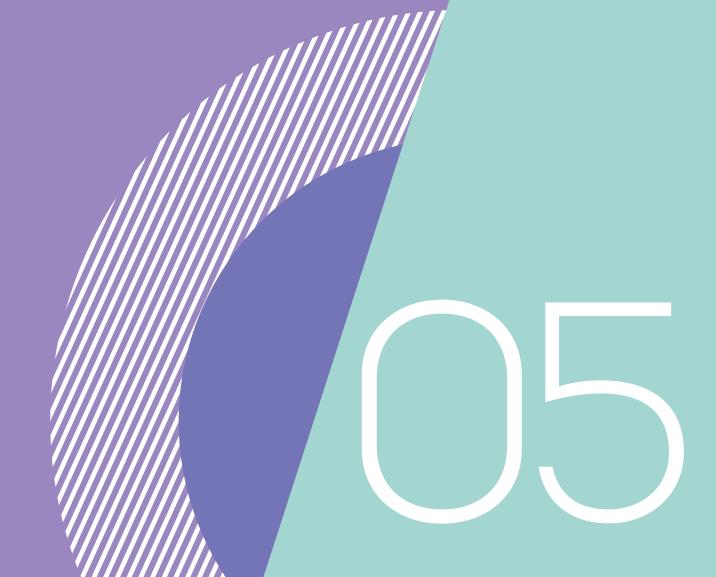
- Provide tailored support for PBGSs, making contact with every London borough and launching 10 new schemes in the next three years.
- Maintain and extend our learning network, continuing to deliver events of practical help and creating and enabling peer support forums for development leads and Chairs
- Develop a knowledge hub on place-based giving including a library of case studies and lessons learned and opportunities to reflect on and share what we know, along with a set of common metrics for local schemes.
- Consider future sustainability, exploring the potential for a pooled fund or single giving platform.

The success of London's Giving will be measured by achievements of the PBGSs we support, by the resources we can attract to the movement and the evidence we develop on the wider impact of local collaborations.

We live in uncertain times. The Brexit vote has thrown up many challenges and concerns, not only about the £860 million loss in funding in London alone, but potentially, and equally damaging, is the danger of increasing polarisation. The referendum vote revealed that 'place' matters to the British people and indicated sharp divisions of political opinion based on geography. We have no route map as yet for the next few years, and London's Giving will continue to encourage people to come together in common cause. In recent weeks and months we have also witnessed unprecedented events that have rocked London's boroughs.

The community response has been heartening and has highlighted a resilience and confidence in neighbourhoods which are able and willing to respond to crises, whatever the cause. Emphasising what we have in common is essential in an age of division, uncertainty and disaster, and we believe 'place-based giving' will play an important part in building cohesion and community resilience, as well as leveraging new resources. We hope that the learning in this report will inspire new boroughs to engage with the movement.

WHERE TO GO FOR MORE INFORMATION



London's Place-Based Giving Schemes

Useful Reports

Barnet Giving

www.barnetgiving.org.uk

Camden Giving

www.camdengiving.org.uk

Hackney Giving

www.hackneygiving.org.uk

Islington Giving

www.islingtongiving.org.uk

The Kensington & Chelsea Foundation

thekandcfoundation.com

Love Kingston

www.love-kingston.org.uk

Lewisham Local

www.lewishamlocal.org.uk

Newham Giving

http://www.eastendcf.org/index.php?cat=9&sec=56

Southwark Giving

southwarkgiving.org.uk

Sutton Giving

suttongiving.org.uk

PBGS Reports

Invisible Islington

Published by Islington Giving http://www.cripplegate.org/wp-content/uploads/Invisible-Islington-Nov08.pdf

On the Edge – Working Together Across Richmond to Support People in Need

Researched and written by Rocket Science http://www.rplc.org.uk/docs/ OnTheEdge.pdf

A Tale of Two Southwarks

Researched and written by The Researchery (Dr Catherine Walker) October 2016 http://southwarkgiving.org/ wp-content/uploads/2016/12/ A-Tale-of-Two-Southwarks.pdf

Place-based Giving

Building Collaborative Places: Infrastructure for System Change

By Collaborate, with support from Lankelly Chase, 2017 http://wordpress.collaboratei. com/wp-content/uploads/ Building-Collaborative-Places_ Digital-Report-Pages-2.pdf

How Place-Based is the New Industrial Strategy

Making Good: Shaping Places for People

Edited by Richard Brown, Kat Hanna and Rachel Holdsworth. Published by Centre for London http://www.centreforlondon.org/ wp-content/uploads/2017/02/ CFLJ5081_collection_essay_ placemaking_0217_WEB.pdf

Turnaround Towns: International Evidence

By Jane-Frances Kelly. Published by Carnegie UK Trust, 2016. https://www.carnegieuktrust.org. uk/publications/turnaroundtowns-international-evidence/

Working in a Place: A framework for place-based approaches

By Eliza Buckley, Ben Cairns, Marilyn Taylor. Published by IVAR. 2016

https://www.ivar.org.uk/research-report/working-in-place/

Unlocking the Power of Local: Reflections on the New Place Leadership

Published by NGLN, 2016 http://www.nlgn.org.uk/ public/2016/unlocking-thepower-of-local-reflections-onthe-new-place-leadership/

Collaboration and Co-production

Collaboration: More than the sum of the parts

National Guild for Community Arts Education, 2012 http://nationalguild.org/ getmedia/187ae594-917e-47f6-81d7-1fa1226add40/MoreThan SumParts_Full_e-Version4.pdf. aspx?ext=.pdf

Community Resilience for Business Districts

Published by London First https://www.london.gov.uk/sites/ default/files/community_ resilience_for_business_ districts.pdf

Local Needs, Local Voices -**Building Devolution from** the Ground Up

By Paul Winyard and Nick Davies. Published by NCVO, 2017 https://www.ncvo.org.uk/aboutus/media-centre/briefings/1761local-needs-local-voices-buildingdevolution-from-the-ground-up

The Future of the VCS in London

The Way Ahead - Civil Society at the Heart of London

London Funders 2016 http://londonfunders.org.uk/ what-we-do/london-fundersprojects/review-londons-civilsociety-support/way-aheadcivil-society

The Future of London: 2050

Edited by Ryan Shorthouse and Liam Booth-Smith. Published by Bright Blue and Localis, 2016 http://www.localis.org.uk/wpcontent/uploads/2016/09/004_ FutureofLondon_Web_AWK_ REV.pdf

From Co-operative Councils to Co-operative Places

Published by Co-operative Councils Innovation Network, 2017 http://www.councils.coop/ publications/co-operativecouncils-co-operative-placesreport/

Effective Giving

Giving More and Better

By Angela Kail and Stephanie Johnson. Published by NPC, 2016 http://www.thinknpc.org/ publications/giving-moreand-better/

A Whole New World-Funding and Commissioning in Complexity

By Annabel Davidson Knight, Toby Lowe, Marion Brossard and Julie Wilson. Published by Collaborate http://wordpress.collaboratei. com/wp-content/ uploads/A-Whole-New-World-Funding-Commissioning-in-Complexity.pdf

London Data Sources

London Datastore

https://data.london.gov.uk/

London Poverty Profile

www.londonspovertyprofile.org.uk

The English Indices of **Deprivation 201**5

https://www.gov.uk/government/ uploads/system/uploads/ attachment_data/file/ 465791/English_Indices_of_ Deprivation_2015_-_Statistical_ Release.pdf

Acknowledgements

About London Funders

London Funders is the membership network for funders and investors in London's civil society. We provide a safe place to think, share, learn and act together to meet the needs of Londoners.

About City Bridge Trust

City Bridge Trust is London's biggest independent grant giver, making grants of £20 million a year to tackle disadvantage across the capital. The Trust has awarded around 7,500 grants totalling over £360 million since it first began in 1995. It helps achieve the Corporation's aim of changing the lives of hundreds of thousands of Londoners.

Reference Group

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