

# THE POWER OF PEOPLE, PARTNERSHIPS AND PLACE

**Lessons from Six Years  
of London's Giving**





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## Practical

Throughout this document you will see sections like this which are practical tips for people running Place Based Giving Schemes and their partners.

# Foreword

We're proud to introduce this report on behalf of London Funders for two reasons: because we know it will be a vital resource to a growing understanding of how to work effectively in place; and because, in our day jobs, each of us works in a different "sector" and know the importance of the message at the heart of this work – that it is only by working together that we can achieve our shared ambition of ensuring people and communities can thrive.

The words in the title of this report, "The Power of People, Partnerships and Place: Lessons from Six Years of London's Giving", seem perfectly chosen for us – defining the purpose of this document, but also highlighting the key components of success.

**Power (noun):**  
*strength, ability, energy*

This report shows what can be done when we value everyone's strengths and abilities, but recognises that this can involve some partners giving power away, or sharing power in new ways. As you'll read, this hasn't always been straightforward, especially when challenging organisational or sector cultures that focus on more traditional models of power and control. But the lessons in this report from how collective power, shared power, community power, has brought about positive change have really energised us – and we hope energise you too.

**People (noun):**  
*everyone, society, culture*

Place-based giving is for everyone when it works well – building a shared understanding of need based on everyone's input, recognising that everyone has something to give, and that by working together we can achieve more than we do alone, shows the strength of a people-focused approach to bringing about improvements in communities and in society. As you'll see from this report, this isn't always easy to achieve in practice – we are all schooled in ways of working and thinking that need to be challenged, and have cultures and practices that can sometimes stand in the way of empowering and enabling people to thrive. But the stories you'll read inside show that focusing on people brings results – if everyone really listens to each other, and if we strive for a culture where all voices are valued, then new and better solutions can be achieved for the benefit of everyone in society.

**Partnership (noun):**  
*relationship, company, agreement*

That there are 67 mentions of partnership or relationship in this report (only 11 less than the word "place", and this is a report about place-based working) perhaps illustrates the centrality of working together to the success of this approach. We're in good company when we form strong, sustainable and trusting partnerships – recognising that everyone has something to contribute, and that no single person, organisation or sector has the monopoly on experience, ideas or solutions. But it takes time and energy to establish this trust, to form agreements about how we're going to work together, to really bring everyone's best selves to the table – and more time and energy to sustain these relationships through some of the challenging times that we all inevitably go through as we try something new. As you'll see from this report, this is not about quick wins and overnight successes, this is about developing partnerships that last in order to bring about positive change.

**Place (noun):**  
*area, position, home*

All our learning is presented here through the perspective of place – a geographic community who come together to think about how to make their area better. But they are also about place in other ways – about ensuring all sectors and all people have a place at the table where decisions are made, about challenging some of our thinking on the value we place on what people bring to that table, and on creating welcoming places at that table that celebrate our diversity. As the message of this report makes clear, when we take this perspective on place we can truly create a sense of belonging for everyone in our community, where we all feel that we have a place in our society, and where we all work together to improve our shared home.

**Lesson (noun):**  
*experience, understanding, learning*

This report shares the experiences of people across the movement – from all parts of London, from all sectors, and from all stages of development of their approach at a local level. These voices are central to the report – this isn't theory, this is experience-driven insight. Understanding where people are, how they got there, and what really happened along the way will, we hope, help others at every stage of their thinking about place-based working. Whilst this report shares our learning so far, we are still learning, and will continue to share with you our real-life lessons from working in place as we go. And we hope you will share your learning with us too, so that together we can strengthen this ecosystem of place-based funding and infrastructure.

Sometimes words beginning with "p" can be used as barriers – processes, professionalism, procedures, priorities, permission. But when we focus on the "p" words in this report – when we value people, when we work effectively in partnership, when we think about place in all its meanings – we can harness our collective power to bring about positive change. A final "p" word – please let others know about this report, please let us know what you think, and please share your learning with us. We look forward to working with you to continue to realise the power of people, partnerships and place.

**David Farnsworth,**  
**Chair of London Funders**

**Sally Dickinson and Monica Needs,**  
**Vice Chairs of London Funders**



# Executive Summary

The Giving Movement emerges from a recognition that the complex task of achieving real change in communities at a time of uncertainty, austerity and a feeling of individual powerlessness can only be achieved by collaboration across the public, private and voluntary sectors. This report summarises the lessons from six years' working with emerging Place Based Giving Schemes in London.

*"As Chairman of Heart of the City, a partner of London's Giving, I am delighted to endorse the work of place based giving schemes in London. Giving comes in all shapes and sizes and the message is clear – we can all give. And it's not just about money – getting involved in your community as a resident or as a business volunteer is so valuable. By coming together in a place to tackle local needs with time, money and goodwill, we can do so much more collectively than anyone of us can do alone."*

Sir Harvey McGrath

## What is a Place Based Giving Scheme?

A Place Based Giving Scheme (PBGS) is a partnership, initiative or organisation which brings new resources and approaches into a borough, uses existing resources more effectively, and creates better solutions through working together. Key activities include some or all of fundraising, volunteering, in-kind giving, grant-making, capacity-building, influencing and convening.

Now there are 13 active schemes in London, and seven in development. Between 2017 and 2019 London's schemes have generated £4.49m in income and an additional £1.1m of value through volunteer and in-kind giving.

Every scheme is different, but what they have in common is their approach. The main conclusion London's Giving has reached from six years of walking alongside developing PBGSs is 'it's not what you do, it's the way that you do it'.

We have identified five key principles that underpin a PBGS:

- Recognising that **everyone has something to give**: time, talent and resources
- Building a **shared understanding of local aspirations and needs**, not driven by donors or funders
- **Listening to local people and encouraging them to participate in decision-making**
- **Collaborating with partners** to find better ways to improve places
- **Independence** from any one stakeholder; all partners have an equal voice

## The Lifecycle of a PBGS

We have identified four distinct phases from when a PBGS is first conceived to the time it is sustainable as outlined below:

### The Initial Planning Stage

Interested stakeholders should consider the borough's assets, needs, potential partners and their capacity to establish and manage a successful partnership. This will shape the vision and ambition of the giving scheme.

Finding the right staff and partners at the outset is key. Often, there is just one person dedicated to the development of a giving scheme, and it is not possible for them to have all the skills necessary to get a new initiative with multiple stakeholders off the ground. At this stage, consult with the broadest range of potential partners and perspectives possible. They may include businesses, local authorities, residents and infrastructure organisations.

Consultation, engagement and participation of local people begins now and continues throughout the lifecycle of a PBGS to build a shared understanding of need and to ensure plans are responsive and effective.

## Lessons & Recommendations

For partners

- When recruiting staff, be realistic about what one person can achieve and think about the sort of support and oversight they will need
- Involve the broadest range of partners with local knowledge and expertise
- It takes time to get people involved and to build trust
- Listen to and include local people from the beginning
- Be realistic about what your borough can achieve with its assets, and be creative about how you use them

For funders

- A proportionate and long-term financial investment in capacity is required to run a scheme with reach and impact. The ideal mix for a nascent scheme is core-funding for staff plus a fund to enable work in the community to start as soon as the focus is agreed.

## The Developing Stage

The principle of partnership is at the structural core of a PBGS's ability to do more, do better and include everyone. The majority of London PBGSs achieve partnership working by establishing multi-sectoral Boards or advisory / steering groups. They provide impetus, strategy and a range of skills and expertise.

The majority of London PBGSs are hosted by an established organisation, typically a CVS, grant-making trust or local authority. They are run by small delivery teams (usually just one person at the start). A few have become independent organisations such as CIOs or CICs. There are many benefits to being hosted, including the existing knowledge and relationships brought by hosts, but Boards will benefit from regularly reviewing the issue of independence.

Local authorities have been key partners in the development of PBGSs in London, playing a range of roles including incubator, funder and convenor. They can bring unique knowledge and assets, but can also have negative associations among local people and community organisations.

It is important for partners of a PBGS to establish a clear, evidence-based focus. This takes time and requires a participative and iterative approach. Consultation and engagement are key here, and schemes may decide to commission independent research to supplement existing knowledge and data.

## Lessons & Recommendations

For partners

- The Board has a critical leadership role to play in a PBGS, catalysing the talents and experience of its members to co-create ways of changing lives in a borough
- A diverse and committed Board provides momentum to the process of laying foundations and defining focus
- Collaboration requires trust; it's worth investing time and effort to lay the building blocks for a shared vision, effective governance and leadership

## Executive Summary

*"In 2018, the Centre for London completed an extensive review of philanthropy in London, published as 'More, Better, Together: a strategic review of giving in London', which makes a number of recommendations for how we can achieve a step change in the giving of*

*time and money in the capital to bring about positive change for our communities. Our report included recommendations about increasing understanding of need, boosting employee volunteering, strengthening work with corporate funders, enhancing collaborations*

*between funders and work to promote city focused giving. It is clear that the London's Giving movement provides the opportunity to put these recommendations into practice".*

**Ben Rogers, Director,  
Centre for London**

- The Board needs to balance the demands of the planning process with the importance of 'quick wins'. Becoming active in the community as soon as possible is important in engaging funders and partners, raising profile, galvanising support and developing credibility
- The task of defining a focus based on local need and proportionate to the borough's assets can be complex and may require independent research

### For funders

- Be prepared for things not to go to plan. Schemes should be actively encouraged to innovate, improvise and work differently and this involves risks. Some schemes will try things that don't work, and some may stall and have to re-think

### The Growing Stage

Essentially the business of a PBGS is;

- Getting – fundraising, engaging volunteers and securing in-kind gifts
- Giving – grant-making, brokering time and skills
- Connecting – working in partnership, convening, fostering conversation and collaboration
- Illuminating – amplifying the voice of local people and voluntary organisations, shining a light on a borough's needs and influencing change

These activities are underpinned by listening to local people and including them in decision-making, although the conversation now develops from 'what shall we do?' to 'how are we doing?' and as time passes 'what has changed for you, and how can we help?'

Any one of these things done well is useful, but there are plenty of experienced and highly-skilled organisations doing them already. The real value is the cumulative impact of doing these things in partnership with others; the trust relationships that are established, the understanding and expertise gained through one activity and applied to another, the new ideas generated by bringing together different skills and perspectives and asking residents what they want.

### Lessons & Recommendations

For partners

- It's the cumulative effect of working collaboratively to give, get, connect and illuminate that creates the value of a PBGS
- Play to your strengths – money is not the only asset and everyone has something to offer
- PBGSs can give big business supporters access to grassroots impact and relationships they could not achieve on their own
- Most businesses in London are small and micro-businesses. Thinking creatively about how to engage them can create dividends, but it will require time and persistence
- PBGSs can connect and convene other stakeholders to avoid duplication and encourage partnership working
- Communication is key in raising awareness and resources and inviting participation, and is best focused on a few key messages delivered consistently

For funders

- PBGSs can help funders to invest in activities they may not be able to do alone, including;
  - Reaching grassroots organisations and funding individuals
  - Supporting innovative and pilot projects
  - Engaging residents in decision-making
  - Leveraging their investment with assets from other partners
  - Deepening their knowledge of a place through consultation and engagement
  - Responding quickly to local events and conditions

### The Sustaining Stage

A PBGS cannot respond to the changing needs of its dynamic community unless it engages in a process of continuous listening; asking local people what they need, inviting ideas and feedback and including them in decision-making. This not only creates more effective programmes but also gives the PBGS legitimacy as a hub of local knowledge.

Becoming a sustainable and well-known organisation creates new opportunities and relationships with residents, funders and other asset-holders which have the potential to grow year-on-year.

PBGSs can become crucibles of innovation; they create the conditions for new ideas and approaches to be formulated and tested, and when they have established connections and acquired trust in a community then these ideas can achieve scale and ambition.

Core funding is an ongoing challenge for those schemes who do not have a local funder to underwrite their costs on an ongoing basis.

### Lessons & Recommendations

For partners

- Schemes that continuously listen to people through consultation and participation, and include them in decision-making, will innovate and be relevant because they are responding to real and current needs and aspirations and calling on the resources and ingenuity of the whole community
- The more successful a scheme is, the more people want to work with it, and the more opportunities present themselves

For funders

- Schemes without access to a long-term source of core funding will always be investing a proportion of their best assets, their leadership and passion and ingenuity, to ensure their existence rather than changing local lives. Funders need to recognise that core costs for schemes are essential to success

### Looking to the Future

PBGSs in London have shared their experiences through the London's Giving network and built a wealth of knowledge about what works and what doesn't in place-based giving, which continues to accumulate.

London Funders will continue to create a sustainable future for PBGSs with tailored support, a strong network of mutual support and learning, and evidence for what they can achieve and how.

London's giving movement is part of a national and global conversation about the importance of place, citizen voice and cross-sector partnership to systems change. Pioneering and place-based approaches can transform our communities for the better.

# Introduction

*The impetus behind this new way of giving is relationships built on the shared identity of place.*

**The Giving Movement in London is part of a national ecosystem of place-based funding and infrastructure. It emerges from a recognition that the complex task of achieving real change in communities can best be attained through working across the public, private and voluntary sectors.**

In 2017 London Funders, the membership network for funders of London's civil society, published 'A Place to Give'. The report summarised the lessons from three years' working with emerging Place Based Giving Schemes (PBGs) in London. It described a new giving model for the 21st century – a movement mobilising communities to take action to strengthen their boroughs.

Now there are 13 active schemes in London, and seven in development. Between 2017 and 2019 London's Giving schemes have generated £4.49m in income and an additional £1.1.m of value through volunteer and in-kind giving.

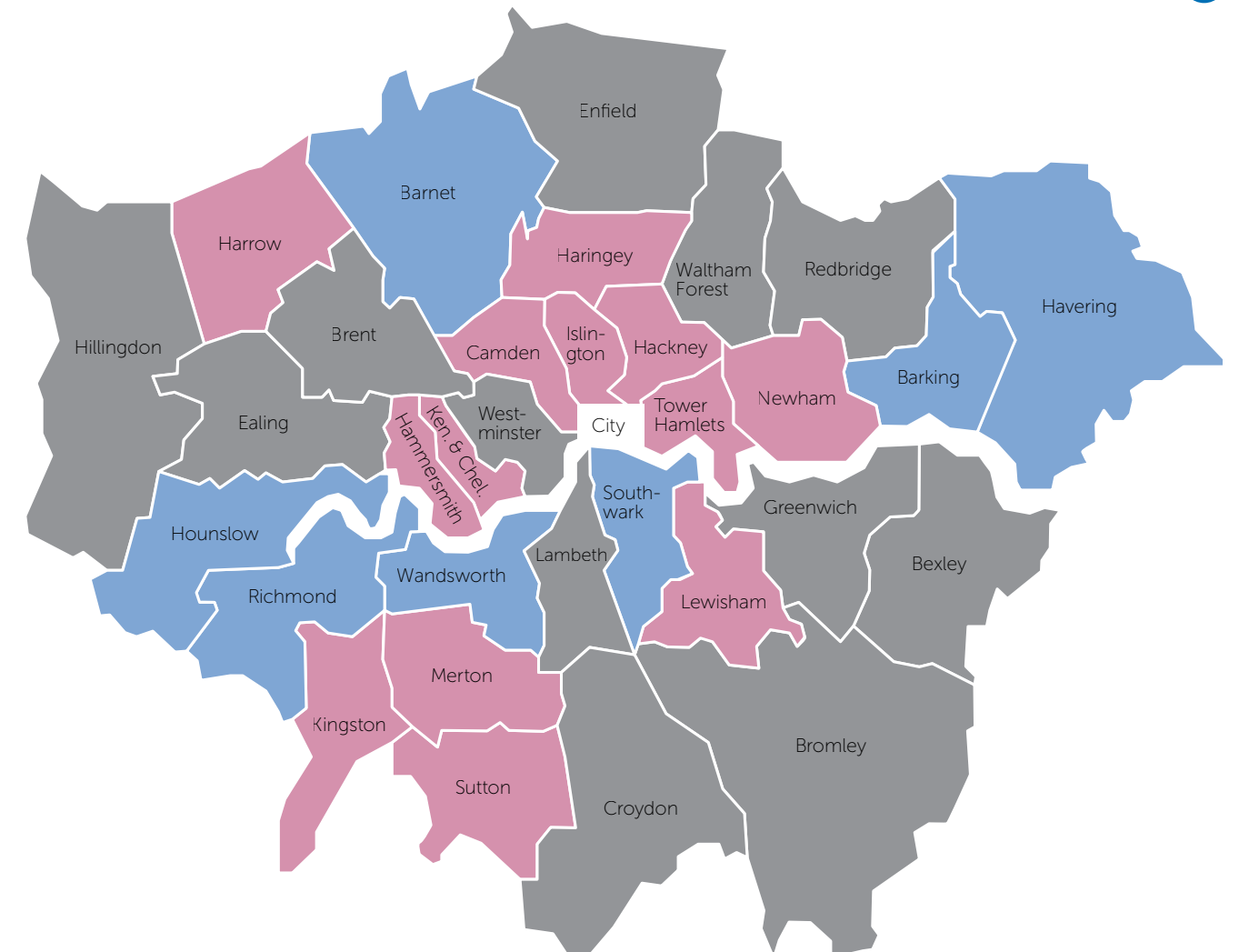
Place-based giving isn't new. Charitable place-based funders have been giving in place for centuries, but what is new is this cross-sectoral, needs-based approach. And it's starting to take root across the UK. In 2018 the Government launched an Incubation Fund through the DCMS to fund six emerging PBGSs across the UK and London's Giving is connecting with them to share learning and promote new ideas.

The impetus behind this new way of giving is relationships built on the shared identity of place. It is led by people with commitment and local knowledge, backed by organisations with expertise, money and assets and characterised by trust, openness and the courage to give away power and try new ways of working.

Some of the potential we talked about in 'A Place to Give' has already been realised. But the future of the place-based giving movement hangs in the balance. Starting and sustaining new PBGSs requires long-term investment of time and resources.

Capitalising on this investment and leveraging the wealth of ideas and social capital that is emerging from the movement needs continual support and commitment.

Three years on from the last report, this report reflects honestly on what it takes to get a PBGS up and running and the ongoing demands, particularly of capacity, time and core costs. It sets out the opportunities and challenges of developing a successful PBGS and identifies four stages; 'initial planning', 'developing', 'growing', 'sustaining'.



Map of Place Based Giving Schemes in London, March 2020

Active schemes  
Developing schemes

At each stage this report examines different approaches, illustrated with case studies from the giving movement. It offers hands-on, operational advice, highlights lessons and makes recommendations for all stakeholders; funders, businesses, policy-makers, local and national government and practitioners to maximise the impact of place-based giving and change lives for the better. The objective is to pass on the benefit of experience of London's PBGSs to give new and developing initiatives the best chance of success, and inspire others to get involved.



# The Context

## What is a Place Based Giving Scheme (PBGS)?

**Place makes sense to people in a world increasingly defined by uncertainty, austerity and a feeling of powerlessness. At a time when the global and national challenges we face can seem insurmountable and our differences have been brought into stark relief, place-based giving provides a way to make connections and take action. The Government's 'Annual Report on Loneliness, The First Year' (January 2020) recognises 'the need to tackle loneliness through place-strengthening community infrastructure and assets and growing people's sense of belonging'.**

There has been a shift in thinking around policy and practice that saw citizens as 'passive consumers' to now viewing them as people with knowledge who can inform decisions. The Government's Place Based Social Action Programme<sup>1</sup> and participatory democracy programmes (such as participatory budgeting citizen councils, public consultations, neighbourhood councils and participatory planning) are responses to increased citizen involvement beyond the ballot box.

At the same time austerity has become the new normal. In the decade since 2010 councils in London have experienced a 63% reduction in the core funding they receive from government (over £4bn). At the same time, London's population has grown at more than double the rate of that of the rest of the country, resulting in 900,000 more people in the capital accessing services<sup>2</sup>.

At a time of a shrinking and changing role for the state, increasing need and more polarised wealth, new ways of addressing stubborn issues of poverty and inequality are required. Place-based giving is responding to that challenge.

There is a growing recognition that working in a place allows people to work together more easily across sectors and with, not for, local people. This ensures a strategic approach to addressing local need and a drive to make best use of combined resources (knowledge, expertise, skills, assets) in order to achieve a more profound and positive collective impact on people's lives.

A Place Based Giving Scheme (PBGS) is a partnership, initiative or organisation which understands, highlights and responds to local need. It brings new resources and approaches into a borough, and creates better solutions through working together. Key activities include some or all of fundraising, volunteering, in-kind giving, grant-making, capacity-building, influencing and convening.

Every scheme is different, because every borough is different and so are the needs and aspirations of its residents and its assets. Diversity is its strength.

Every borough can become a pioneer and test new ideas and approaches which others can learn from and replicate.

This aligned action also delivers a challenge. What value does a PBGS add when there are already so many talented people and organisations working to improve the lives of Londoners, and when there is so much to be done?

## The Principles of Place-Based Giving

The main conclusion London's Giving has reached from five years of walking alongside developing PBGSs is 'it's not what you do, it's the way that you do it'.

**We have identified five key principles that underpin a PBGS:**

- Recognising that **everyone has something to give**: time, talent and resources
- Building a **shared understanding of local aspirations and needs**, not driven by donors or funders
- **Listening to local people and encouraging them to participate in decision-making**
- **Collaborating with partners** to find better ways to improve places
- **Independence** from any one stakeholder; all partners have an equal voice

## Place-Based Giving and Systems Change

Kristina Glenn, Director of Islington Giving from its launch in 2010 until 2019 and Director of Cripplegate Foundation from 2007 to 2019, now a Visiting Fellow at Cass Business School, explains why place is such a powerful context.

*"Place is fashionable; we seem to have rediscovered that place matters. Our identity is bound up in our connections. Place instinctively makes sense to people and provides the basis for people and organisations to work together rather than in silos.*

*But working locally does not in itself improve the chance of success. It can just move money and resources around."*

***"What Islington Giving's experience highlights is:***

- *Working in a place makes collaboration possible. Islington Giving brought together a 500-year-old local charity with other funders, voluntary organisations and local and international businesses, all with a shared interest in making Islington fairer. It changed the way we all work*
- *People are complex, not a set of issues. Islington residents said they wanted 'a life, not a service'. There were services for residents, but not where or when they wanted them. Islington Giving opened new activities for older people, families and young people at the weekends when people are most lonely and isolated. 'Saturday Night Out' at its height attracted 200 young people to a sports centre that would otherwise have been closed*

- *The poorest parts of London can be the focus of initiative after initiative, but short-term funding damages people. You have to be in it for the long-term*
- *People have to feel like they matter and have a voice. Place-based giving is about devolving power to communities and trusting them to make decisions. Power needs to be relinquished and redistributed, and that has its risks*
- *This is a 21st Century way for independent local funders with deep roots to use their trust, knowledge and connections. It's a different way of working, collaborating with people who know and care deeply about their boroughs. The effect is not just more money or volunteering, it is new alliances, discovering common interests, new thinking, shifting of resources and systems change."*



<sup>1</sup> The Place Based Social Action (PBSA) Programme is jointly funded by the Department for Digital, Culture, Media & Sport (DCMS) and The National Lottery Community Fund. It provides around £4.5M of funding up until December 2024. The funding aims to create positive change by enabling people, communities, local voluntary organisations and the statutory sector to work collaboratively to create a shared vision for the future of their place, and address local priorities through social action.

<sup>2</sup> London Councils, 'London's local services: investing in the future' November 2018



## The Context

### Not All Places Are Equal – the Asset Quadrant

*"The Mayor of London and I believe that tackling inequality and improving social integration are key priorities for our city, that civil society has a central role to play in this, and that new approaches to giving are essential to supporting this work."*

*We know that there is great potential in place-based giving, and we support innovation and the*

*development of new models to more effectively mobilise resources in order to strengthen resilience and support local communities."*

Debbie Weekes-Bernard,  
Deputy Mayor for Social  
Integration, Social Mobility and  
Community Engagement, GLA.

What makes one place more successful than another when establishing PBGSs? Because they are so diverse we knew we could not make comparisons between schemes, but we could start to identify the local conditions that impact on the type and scale of giving:

1. The quality of the local civil society ecosystem, including whether there

is a local funder, or fund, that is already investing in a place, and whether there is a trusted infrastructure body.

2. The quality and size of the corporate sector, given that many schemes want to raise funding and gain support from businesses. PBGSs in places where there are corporate headquarters and high-value

businesses, often in central London, may generate higher financial returns than those trying to engage with small and medium-sized businesses which tend to predominate in the outer London boroughs.

Those places in the lower two quadrants are likely to be funding 'cold spots', predominantly in outer London

We developed a segmentation model to help understand what sort of returns PBGSs can expect depending on where they sit:

#### Boroughs with some assets

- At least one local funder
- Active CVS
- Less access to corporates but some potential
- Likely to be outer London, high wealth areas

*Good returns from donations and local funding and increasing local volunteering*

#### Multiple asset boroughs

- At least one local funder
- Active CVS
- Access to larger businesses/corporates
- High wealth area
- Likely to be inner London/City borders

*Significant returns from donations, corporate investment/volunteering and local funding*

#### Boroughs with fewer assets

- No active CVS/infrastructure
- No local funder
- Predominantly micro business
- Lack of employer/business networks
- Likely to be outer London/ dormitory borough – least wealthy

*Very modest financial returns achieved through themed campaigns, catalysing local volunteering*

#### Boroughs with greater potential

- Active CVS/infrastructure
- No local funder
- Access to larger businesses/BIDS/corporate HQ
- Likely to be outer London but in high growth area or wealthy area

*Modest returns through themed campaigns, individual donations, corporate volunteering*

boroughs. Those in the upper two quadrants will have access to greater resources.

Our findings from the first two years of looking at the impact of PBGSs have shown that operational schemes fall either into the top right quadrant e.g. Islington Giving, or the bottom right quadrant e.g. Lewisham Local and Harrow Giving.

Multiple asset boroughs considering a PBGS can be ambitious about their financial goals, provided the initial investment is sufficient. London's Giving data shows that in 2018/19 the average return on investment for a London-based giving scheme, including the value of volunteering and in-kind donations, was 1:4. The returns increase with the size and longevity of the scheme.

Other boroughs may more realistically focus their impact on non-financial objectives such as participation and partnership working.

There are, of course, other factors to consider such as the ambition of stakeholders and residents to get involved, as well as how best to use local assets. But the challenge facing the future of PBGSs is understanding whether they can work for all London boroughs and if so what effort, investment and time is needed to develop a scheme in a place with little or no funding infrastructure and a small business base.

## CASE STUDY: Barking & Dagenham Giving – Impact Through Partnership & Participation

Barking & Dagenham is breaking new ground in developing place-based giving in a borough with relatively few financial assets. Levels of poverty, socio-economic deprivation, and structural inequality are high. The pressure on public finances, due to the combination of a decade of austerity and growing demand, has arguably affected those who most need services.

A major challenge is to create a system in which individuals' ideas can flourish, projects develop, and concerns be addressed.

One proposal is the Local Authority's 'Partnership and Participation Strategy'. In essence, it calls for the development of a new support infrastructure for the third sector; to increase collaboration and trust between stakeholders; to stimulate public participation; and to channel more resources to the voluntary, community and the social enterprise sector.

The response from the community has been the establishment of BD\_Collective. This new collaborative platform for local VCSE organisations aims to work with partners to stimulate new opportunities in the borough, intentionally growing cross-sector partnerships, connecting people, places and projects across Barking & Dagenham.

In addition, a group of VCS organisations and the council have been developing Barking & Dagenham Giving with the support of DCMS' Growing Place-Based Giving programme. The scheme will facilitate:

- the creation of new opportunities for residents, business and organisations to support the voluntary, community and social enterprise sector
- new relationships between those who give and those who deliver projects, services and support

Participation is central to this vision. Over the past couple of years the borough has successfully launched a crowdfunding platform, a local lottery, a peer-to-peer practical participation platform 'Every One Every Day', and a resident-led Neighbourhood Fund. Local funders have also developed their own small grants funds, and are experimenting with participatory approaches, working with people with lived experience, and bringing them ever closer to the decision-making process.



The Context

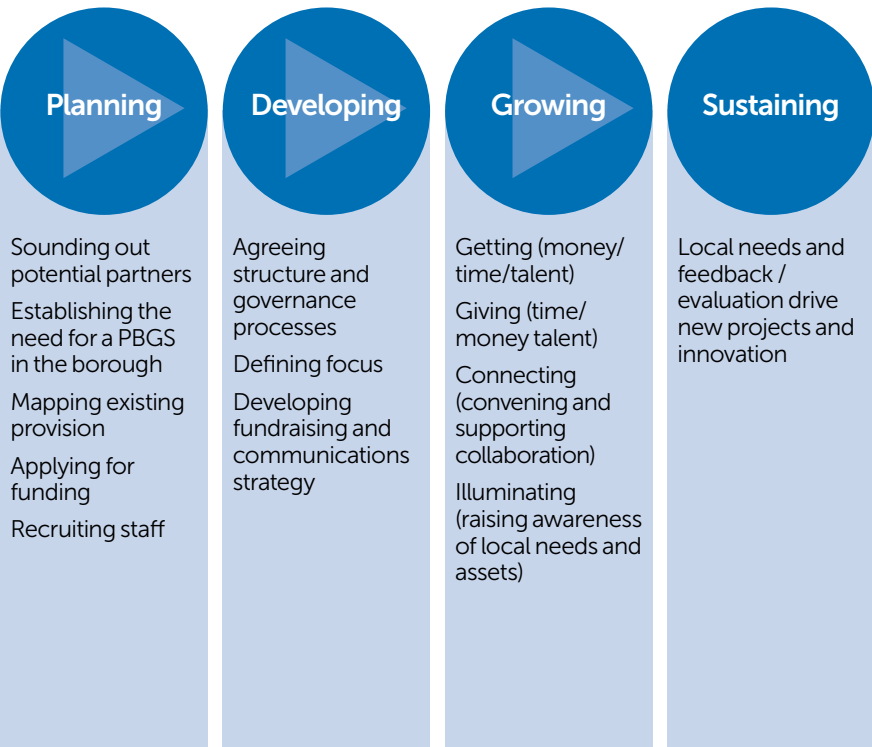
The Lifecycle of a PBGS

This report follows the lifecycle of a PBGS from the germination of an idea through to becoming an established scheme at the heart of the community, as shown below.

In practice, this is not a linear process. The pace of initial development is determined by many factors, primarily capacity and funding.

Consultation and review are essential ongoing activities of a needs-based, responsive scheme. Along the way, schemes may change their strategies or programmes and may need to partly or wholly step back into testing and development mode.

They may even enter a fallow period due to lack of capacity, or to review their purpose and approach. This isn't necessarily a failure but rather a consequence of testing new ways of working with multiple stakeholders in a dynamic, complex environment. Being prepared to take risks, learn from experience and change direction need to be part of the plan.



Community consultation and participation Partnership working

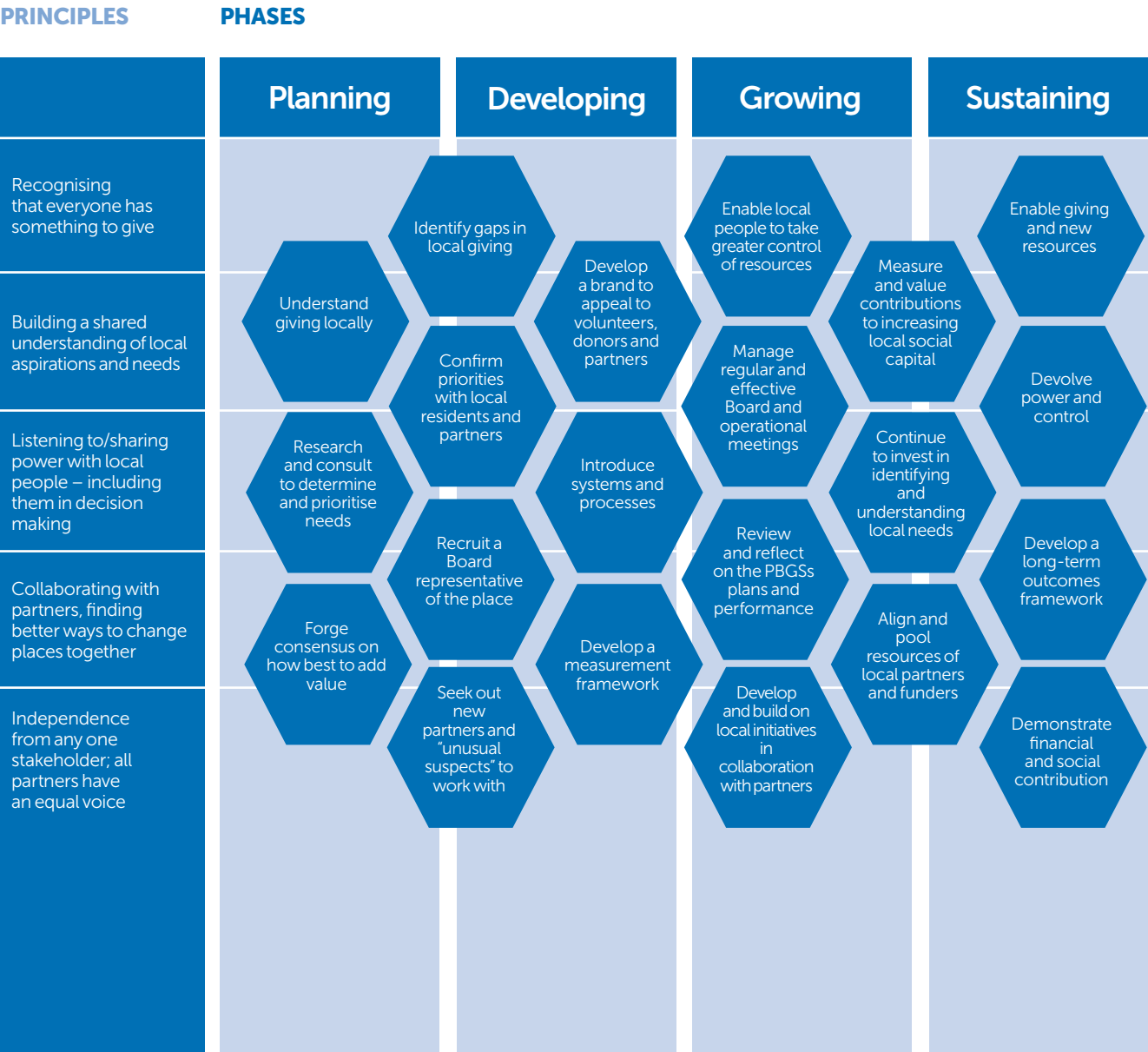
CASE STUDY: Re-igniting Hackney Giving

Hackney Giving launched in 2014 to raise funds for small grassroots voluntary organisations and raised over £300k for local causes. Three years in, lack of staff capacity to run the programme caused it to scale back to the delivery of *Hackney Giving Live*, events run in partnership with live crowd-funding practitioner The Funding Network. This kept the brand active and visible to the local community while the partners considered next steps. Hackney CVS has now secured funding for a dedicated Development & Programme Manager who started in February 2020, and it has already received a donation from staff at the Burberry store in Hackney. A multi-sectoral Board will be guiding Hackney Giving through its fresh start.



PBGS Stepping Stones

We have created an underpinning logic model for schemes, based on the five founding principles explained earlier in this report. It identifies a variety of actions and indicators which demonstrate how schemes might progress through the different evolutionary phases.



# The Initial Planning Stage

## Planning

**Sounding out potential partners**

**Establishing the need for a PBGS in the borough**

**Mapping existing provision**

**Applying for funding**

**Recruiting staff**

Developing

Growing

Sustaining

Community consultation and participation  
Partnership working

## Shaping the Vision for Your Borough

**Establishing a PBGS is complex and takes time and commitment. There is a danger of duplicating or diverting funding from existing services. How do you know it's what a borough needs?**

Interested stakeholders should consider the borough's assets, needs, potential partners and their capacity to establish and manage an effective partnership. This will shape the vision and ambition of the giving scheme.

Building the five key principles identified earlier in the report into the fabric of a scheme starts at the planning stage with convening the right partners and embarking on the ongoing process of consultation, participation and engagement. We address those activities in this section because they start here, but they are core to the entire process.

### Practical

The critical questions to ask at the Planning Stage are;

- What do you want to achieve?
- What do you already know about need in the borough, and what is the evidence? What are the gaps in your knowledge?
- Where are the opportunities to make the most impact?
- Who are the potential partners? Which partner/s can take the lead – in providing the secretariat, in hosting, in applying for / providing funding?
- What are your assets? Businesses, funders, infrastructure organisations, voluntary organisations, residents with time, money and skills?

## The Key Roles of a PBGS

From our experience a PBGS comprises a number of key roles, who all have an important part to play in a successful collaboration:

**Initiator** – the group, organisation or individual who is the first to pick up the baton and run with the idea.

**Development Lead / Director** – the first member of staff recruited to lead the project operationally, taking direction from a Board or steering group.

**Partners** – local experts and asset holders, they could include funders, businesses, local authorities, and infrastructure organisations.

**Board / Steering Group** – partners who lead the strategic direction of the PBGS and provide oversight of the development lead.

**Local people** – engaging with local people and encouraging them to participate in decision-making and grant-making is a crucial ingredient of a successful PBGS.



# The Initial Planning Stage

## Finding the Right Leader

There's no one blueprint for place-based giving. Its success in each borough is reliant on the energy, commitment and ingenuity of the individuals who are recruited to create the plan and make it happen. The most important skill for PBGS leaders is to build relationships and inspire trust. They must bring vision and momentum to the initiative, listen to local people and align the different perspectives and experiences of a range of partners.

Haringey Giving's Chair Julia Slay, says:

*"It's not possible to recruit for all the skills you need to get a PBGS off the ground in one person, so you have to decide what is most important to your goals."*

*"I think you need someone very outward facing, not someone focused on the mechanics; the Board can help with that. The big task is engagement and building relationships. And you need someone who can make things happen and do what needs to be done."*

*The most important skill for PBGS leaders is to build relationships and inspire trust.*

## Identifying the Partners

The initial planning stage is the time to consult with the broadest range of potential partners and perspectives possible. The initiator will know the people and organisations representing local knowledge and assets – local businesses, trusts (if there are any), the local authority, residents and voluntary sector infrastructure organisations such as CVSs and volunteer centres. Again, it's important that they are represented by individuals with energy, enthusiasm and commitment to turn the idea into a reality.

## CASE STUDY: Merton Giving's Diverse Board

Merton Giving is a partnership of the Merton Voluntary Services Council and the Merton Chamber of Commerce, supported by the London Borough of Merton.

Merton Giving's Board includes representatives of the public sector – the CCG (Clinical Commissioning Group), fire service, police and the local authority; the private sector – AFC Wimbledon, the Chamber of Commerce and Love Wimbledon Business Improvement District (BID); and the voluntary sector through Merton Voluntary Service Council (MVSC) and local funders the Wimbledon Foundation and Clarion Housing.



The focus for Merton Giving is encouraging giving from businesses – money, skills and in-kind – to support charity projects. Merton Giving is AFC Wimbledon's Charity of the Year providing the opportunity for a volunteer-led charity collection at home matches as well as generating awareness through adverts in the club programme.

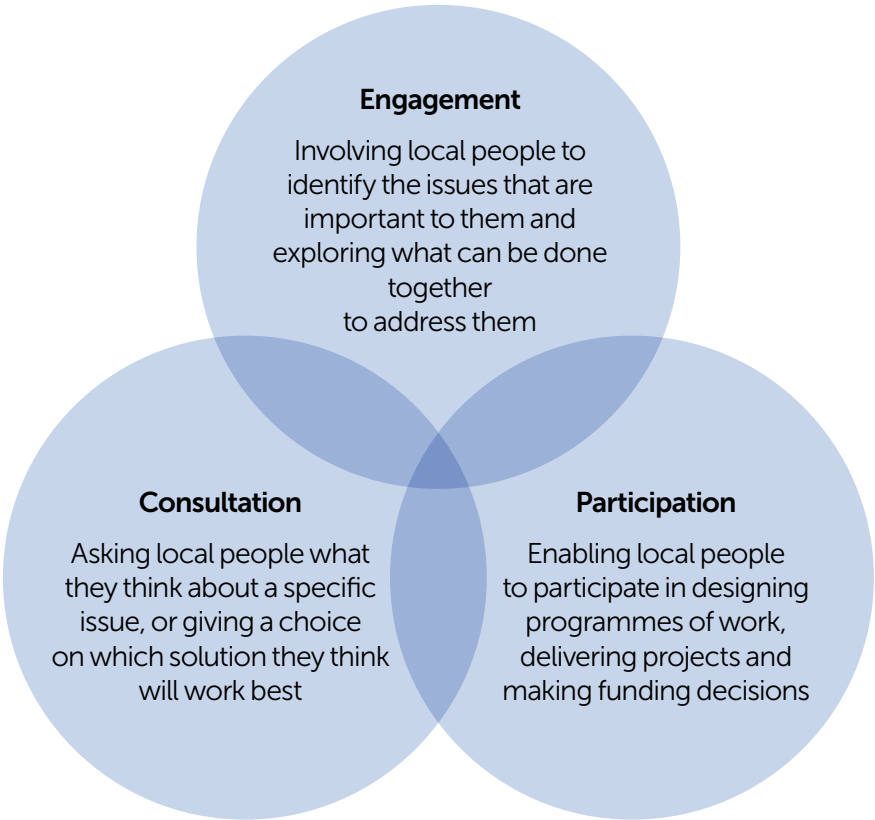
Merton Giving's Director Jenny O'Neill, is hosted by Merton Chamber of Commerce and says the Chamber's support has been invaluable.

*"It has an unrivalled knowledge of the business sector in Merton, and through its newsletter and communications I have access not just to its membership but to a wider network. It's much easier talking to businesses as part of the Chamber of Commerce than going to them cold. The range of backgrounds, perspectives, influences and experiences on the Steering Committee all come together to plan a bright future for Merton Giving."*

## Engaging Local Support

Listening to and including local people is essential in building a shared understanding of need and ensuring programmes are responsive and authentic. The experience of PBGSs is that local people care about their area and want to be part of the change. Making sure they can do so takes time and resource. Involving locals builds confidence and social capital within the communities they serve.

This is done through engagement, consultation and participation. Though similar, they have different emphases and achieve different outcomes as outlined below:





## The Initial Planning Stage

### Engaging with Residents

#### Practical

##### Engagement

- Think about the people you want to engage with and how you will reach them. Work through existing local groups and networks, but also think about who you might miss through these channels
- Be creative about planning events that will bring local people together – make them fun! But recognise that building consensus takes time – make them safe spaces for people to share opinions
- Commit to doing this on a regular basis and feeding back on what's happening as a result
- Recognise and value people's time, knowledge and ideas.

See the Kensington & Chelsea Foundation's Listening Project, page 46

##### Consultation

- Be clear what you are asking about, why, and what you will do with the answers
- Ask your questions in plain language

- Ask lots of people, especially those who aren't already involved. Go to where people are, on the streets and estates, in youth clubs, community centres, shops, bus stops
- Talk to people at weekends and in the evening, not just 9-5, Monday to Friday
- Use the opportunity to get people to sign up to hear from you again or to get involved in other engagement opportunities

See oneRichmond's young people's consultation, page 31

##### Participation

- Think about the different knowledge and perspectives that will be most useful e.g. young people, residents from estates
- Build a group that is diverse with people from different backgrounds
- Consider what training and support you can offer people who haven't participated before. Think about how experienced members might need to behave differently
- Ideally, pay people for their time.

See Camden Giving's Young Changemakers programme, page 35

### Creating Capacity – Securing Initial Funding

A new PBGS needs funding to get started, but it's hard to get funding until there is a plan and a track record. The most likely investors at this stage have been local trusts, prepared to 'kick start' a scheme, or local authorities who are familiar with PBGSs.

The best funding mix is a long-term commitment to staff capacity plus a fund to allow the scheme to become active at the earliest opportunity. That way the new organisation can achieve 'quick wins', build local trust and awareness and demonstrate impact to potential funders. For example, Camden Giving launched with the KX Fund (Section 106 commitment – see Glossary), while Haringey Giving received a mix of core and project funding by its business partner Linklaters LLP to support the first two years of its development (see page 30). This enabled them to quickly establish themselves and leverage that funding to secure further resources.

## CASE STUDY: City Bridge Trust's Support for London's PBGSs

The giving movement in London has benefited significantly from the enlightened support of City Bridge Trust (CBT). It has committed more than £3m to the development of PBGSs in London, both by funding the London's Giving initiative and in grants to emerging schemes, primarily for development posts. CBT Deputy Director Jenny Field explains why place-based giving is important to the trust.

*"City Bridge Trust's support of the giving movement began when we became a founder funder of Islington Giving.*

*CBT's aim is to reduce inequalities and support stronger, more resilient and thriving communities. In the context of austerity, a shrinking state and stretched resources it was clear that we needed to do things differently; that things were never going to be the same again.*

*We were inspired by Islington Giving to support the development of more PBGSs through the London's Giving initiative, by funding the development costs of emerging schemes themselves.*

*We quickly recognised that every scheme is different, due to local conditions and need, but that the most effective share certain principles: of being needs-led, involving the whole community, and founded on cross-sector partnership.*

*I see PBGSs as an important part of the civil society support ecology in a borough. They understand local need and strengths; they can become repositories of local knowledge and leverage cross-sector support. It's a systems change approach to grow stronger communities when resources are scarce, and a fresh take on community development."*

#### Practical

##### CBT Deputy Director Jenny Field's Advice for Grant Applicants

*"We need to see that the application is based on need, and is properly costed. Apply for what you think it will cost, not how much you think we will give.*

*We want to see leverage – that our funding will enable you to bring other assets into your borough. If your borough has trusts and foundations and / or big businesses, they need to contribute. We are looking for partnership working, strong voluntary sector and private sector partners and want to understand your relationship with the local authority. The question of sustainability also needs to be addressed."*

Emerging PBGS's can apply to the Connecting the Capital funding programme for up to five years' development funding. Visit the City Bridge Trust website for clear guidelines on what they will and won't fund.



## The Initial Planning Stage – Lessons & Recommendations

### For partners

- When recruiting leaders:
  - be realistic about what one person can achieve and focus on the core skills of relationship building and finding consensus
  - think carefully about the sort of support and oversight they need as the leader of a new initiative with multiple stakeholders, and be clear about the line management relationship with the host organisation and the chair and Board members
- The planning stage is critical and can be lengthy. Building relationships and trust and getting a range of people and organisations round the table takes time

- Involve the broadest range of partners with local knowledge and expertise. Find people with the appetite to work differently. Focus on what is different about what you are doing than if you did it alone. Ask what they can bring to the table
- Listen to and include local people from the beginning
- Be realistic about what your borough can achieve with its assets, and be creative about how you can use them

### For funders

- A proportionate and long-term financial investment in capacity is required to run a scheme with reach and impact
- Don't expect an implementation plan at this stage; more important is a good understanding of local need, the right partners round that table and evidence that the principles of listening, devolving power and partnership are being applied. It takes time and capacity to come up with a plan and achievable outcomes that are rooted in local need and aspiration and aligned with all the partners
- The ideal funding mix to underpin the next stage is secure core-funding for staff, plus a fund to enable work in the community to begin as soon as the focus is agreed. This does not have to be a large pot, but it has great leverage potential in acting as match or seed funding to attract further investment

# The Developing Stage

## Developing

Planning

**Agreeing structure and governance processes**

**Defining focus**

**Developing fundraising and communications strategy**

Growing

Sustaining

Community consultation and participation  
Partnership working

# The Developing Stage

## The Ingredients for Success

When there is dedicated resource, usually a funded Leader post within a host organisation, a PBGS moves into the development stage.

The existing understanding of local need, assets and civil society context needs now to be deepened and tested with local people, through research and consultation. Ideally, a broad range of partners are already engaged, but this is an opportunity to ensure that the full range of local knowledge, assets and experience are represented.

The task is to develop a plan which meets the needs and aspirations of local people with ambition and vision, but which is achievable in its place.

## Building Partnership at Board Level

The principle of partnership is not just a value or a 'nice to have', it is the structural core of a PBGS's ability to do more, do better and include everyone and is part of every stage.

The majority of London's PBGSs achieve partnership working by establishing Boards or advisory / steering groups as outlined above. They may include voting members and skilled advisors.

Boards provide impetus and strategic direction and bring a range of skills and expertise when dedicated resource is limited. The rules of good governance apply, with increased emphasis on two factors: time and trust. This is more than process. Mutual understanding of the key focus of the PBGS leads to trust between partners and a recognition of each others' strengths. True collaboration requires partners to relinquish and redistribute a degree of power.

We have seen the important continuity that Boards provide in the event of personnel changes (especially with small teams) and the practical and emotional support they offer staff, who have a demanding and multifaceted role.

Having a good representation of local people on the Board is important. Representatives of partner organisations may also be residents, and bring both their professional and personal experience to the table. However, this may not reflect the diversity of the community, or include those with lived experience of the issues the PBGS aims to tackle.

*The principle of partnership is not just a value or a 'nice to have', it is the structural core of a PBGSs ability to do more, do better and include everyone.*

## CASE STUDY: Chairing the First 12 Months – Julia Slay, Haringey Giving

*"Being on a Board of a developing PBGS has both the opportunity and challenge of setting up something from scratch; the possibilities are huge but you have to make decisions and rule stuff out and there is no right answer.*

*It's helpful to spend time defining your areas of focus because this helps you make decisions later on. You have to say 'no' to some things, which may mean turning down something exciting.*

*We had conflicting advice about planning versus action: some advised us to hold our ground and not to do anything until all the thinking had been done and the processes were in place, while some said to get something done as soon as possible to start building our profile and a track record. We opted for somewhere in the middle. We gave Colin Bowen, our development lead, permission not to rush to action until we were sure our position was correct.*

*My advice is to build relationships with as many partners across as diverse a range of sectors as possible. Recruit a strong Board with a good range of skills. The most valuable thing from my perspective is to have people on the Board who know how to set something up."*





# The Developing Stage

## Agreeing Structure – Hosted or Independent?

Most London PBGSs are hosted by an established organisation – typically a CVS or grant-making trust. They are run by small delivery teams, often just one person (the development lead) at the outset, guided by a Board with delegated strategic decision-making powers from the host. A few have become, or are in the process of becoming, independent organisations (e.g. CIOs or CICs).

For most, hosted posts are the most practical solution in the first stages. A host can be accountable to funders allowing trusts and businesses to invest. They can provide line management and infrastructure support as well as local connections and expertise.

Host organisations should not make the mistake of thinking that hosting a PBGS will bring in more funding and resources for them in the short-term. In reality, the most successful schemes have often had a significant investment of leadership and capacity from the host organisation with little return in the early stages.

Boards of hosted schemes may benefit from keeping an open mind and a watching brief on the issue of independence. When the downsides outweigh the benefits it's time to reconsider.

Independent PBGSs, unfettered by established cultures, associations and practices, can be seen as a focus for new ideas from all sections of the community and try new, innovative and risky approaches

**Haringey Giving** is hosted by The Bridge Renewal Trust, a registered charity, and Haringey Council's Strategic Partner for the Voluntary and Community Sector. Haringey Giving has its own Board with delegated decision-making powers from the Bridge Renewal Trust Board. Haringey Giving benefits from its small team of two working alongside the Bridge Renewal Trust Team, calling on their expertise, knowledge and connections.

**Camden Giving** was initiated by Camden Council and incubated by Voluntary Action Camden (Camden's Council for Voluntary Service) but within months of a Director being appointed to lead its development, became an independent CIO. Its engaged Board includes representatives from business, Voluntary Action Camden, the Volunteer Centre Camden, the Wellcome Trust as well as expert advisors. The Director is well-supported by the active Chair, who is Chief Executive of two Camden BIDs. The Camden Giving team is given office space at the Camden Collective.

## The Role of Local Authorities

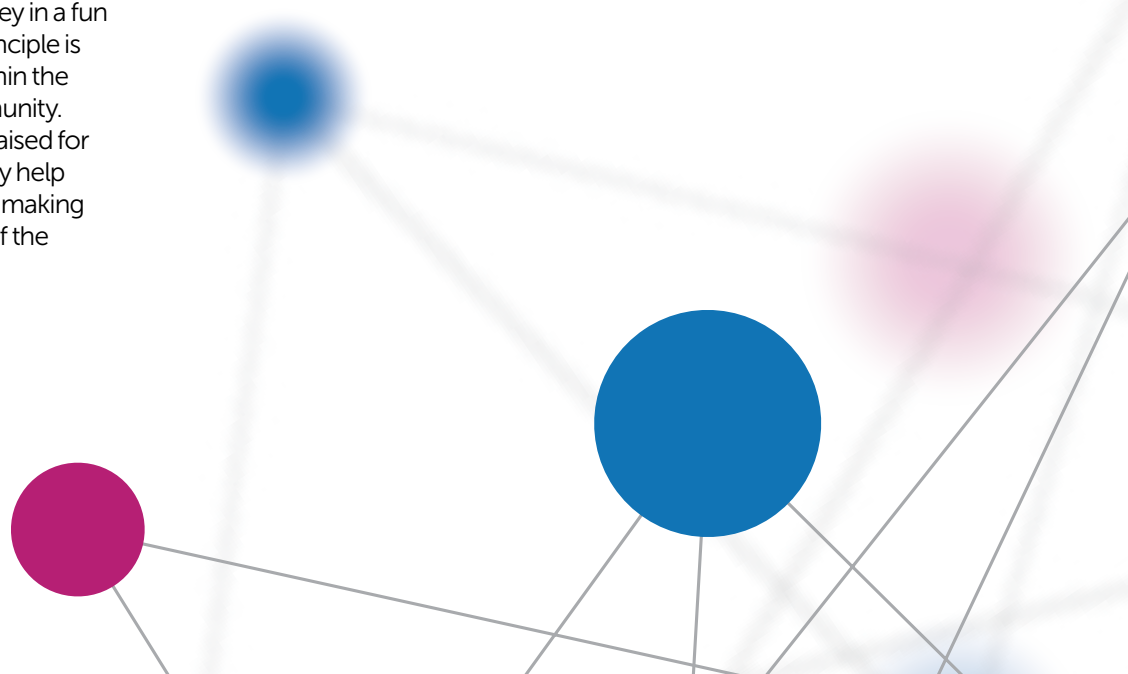
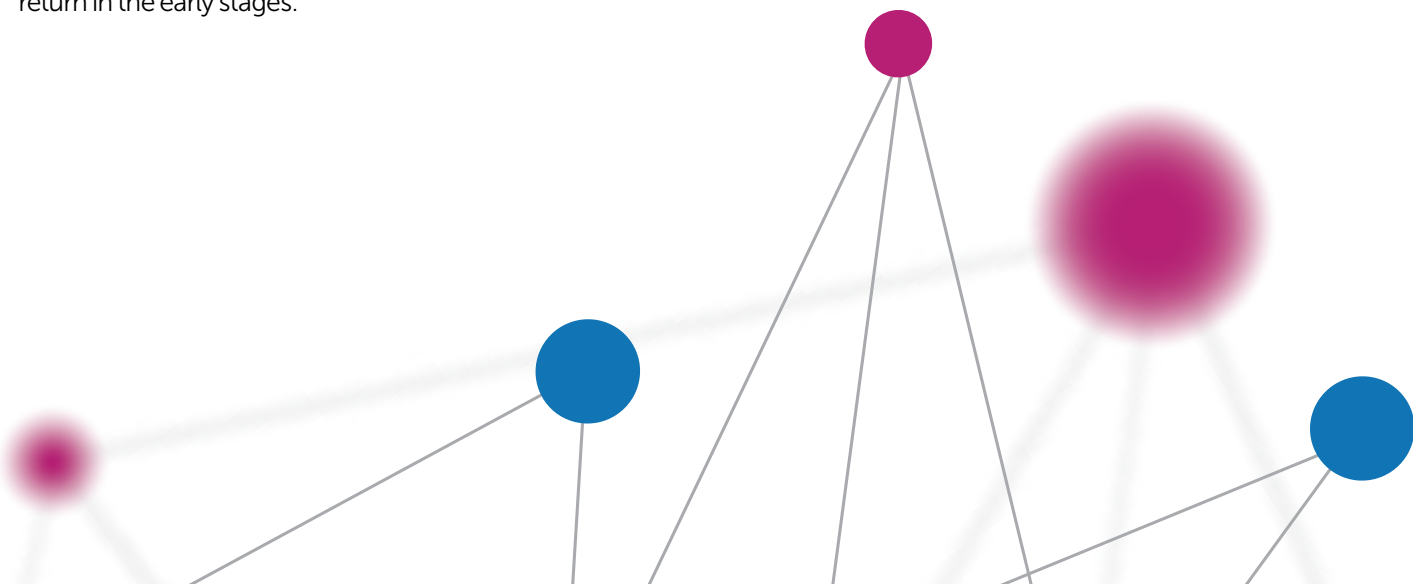
Councils have been key partners in the development of PBGSs in London, playing a range of roles including incubator, convenor, funder and connector. They can bring unique knowledge and assets, including connections to potential supporters.

However, schemes hosted by councils are at risk of being perceived as a substitute for council funding cuts, and councils may have negative associations among residents and the voluntary sector.

Here are four examples of how local authorities have supported PBGSs while recognising the value of independent partnership that they bring:

1. In partnership with Harrow Council, Harrow Wins is an exciting weekly lottery raising money for good causes including Harrow Giving. Set up in 2019 by Harrow Council, Harrow Wins helps empower local good causes to raise money in a fun and effective way. The principle is simple; raising money within the community for the community. It's early days but money raised for Harrow Giving will not only help with core costs and grant-making but also raise awareness of the campaign.
2. UNITED in Hammersmith and Fulham's Warmer Together Winter Giving Campaign launched in 2019 and has partnered with its council for communications, covering a key element of print costs. The council's logo in partnership with UNITED's adds credibility to the campaign.
3. Haringey Council has contributed £10,000 a year for core costs to the first two years of Haringey Giving's operation, and contributed a further £24,000 in match funding to the Big Give Christmas Challenge Appeal. This enabled local people and businesses to raise a total of £50,000 which will be given in grants to local charities.
4. Lewisham Council funds Lewisham Local to deliver a Community Toilet Scheme, encouraging local businesses, cafe's, community centres and libraries to open up their toilet facilities to the general public.

Local Authority grants may be in decline but new forms of support are emerging. Building on Camden Giving's use of Section 106 planning gain (see Glossary), other giving schemes are now exploring with their Council partners how some of the Community Infrastructure Levy (see Glossary) can be recycled to support place-based giving. New partnerships with local property developers are opening up more funding and partnership possibilities.





The Developing Stage

The Business Perspective

Like local authorities, businesses support PBGS in a host of ways, including representation on Boards, funding, employee fundraising, introductions to other businesses and employee volunteers offering skills and time.

Large and small businesses have different roles. Most businesses choose to support PBGSs in their own boroughs or for reasons of strategic fit and impact. This is not always the case though, global law firm Linklaters LLP is based in the City of London but supports work in Haringey (see page 30).

Board presence helps businesses to bring new thinking to a partnership and new practice to their own work. Steering the development of a PBGS ensures their business and employees can actively contribute to, and benefit from, its activities from the start. Sitting alongside public and voluntary sector partners and hearing directly from residents gives a unique insight into a place and their role within it.

CASE STUDY: Linklaters and Haringey Giving

Linklater LLP's social impact work is about empowering people around the world and helping them to transform their lives, with a focus on education and employability programmes. Historically Linklaters' work in London has centred on Hackney. In 2016, it expanded to Tottenham and Haringey where a lack of business engagement and a pressing need for initiatives to support social mobility and equal access to opportunity provided a good fit for Linklaters' strategic objectives.

Linklaters supports Tottenham's Dukes Aldridge Academy, and launched the Careers Conversations employability scheme in partnership with Business in the Community. It also recently piloted and launched a new place-based social entrepreneurs training programme with the School for Social Entrepreneurs.

Joanna Keefe, Global Corporate Responsibility Manager for Linklaters, is a Board member for Haringey Giving, and explains why Linklaters chose Haringey Giving;

*"Haringey Giving is a natural partner for us and we were delighted to be an early supporter to help get the ball rolling. Big firms like ours tend to invest in a small number of strategic programmes in order to create impact-led and long-lasting relationships. However, this excludes support for the many smaller groups who make up the lifeblood of local communities. Through Haringey Giving, we can utilise local expertise to support the development of third sector and community organisations who would normally be beyond our reach.*

*Our engagement started when Haringey Giving was in early concept phase by participating in panel events and convening businesses. Last year, our London Social Impact Committee awarded seed-funding to Haringey Giving to enable the pilot of local grant-making programmes plus unrestricted funds to cover development costs. We provided the total two-year award upfront so that Haringey Giving were able to respond quickly to opportunities and local need.*

*Our involvement with Haringey Giving has helped us to learn more and shape our own participation in the borough. Haringey Giving has directly contributed to an evaluation of our existing adult education programme as well as providing critical advice during the pilot phase and launch of our borough-wide social enterprise activities. Haringey Giving is a trusted partner and valued for its extensive expertise and local knowledge."*



Defining the Focus

It is important for partners of a PBGS to mutually establish a clear, evidence-based focus, so that they become aligned and purposeful. It takes time and requires a participative and iterative approach.

The partners will have access to data and local knowledge which highlight the areas of greatest need. Further work may need to be done to identify what matters most to residents and the gaps in services and support, through the engagement, consultation and participative process described earlier in the report. Schemes may also consider commissioning independent research to strengthen existing data and knowledge.

CASE STUDY: oneRichmond's Peer-led Consultation

**oneRichmond** is a partnership between two Richmond funders; Hampton Fund and Richmond Parish Lands Charity.

At this early stage of oneRichmond's development, their funding priority has been identified as the needs of young people, particularly but not exclusively those affected by poor mental health and those who are victims of crime or who have been criminally exploited.

Gaining access to the authentic voice of young people can be very difficult. Research processes can alienate young people, and if delivered by people who are out of touch or who cannot relate to their experience, it will have an impact on findings.

oneRichmond has invested in a peer-led consultation to explore the needs and issues young people face in the borough. This has involved training local young people to design and deliver research with their peers. Early results are promising. The research is revealing the scale and impact of the issues. It is expected that the research will challenge the status quo and help oneRichmond make the case for better and more aligned funding and services for young people, as well as having created a group of trained researchers for future consultations.

The research will also draw from the experience and expertise of practitioners, voluntary organisations and statutory agencies working with young people across Richmond, and highlight models of good practice.



## The Developing Stage

### The Developing Stage – Lessons & Recommendations

#### For partners

- The Board has a critical leadership role to play in a PBGS, catalysing the talents and experience of its members to co-create ways of changing lives in a borough
- A diverse and committed Board provides momentum to the process of laying foundations and defining focus
- Collaboration requires trust; it's worth investing time and effort to lay the building blocks for a shared vision, effective governance and leadership

- The Board needs to balance demands of the planning process with the importance of 'quick wins'. Becoming active in the community as soon as possible is important in retaining the engagement of funders and partners, raising profile, galvanising support, developing credibility, and having a demonstrable track record to secure further support, funding and resources
- The task of defining a focus based on local need and proportionate to the borough's assets can be complex and may require independent research

#### For funders

- Be prepared for things not to go to plan. Schemes should be actively encouraged to innovate, improvise and work differently and this involves risks. Some schemes will try things that don't work, and some may stall and have to re-think

# The Growing Stage

Growing

Planning

Developing

Sustaining

**Getting (money/time/talent)**

**Giving (time/money/talent)**

**Connecting (convening and supporting collaboration)**

**Illuminating (raising awareness of local needs and assets)**

Community consultation and participation  
Partnership working

# The Growing Stage

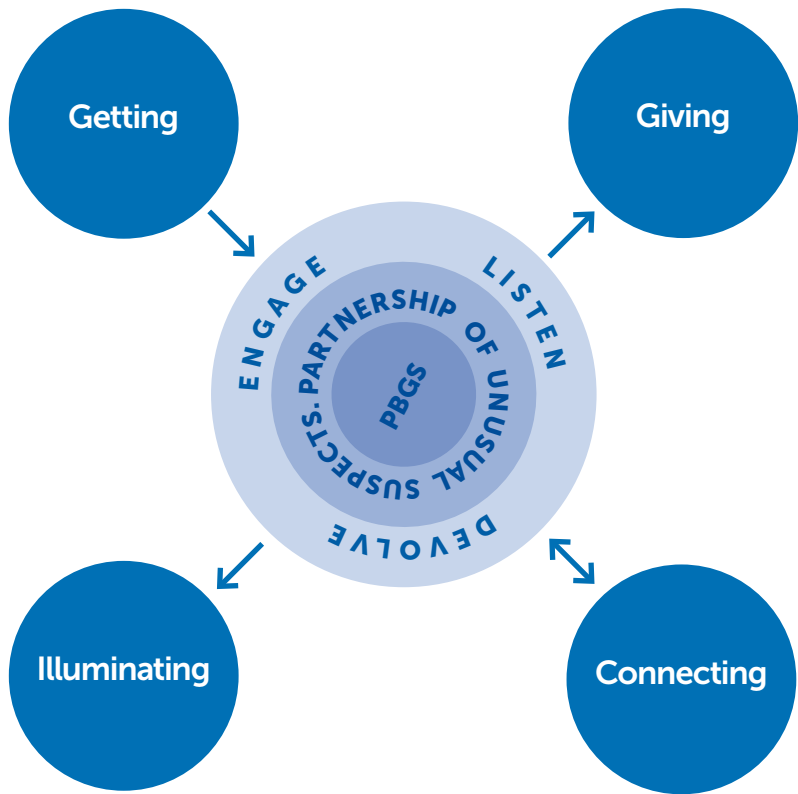
## How to Make Change Happen

Essentially the business of a PBGS is;

- **Getting** (fundraising, recruiting volunteers and in-kind gifts);
- **Giving** (grant-making, brokering volunteering);
- **Connecting** (convening, involving the 'unusual suspects', supporting conversation and collaboration);
- **Illuminating** (amplifying the voice of local people and voluntary organisations, shining a light on a borough's issues and influencing change).

These activities are underpinned by **listening** to local people and including them in decision-making, although the conversation now develops from 'what shall we do?' to 'how are we doing?' and as time passes 'what has changed for you, and how can we help?'.

Any one of these things done well is useful, but there are plenty of experienced and highly-skilled organisations doing them already. The real value is the cumulative impact of doing these things in partnership with others; the trust relationships that are established, the understanding and expertise gained through one activity and applied to another, the new ideas generated by bringing together different skills and perspectives and asking residents what they want.



## CASE STUDY: The First Three Years – the Camden Giving Story

In the two years since its launch, Camden Giving has become a leader in the field of participative grant-making and established itself as the beating heart of a community in the process of transformation. It has funded 170 local projects and engaged 34 businesses and 80 volunteers in supporting Camden voluntary organisations. However, Camden Giving's team of five are not as interested in the numbers as they are in the way things are done. They create equity through volunteering, participatory funding, resident decision-making and employment.

Camden Giving's development was accelerated by their first funding commitment of Section 106 funds (see Glossary) from developer Argent. After months of consultation led by the local authority, a grants programme was launched. Camden Giving quickly established a track record as an effective grant-maker and community partner which made it the first choice to manage grants on behalf of HS2 Ltd and the London Borough of Camden.

The two significant pieces of funding, the KX Fund and the HS2 Camden Fund have enabled Camden Giving to fund a wide range of grass-roots projects, and they have used their partnerships with local business to leverage support in the form of skilled

employee volunteering. Now all funding decisions are made by panels of local people, and Camden Giving has developed programmes to train and pay people with lived experience to make decisions about where the money goes.

But the injections of funding have presented a challenge; how to continue to support the community when that funding ends and what to do for needs which fall outside those funders' objectives. So Camden Giving has an annual Camden Giving week and other fundraising and engagement programmes to raise unrestricted funds for priorities identified by the Camden community, such as the Young Changemakers programme (see page 42).



## Getting

PBGSs mobilise a range of resources – money, skills, knowledge, in-kind gifts and time. Working on the principle that everyone has something to give, PBGSs can ask for resources from all sections of the community. Residents may not be in a position to donate financially, but they may be able to volunteer their time and skills or to participate in a grants panel where their lived experience may be invaluable in deciding where money can be spent most effectively.

*Simon Pitkeathley, Chair of Camden Giving and CEO of Camden Town Limited and the Euston Town and Camden Collective says:*

*"Camden Giving is enabling businesses of all shapes and sizes, from big international developers to local artisans, to play a part in supporting Camden's communities. At the same time we're ensuring people with lived experience of inequality get to decide how that support is best used. Our varied work across participation, volunteering, funding and employment opportunities allows everyone to get involved in a way that suits them. This approach is essential in a borough that has the third widest wealth gap in the UK."*



## The Growing Stage

### Big Business – the Case for Support

Businesses supporting PBGSs with funding and employee time and skills can reach grassroots organisations and support innovative programmes that they could not develop or fund themselves. They can trust the local knowledge and expertise of a PBGS to donate their funds, deploy skills and time where it will have the greatest impact and leverage resources from other partners.

The multi-sectoral partnership model works well for businesses who want to broaden their network and knowledge and work collaboratively to increase their impact. Many enjoy the opportunity to work with like-minded businesses in other fields, and to work alongside and learn from other sectors.

### CASE STUDY: Macquarie Group and the BIG Alliance

**Macquarie Group**, a global financial institution based on the boundary of Islington, has played an integral role in the borough since 2012 – providing funding, expertise and staff engagement.

The BIG (Businesses for Islington Giving) Alliance strengthens the links between 12 Islington-based businesses and voluntary organisations and schools. The BIG Alliance was established by Macquarie Group and Islington Giving in 2012 in a borough where there was little strategic business involvement. Now, over 1,600 volunteers have supported 69 organisations and over 1,000 students in Islington have been matched with a business mentor.

The BIG Alliance shows the value that community engagement offers businesses in the recruitment and retention of staff, learning and development opportunities and workplace well-being. From six-month business planning projects for voluntary organisations, to mentoring programmes for young people in every Islington secondary school, there are opportunities for all organisations to think differently about giving.

Macquarie Group has made a meaningful impact on the Islington community and is deeply engaged in providing continued support by working closely with the council, identifying new opportunities for staff involvement and crucially committing more than £750,000 to the Islington Giving partnership over the past eight years.

Paul Plewman, CEO of Macquarie Group in EMEA, explains:

*"Unless you have deep relationships with those affected, it's impossible to know the extent of the challenges people face. Macquarie's partnership with Islington Giving not only gives us broader understanding, but the connections we need to make a lasting impact in our community."*



### CASE STUDY: How Lewisham Local Engages Micro-Businesses

99.8% of businesses in London are SMEs (see glossary). They have a critical and different role from large businesses in the development of PBGSs.

Lewisham Local Director Sam Hawksley explains how they have found a way to make the most of the borough's assets.

*"Lewisham has a strong and vibrant voluntary and community sector but no significant grant-makers other than Lewisham Council. It also lacks large businesses and has few SMEs. However, it boasts a high proportion of micro businesses with skills, knowledge and expertise."*

*Building on these assets, Lewisham Local engages over 500 local businesses and employers. It began with the 'Lewisham Local Card', a reward card for volunteers that can be redeemed with local businesses offering discounts. This project has been the foundation of a network of community-minded businesses and has led to new initiatives including:*

- *Skills sharing workshops – businesses share their skills and expertise, helping upskill local organisations. These have included social media, IT security, accounting, communications, HR, coaching, PR and time-management and efficiency*
- *Lewisham Community Toilets – organisations and businesses offer free access to their toilet facilities*

- *Refill Lewisham – free water refill stations in local businesses to reduce single-use plastic waste. Part of the wider Refill London scheme*
- *In-kind donations of surplus stock, space and other resources*

*Motivation for local businesses to connect with their community and give is present, but this often requires time and investment and trust building. Small local businesses are under increasing pressure to survive. Lewisham Local's approach has created flexible giving opportunities that match businesses' assets as well as establish clear reciprocal benefits for businesses, such as access to skills-sharing workshops and the discount network for their business."*



## Giving

PBGSs give grants of all sizes, from those to individuals and grassroots organisations, to core grants for key local organisations and significant multi-year grants for community activities. Increasingly, grant decisions are recommended or made by panels of local residents or groups of young people, with local knowledge – participative grant-making.

Schemes also connect businesses large and small to opportunities to work with local projects or provide pro bono expert services or in-kind support. This is why many funders choose to give through a local giving scheme; the added value of the collaboration between funders, businesses and residents ensures that resources of all kinds are aligned and maximised by partnerships of people that genuinely understand local need.

PBGSs have used the licence given to them to think differently to pioneer new approaches. Two of them are profiled on the next page – Camden's Future Changemakers and Islington Giving's Catalyst Programme.



## The Growing Stage

### CASE STUDY: Participative Grant-Making in Place – Camden's Future Changemakers

In February 2018 three young men were stabbed in one night in Camden, two of them fatally. In response Camden Giving set up the Future Changemakers programme in partnership with the Somali Youth Development Resource Centre, with the aim of keeping young people safe in their community. Ten young people were recruited, received training and then given the task of allocating £84,000 in grants to nine local projects. They were paid the London Living Wage to undertake this work.

The fund is made up of contributions from Camden businesses, trusts and individuals. Chair of the Future Changemaker Fund, Haroun Al-Goned explains why he wanted the role:

*"Growing up I witnessed inequality and experienced homelessness. For that reason, I know I have an extremely valuable perspective on what really goes on beneath Camden's 'vibrant' exterior. There is a generation of young people who are vulnerable to the act of grooming, violence, unemployment, crime and many more unfortunate circumstances because of the lack of access to organisations and provisions that should and could help.*

*I believe a community should help raise a child and, regardless of my unfortunate experience, Camden is my community and in order to believe in myself I need to have more belief in my community.*

*Being the Chair of the Future Changemakers Fund gives me the power to not only implement change but to protect the next generation of young people, so they do not have to go through what I did."*

### CASE STUDY: Islington Giving's Catalyst Programme

Islington Giving's Catalyst Programme works with local partners to award grants of up to £500 to people on low incomes to pay for opportunities that make a difference and bring joy. Evidence shows that small Catalyst grants unlock potential, increase well-being and provide partner organisations with a different and positive offer to those they support.

*"£500 is a lot of money for someone to give to pay for my course to build a stepping stone for me to go on and do something different. It means so much to me"*

Jane, Catalyst grant recipient

Islington Giving is keen for the programme to be replicated and is happy to share methodology and lessons. Haringey Giving has launched their own version, Changing Lives.

## Connecting

Partnership is at the heart of a PBGS. They allow relationships to flourish across the community and around local need. In addition, PBGSs can connect:

- Other investors with an interest in the borough
- Local charities, such as the partner charities who deliver the Catalyst programme for Islington Giving and meet regularly to share their experiences, knowledge and expertise
- Businesses with charities – while some PBGSs offer volunteer brokerage on a paid basis for businesses, those without dedicated resource can use their knowledge of local charities to match them more informally with skilled employees and/ or fundraising

### CASE STUDY: Haringey Giving and the Power of Convening

Colin Bowen, Director, Haringey Giving explains how Haringey Giving have been pivotal in convening partners to facilitate meaningful dialogue and action:

*"We brought together partners from Tottenham Regeneration, Business In The Community and School for Social Entrepreneurs (SSE) and Linklaters LLP to develop a programme of business mentoring support and development support for new social enterprises. The initiative with SSE is their first place-based approach and we enabled them to engage and support a diverse group of 15 local residents to become social entrepreneurs, and provided follow-up support through Haringey Giving and Bridge Renewal Trust.*

*We convened the council, the local Football Club Foundation, a leisure facilities provider and London Sport for the 'Model City Haringey East' initiative which seeks to increase social integration through sport and physical activity. This enabled local strategic partners to look at how they can support community groups and attract additional investment for the initiative, rather than duplicating or competing for funding, and to enter into a resident and community-centred dialogue around access to sport and physical activity in the borough."*



The Growing Stage

Illuminating

Events

PBGs that are independent and driven by residents are in a unique position to amplify the voice of the local community and shine a light on inequality and hidden need.

Raising awareness, asking for support, inviting participation and demonstrating impact are all part of the communications task of a PBGS.

Communications tools and activity available to PBGSs include reports demonstrating need, calls to action, content on social media and holding events.

PBGs aim to be relevant to everyone in the community, so communication needs to be wide-ranging, accessible and regular. It's important to equip all partners to actively convey consistent and clear messages.



Communication Top Tips



Anne Phipps is Director of Development and Communication at Islington Giving. Here are her top tips for communications – even with no budget:

- 1) Choose a limited number of targeted audiences to communicate with
- 2) Choose a few channels that suit these audiences and prioritise these, don't try to do them all. These include: face-to-face, email, LinkedIn, SMS, Instagram, mailing, events, reports

- 3) Pick your most compelling, interesting and emotive story and tell it repeatedly – you'll only know if your audience and channel choices are right if you consistently tell your 'best' story.
- 4) Don't be swayed into being too reactive – stick to your choices 90% of the time, and only do something different if the opportunity is absolutely compelling (e.g. good ideas for events crop up frequently, but if you've decided you don't have capacity for event-management, it doesn't matter how good the idea is)
- 5) Set realistic targets

Events raise funds, awareness, and forge personal relationships with potential funders, local stakeholders and residents.

Giving Tuesday, the international Giving Day that is held on the Tuesday following Thanksgiving Day in the US, is used by several schemes to focus fundraising activity and say 'thank you' to their supporters.

Camden Giving and Newham Giving have a dedicated 'Giving Week', and Love Kingston has invited Kingston businesses and residents to support 'Love Kingston Day' on February 14th each year.

During Camden Giving week in May, local businesses take part by donating a proportion of sales on dedicated products such as a Camden Giving cocktail, and by holding events such as cake sales, cocktail evenings and yoga classes. It raised £38,000 last year.

Intimate events for individual donors can also be effective. Islington Giving takes donors and supporters on 'Invisible Islington' tours to local projects which demonstrate the impact of their funding.

Newham Giving works with East London-based corporates including Tate & Lyle, Northern Trust and Bryan Cave Leighton Paisner, TD Securities, Strawberry Star Group, as well as engaging local SMEs through staff fundraising and participation in the annual Newham Giving Day.

Newham Giving's Manager Kyrsten Perry says:

"Giving days and weeks are a lot of work for not very much financial return, but they do provide a reason to make contact with local businesses and organisations and start building long-term relationships."

CASE STUDY:  
Humans of Hammersmith & Fulham, a Portrait of a Community

Savraj Kaur, Programme Development Lead for UNITED in Hammersmith & Fulham has produced a visual arts project 'Humans of Hammersmith & Fulham', named after the New York social media phenomenon that inspired it. It features photographs and interviews showcasing the borough's diverse community, inspiring discussion and belonging, and tackling prejudice and exclusion.

Humans of Hammersmith & Fulham's 2020 exhibition tour was launched in January by UNITED patron Lord Dubs at the Lyric Theatre. Participants from all walks of life, their friends, colleagues and families attended the event. Savraj says:

"We were so proud to have Lord Dubs host the event, to have the Mayor and leader of the council there, and welcome so many people – some were attending their first ever 'formal' event. We will travel the borough to make it easy for as many people as possible to see the exhibition. It's now on display at a pub on the

riverbank and will be there through the Oxford and Cambridge Boat Race. It will then be displayed in historic rooms at Fulham Palace, including during the palace garden party.

In its first month alone, the project has also already completely changed the conversation with potential partners and supporters, opening doors to organisations and individuals we struggled to access until now.

We are also hosting a digital version of the exhibition on Instagram; it has significantly increased our followers, given us something exciting to talk about and has bound people to us."

What a PBGS Won't Do

PBGs do not deliver services because this risks duplicating or competing with existing services and requires a different set of skills and expertise.





## The Growing Stage

### The Growing Stage – Lessons & Recommendations

#### For partners

- It's the cumulative effect of working collaboratively to give, get, connect and illuminate that creates the value of a PBGS
- Play to your strengths – money is not the only asset and everyone has something to offer
- PBGSs can give big business supporters access to grassroots impact and relationships they could not achieve on their own, and can offer significant investment and support in return
- Most businesses in London are micro businesses and SMEs thinking creatively about how to engage them can create dividends – but it will require time and persistence
- Fundraising from any audience is about building relationships and it takes time. The most successful fundraisers are prepared to invest time and resource consistently before they see results

- PBGSs can use their trust, relationships and knowledge to pioneer new approaches, including participative grant-making and new programmes which unlock opportunities for residents
- They can connect and convene other stakeholders to avoid duplication and encourage partnership working
- Communication is key in raising awareness and resources and inviting participation, and is best focused on a few key messages delivered consistently

#### For funders

- PBGSs can help funders to invest in activities they may not be able to do alone, including
  - Reaching grassroots organisations and funding individuals;
  - Supporting innovative and pilot projects;
  - Engaging residents in decision-making;
  - Leveraging their investment with assets from other partners;
  - Deepening their knowledge of a place through consultation and engagement;
  - Responding quickly to local events and conditions

# The Sustaining Stage

## Sustaining

Planning

Developing

Growing

**Local needs and  
feedback / evaluation drive  
new projects and innovation**

Community consultation and participation  
Partnership working

The Sustaining Stage

Sustainability and Restless Innovation

Growing schemes need to continuously listen, innovate and demonstrate need, relevance and impact to become sustainable.

Becoming a well-known organisation creates new opportunities and relationships with residents, funders and other asset-holders which have the potential to grow year-on-year.

Giving days and weeks for example, are a lot of work with limited returns in the first year, but as they become part of the calendar for supporters and their visibility grows, so does the return.

Crucibles of Innovation

**Crucible** – a place or situation in which different cultures or styles can mix together to produce something new and exciting.

*Cambridge English Dictionary*

PBGs can become crucibles of innovation; they create the conditions for new ideas and approaches to be formulated and tested, and when they have established connections and acquired trust in a community then these ideas can achieve scale and ambition.

We have seen PBGSs at the forefront of participative grant-making, here we see how Islington Giving is planning to work in partnership with Islington Council to develop a new model for civil society and local authorities to work together to tackle stubborn issues of poverty and inequality.

CASE STUDY: Islington Together – A Ground-Breaking 10 Year Partnership

Islington Giving is the inspiration for London's Giving, and for many PBGSs in London. It was set up by a partnership of five funders in 2010, catalysed by the 'Invisible Islington' report which shone a light on hidden poverty, isolation and poor mental health in an outwardly affluent borough. The funders recognised that giving grants was not enough; they needed to do more and take collective action to improve lives.

In 2019 Islington Giving raised over £770k in cash, in-kind gifts and volunteer hours and engaged over 1,500 volunteers. Islington Giving brings together 'unusual suspects' who recognise that no one organisation can address the complex needs of one of the most unequal boroughs in the UK.

Islington Giving takes an 'issues to action' approach to its work, identifying what matters to residents and ensuring that they co-produce programmes.

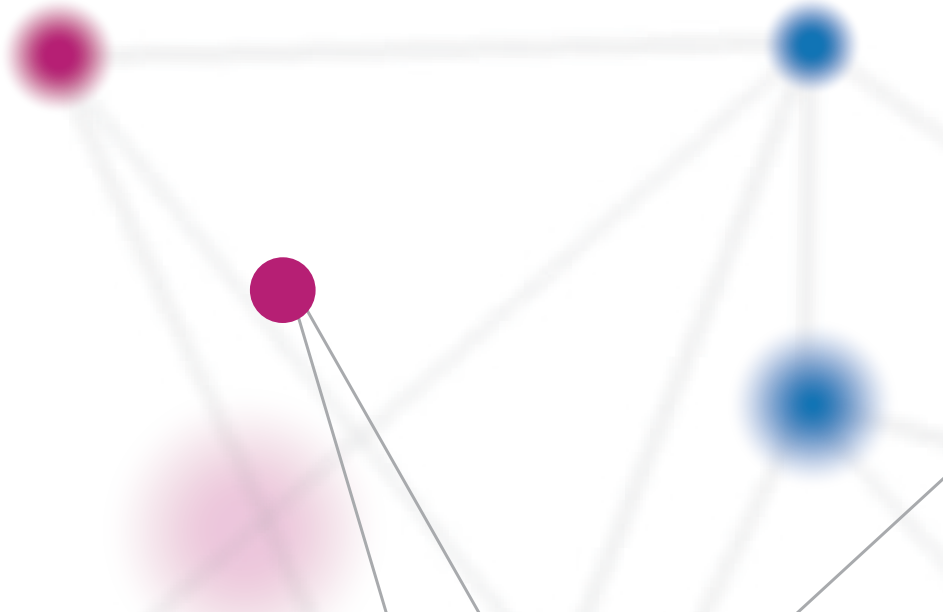
In June 2019 Islington Giving set up a 10-year partnership – Islington Together – with Islington Council which focuses on early intervention and prevention. Islington Together draws heavily on the principles and experience of PBGSs, shifting the design of solutions to residents, giving them decision-making powers and creating a more open culture for organisations and people to work together. The collaboration unites Islington Giving's proven ability to bring together different people and organisations and identify and fund projects with the Council's reach, assets and expertise.

Islington Together spent time listening to a representative sample of 1,600 residents, including children and young people, as well as individuals from SMEs, larger businesses and stakeholders. Residents said that they wanted to be part of changing things for the better. Their priority is children, particularly those of secondary school age, in terms of their mental health, their safety, their education and residents' sense of belonging. This will be the focus of the first stage of the partnership.

Continuous Listening

A PBGS cannot respond to the changing needs of its dynamic community unless it engages in a process of continuous listening; asking residents what they need, inviting ideas and feedback and including them in decision-making. This not only creates more effective programmes but also gives the PBGS legitimacy as a hub of local knowledge which partners will trust.

Being a trusted partner becomes even more important when a crisis requires the community to mobilise quickly.





The Sustaining Stage

CASE STUDY:  
Trust in a Crisis – the  
Kensington + Chelsea  
Foundation’s Listening Project



The Kensington + Chelsea Foundation is an independent charity set up in 2009 to bring the community together to tackle the inequalities felt by many across the borough. For 10 years it has shone a spotlight on issues which disadvantage people and has raised funds and resources to invest in local voluntary organisations.

In 2017 the inequalities of the borough were brought into sharp focus by the Grenfell Tower tragedy. The Kensington + Chelsea Foundation set up the Grenfell Tower Fund Appeal on the day of the tragedy, 14th June 2017, raising £7m.

The majority of those funds were distributed within the first year to survivors and the bereaved. The next challenge was how to use the remaining £1.6m to make lasting change in the affected communities.

In order to understand what the most pressing needs were they set up The Listening Project, which ran between October 2017 and December 2017. It featured a series of small group meetings of representatives of frontline organisations working with people affected by the tragedy, including local voluntary organisations, schools, faith groups and residents associations.

These small groups met in neutral community spaces and were asked about how they listen to residents, what they were hearing about their needs, the value of existing services and what else they would do if they had additional resources.

The project identified a range of priority areas; employment and skills, older people, mental health, young people, families, community projects, and places and spaces.

In response the Kensington + Chelsea Foundation launched the Grenfell Community Development Fund which is investing £1.6m over three years through three funding strands:

- 1. The Community Investment Programme supports people who live or have lived close to the Tower as the community rebuilds.
- 2. Organisation Champions, in partnership with the National National Lottery Community Fund and with the support of local residents, recognises organisations who were exceptional in the response to the Grenfell Tower tragedy and are continuing to empower and support people in the North Kensington community with unrestricted grants.

3. Green Shoots funds one-off projects which bring bursts of hope and joy to North Kensington. It's an easily accessible fund open to voluntary groups, faith groups, residents' associations and schools. Projects may include street parties, sports equipment or planting for a new green space.

The conversation with charity partners and local residents has become part of the Foundation's everyday work. Foundation Director Susan Dolton says:

*"Funding has maximum impact in meeting local needs when it's based on evidence and speaking to local people. When we hear several people saying the same thing, that prompts us to think about the next project. You need to think about how to have conversations which feel natural. We are completely trusted by community partners now, and part of the fabric of the borough."*



Demonstrating and  
Communicating Impact

As part of London's Giving's support for developing schemes, Rocket Science and CAN were commissioned by London Funders to develop common metrics to measure the impact of PBGSs, both in aggregate and individually, and to track their development over time.

Since 2017 operational PBGSs have completed an annual financial survey, looking at where funding is coming from and how it is spent. On completing the survey, schemes receive their own online interactive data dashboard which captures financial information and visualises it in a way they can use to share their impact. An overall aggregated dashboard is made publicly available.

As well as the financial data, a survey is completed by all those involved in the scheme – the Chair and committee members, partners, and staff – to capture how the scheme is living the principles of place-based giving. This survey is attempting to measure the change in behaviours and how principles of place-based giving are being applied – i.e. improved collaboration, use of evidence to understand and respond to need, the importance of independence and the way in which institutions are behaving to respond to change. Our hypothesis is that by living these principles, schemes are:

- Facilitating behavioural and institutional change in the way in which local stakeholders come together to collectively address local need in the most effective way
- Catalysing greater investment into places and achieving better outcomes for places

The headline findings are:

	Money raised	Grants distributed	Value of volunteering	Value of In-Kind support
2017–2018	£1.83m	£2.29m	£189,000	£216,995
2018–2019	£2.66m	£2.52m	£619,000	£188,035
Total so far	£4.49m	£4.81m	£808,000	£387,466

# The Sustaining Stage

## Sustainability and the Ongoing Funding Challenge

As with most civil society organisations, raising funds is an ongoing challenge for PBGSs.

Where a local funder is able to commit to underwriting the cost of a PBGS, it can expect to leverage its investment significantly, benefit from working as a part of a cross-sector partnership and greatly magnify its knowledge, relationships and impact.

But only organisations with the long-term commitment of a funder are likely to be able to anticipate secure funding beyond two or three years, and many established schemes have less than that.

The task of raising core-funding becomes harder for established projects, and it's more difficult to make the case for core versus project funding. Even more importantly, looking for funding streams diverts the team's time, energy and resources from their other tasks of listening to and working for the community.

- As schemes develop the potential sources of unrestricted income increase. This income can contribute to core costs, and also allow the scheme to respond quickly if an urgent need arises.
- Sources include:
- Donations from residents
  - Administrative costs for managing funds on behalf of another grant-maker
  - Unrestricted income generated through the sale of services (e.g. employee volunteering brokerage), products or community fundraising (events, percentage of product sales through supporting businesses)
  - Trust funds towards developing new services and approaches may support new staff roles

PBGSs need to diversify income sources so if any one funding stream fails, it has the capacity to continue its work.

The PBGS movement has demonstrated the importance of the power of place and its leadership is leveraging the commitment of local people to change their localities. Its independence has attracted and energised new partners ranging from large and small businesses to young people making decisions on how resources can effectively make a difference to people's lives

## The Sustaining Stage – Lessons & Recommendations

### For partners

- Schemes that continuously listen to people through consultation and participation, and include them in decision-making, will innovate and be relevant because they are responding to real and current needs and aspirations and call on the resources and ingenuity of the whole community
- The more successful a scheme is, the more people want to work with it, and the more opportunities present themselves

### For funders

- Schemes without access to a long-term source of core funding will always be investing a proportion of their best assets, their leadership and passion and ingenuity, to ensure their existence rather than changing local lives. Funders need to recognise that core costs for schemes are essential to success

# Looking to the Future

**PBGs in London have been generous and open with their experiences, sharing challenges and successes with each other through the London's Giving network. When they find what works, they share it in the spirit of partnership and shared purpose. The movement is building a wealth of knowledge and expertise and approaches that can now be replicated.**

London Funders and the London's Giving project will continue to build a sustainable future for place-based giving through:

- Tailored support to emerging PBGs to help them shape ambitious and effective schemes from local opportunities and conditions
- A strong London network able to draw on mutual support and learning to sustain strong partnerships
- Clear evidence of how place-based giving contributes to tackling inequality, with national and London learning about the model, what works, and the change it can realistically deliver
- A sustainable legacy to support place-based giving in London and the wider place-based giving movement

London's Giving has fostered the development of PBGs where one or more interested partners have taken the lead. One challenge is to explore whether PBGs can be established in boroughs where there are few organisations to initiate the conversation, but a strong demand for imaginative responses to local need.

London's giving movement is part of a national and global conversation about the importance of place, citizen voice and cross-sectoral partnership to systems change. Place matters and pioneering place-based approaches can transform our places for the better.

*The movement is building a wealth of knowledge, expertise and approaches that can now be replicated.*

## Glossary

A **Business Improvement District (BID)** is a geographical area in which the local businesses have voted to invest together to improve their environment. A levy is charged on all business rate payers in addition to the business rates bill, and used to develop projects which will benefit businesses in the local area.

**Community Infrastructure Levy (CIL)** is a levy that local authorities can choose to charge on new developments in their area. The money should be used to support development by funding infrastructure that the council, local community and neighbourhoods want.

**Council for Voluntary Services (CVS)** are infrastructure organisations which support local charities and community groups.

**High Speed Two Ltd (HS2) Ltd** is the company responsible for developing and promoting the UK's new high speed rail network.

A **Section 106** is a legal agreement between a property developer seeking planning permission and the local planning authority, which is used to mitigate the impact of the proposed development on the local community and infrastructure.

**Small and medium-sized enterprises (SMEs)** are usually defined as businesses with fewer than 250 employees. There were 5.9 million SMEs in the UK in 2019, which was over 99% of all businesses. Micro-businesses have 0-9 employees.



# Acknowledgements

## London Funders

London Funders is the membership network for funders and investors of London's civil society.

We're here to enable funders from all sectors to be effective. We're focused on collaboration – convening funders to connect, contribute and cooperate together, to help people across London's communities to live better lives.

London's Giving was launched in 2014 as a project of London Funders, inspired by Islington Giving and supported by the City. It has four aims:

- Provide **tailored support for local giving schemes**, ensuring that stakeholders in every borough can access support and advice on setting up a local giving scheme
- Maintain and extend a **Learning Network**, providing masterclasses, training, action learning sets and peer-to-peer forums for those involved in local giving schemes
- Develop an **evidence base and knowledge hub** on place-based giving, providing practical tools, case studies and frameworks to demonstrate impact
- Establish a **sustainable future** for place-based giving in London

## City Bridge Trust

City Bridge Trust is London's biggest independent grant giver, making grants of £20m a year to tackle disadvantage across the capital. Since 1995 it has awarded nearly 8,000 grants totalling more than £390m. Its mission is to reduce inequality and grow stronger, more resilient and thriving communities for a London that serves everyone.

## Reference Group (2017-2020)

Tom Jupp, Cripplegate Foundation (Chair)

Kristina Glenn, Islington Giving

Sarah Benioff, Islington Giving

Natasha Friend, Camden Giving

Susan Dolton, Kensington and Chelsea Foundation

Rachel Engel, Macquarie Foundation

Jenny Field, City Bridge Trust

Andrew Matheson, London Borough of Southwark

Sarah Mitchell, Heart of the City

Erik Messel, John Lyons Foundation

James Banks, London Funders

Steph Taylor, Charities Aid Foundation

Eliza Buckley, IVAR

## Project Team (2017-2020)

London Funders: Geraldine Blake, Geraldine Tovey and Grace Perry

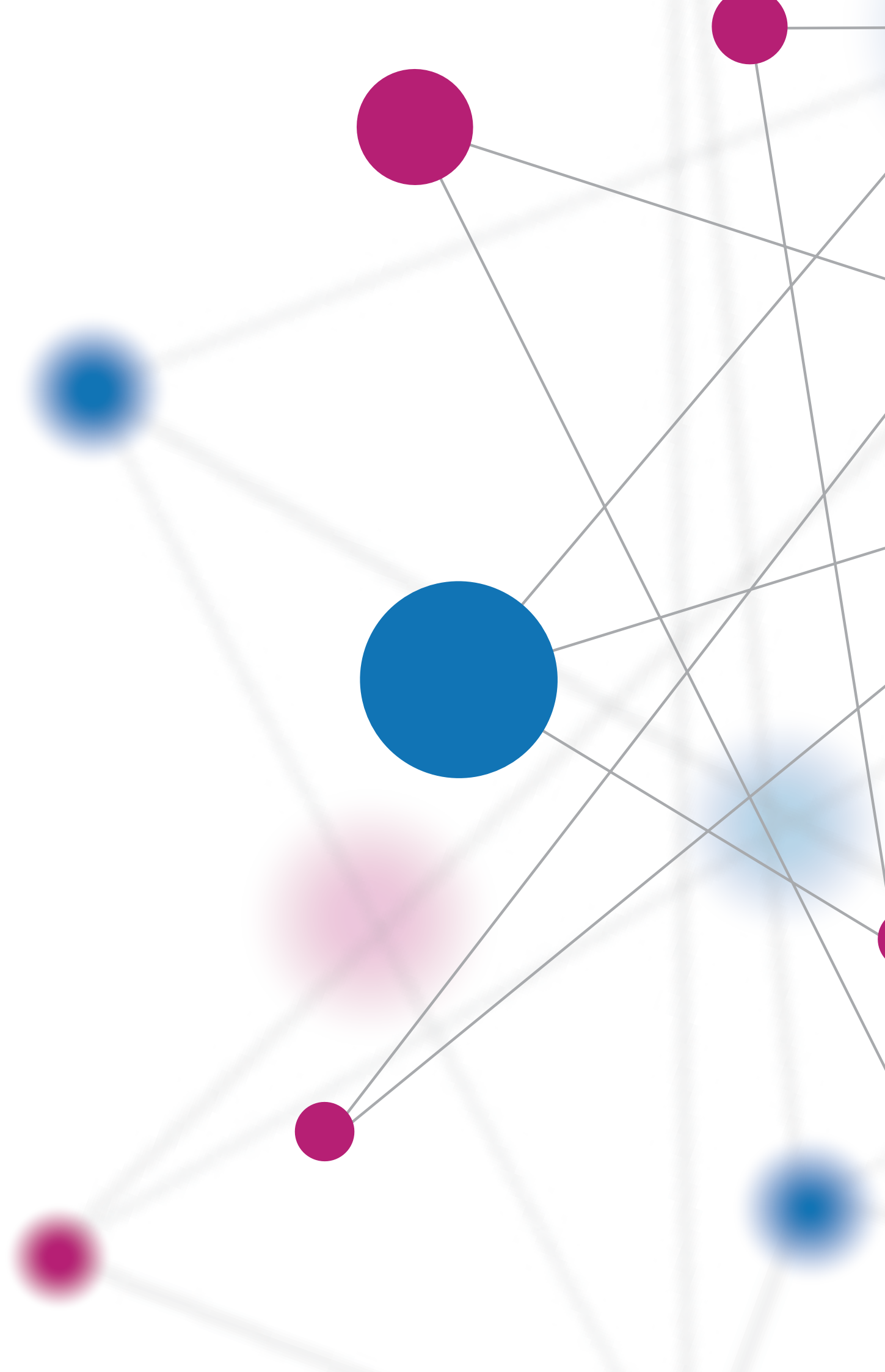
Consultants: Clare Thomas, Deborah Xavier, Kristina Glenn, Cheryl Chapman

Metrics and Learning Partners: Caroline Masundire and John Griffiths, Rocket Science

Greg Woolley and Rohan Martyres, CAN

## Thank You

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The London's Giving website includes lots of practical information for giving schemes, an interactive map linking to websites for all the active schemes in London, news from the movement and links to other useful resources.

**[www.londonsgiving.org.uk](http://www.londonsgiving.org.uk)**



London's  
Giving

LONDON  
FUNDERS



CITY  
BRIDGE  
TRUST 25 YEARS