



London's Giving Resource Hub

In conversation with London's Giving stakeholders

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Listening and Learning with London's Giving stakeholders



Introduction

Met with key stakeholders involved in funding, shaping and delivering London's Giving and the Resource Hub from its inception, through to delivery and the next phase of its journey.

Key stakeholders

- 30 people from 18 Place Based Givings
- 8 Resource Hub steering group - (*UK Community Foundation, MTVH, TNLCF, YP Trust, CBF, 3x PBGS*)
- 11 other stakeholders - (*Deborah Xavier, Kristina Glenn, Jenny Field - previously at CBF, London Councils, TNLCF, Community Foundations, Facilitators involved in London's Giving*)

Key questions explored

Questions

1. What support would be most beneficial to giving schemes?
2. What opportunities are there for PBGs?
3. What are your aspirations as a PBG?
4. What are your challenges as a PBG?

Questions

5. What has worked well at the network meetings?
6. What needs to be improved at the network mtgs?
7. What should the Resource Hub focus be?
8. What do you think the biggest challenges will be for the Resource hub?

Q1. What support would be most beneficial to giving schemes?

Top 5

- Sharing resources/learning & toolkits
- One to one support/tailored consultancy support
- Peer support
- Network meetings
- Funding / income diversification

Others

- Comms
- Governance
- Being part of the movement

"I've worked in the charitable sector for 13 years and it's very competitive. The support you get from one another (as the new kid on the block) is absolutely amazing"

Q1. What support would be most beneficial to giving schemes? (narrative)

Top 5

- **Sharing resources/learning & toolkits** -there's a clear appetite to share contacts, learning, policies, stories, journeys, back-office support, and resources. Everyone was happy to share, and the peer support offered has been invaluable, particularly for developing schemes and those starting up.
- **One to one support/tailored consultancy support** - there was an overwhelmingly positive response for the tailored one-to-one support that helps individual schemes with challenges.
- **Peer support** - there's an appetite for a more structured way of connecting giving schemes to one another for support.
- **Network meetings** - these are well received, particularly with the latest changes that have added more structure, a combination of presentation, groupwork, spotlights, free networking and external facilitation.
- **Funding / income diversification** - there's an appetite to set up a fundraising group to discuss common challenges and explore joint opportunities, or simply learn from others' journeys

Others

- **Comms** - there's a need for simple jargon free information
- **Governance** - most start up schemes or those spinning out to independence are interested in governance support and understanding different governance models
- **Being part of the movement**

Q2. What opportunities are there for PBGS?

Top 5

- Joint working and collaborating
- Community-led - community voice, community change, community power
- Joint fundraising
- Sharing resources / peer learning
- Participatory Grant Making

Others

- Collective voice / collective action
- Businesses/corporates

"We have a louder voice together"

"There are strategic opportunities for development, collaboration and equity"

"Giving changes communities from the grassroots up"

Q2. What opportunities are there for PBGS? (narrative)

Top 5

- **Joint working and collaborating** – the most requested opportunity was for joint working and for London Funders to use its positionality to convene these.
- **Community-led - community voice, community change, community power** - lots of information was shared about being community-led, and PBG work was described as being community development work. Schemes are using a range of mechanisms, like participatory grant making, to consult with local people and enable them to have a greater say about what happens in their local area. There is an opportunity to describe the spectrum of coproduction/community involvement and the benefits of doing this.
- **Joint fundraising** – joint bids, joint collaborations - exploring opportunities with the Collaboration Circle, or a joint bid to the lottery or big businesses, like Google.
- **Sharing resources / peer learning** - there was a clear appetite to learn from other models and different ways of giving
- **Participatory Grant Making** - there is a feeling that the USP of place based giving is participatory grant making, there's certainly been a nod to this when speaking with funders

Q3. What are your aspirations as a PBG?

Top 5

- A movement for change
- Community-led / Participatory Grant Making
- Sustainability / diversifying funding
- Joint working
- Increase business/corporate giving

***"We build a movement and social momentum –
breaking down generational barriers"***

***"Welcoming and facilitating space for seldom heard
communities"***

"A stepping stone funder and pathway builder"

Q3. What are your aspirations as a PBG? (narrative)

Top 5

- **A movement for change** – people spoke about being seen as a network so that more people can and will get involved in it
- **Community-led / Participatory Grant Making** - people wanted PBGS to be the voice of the community, to transform practice through community panelists and to build more participatory grant making panels so that decision are led by local people. Many schemes has aspirations to do more community led work and work towards shifting more power to the community. However, there is an acknowledgment that work needs to be done to effectively articulate the impact of this to make it more appealing to funders.
- **Sustainability / diversifying funding**
- **Joint working**
- **Increase business/corporate giving**

Q4. What are your challenges as a PBGS?

Top 5

- Income diversity - incl. Businesses, corporates, individual giving and statutory
- Funding
- Communications
- Impact
- Capacity

Others

- Recruitment / staff retention
- PGM - participation vs urgency

"Unlocking funding for core costs"

"We don't have corporates in our backyard" and "The missing piece is the business sector"

"We can't do everything for everybody"

"Evidencing community-led impact"

Q4. What are your challenges as a PBGS? (narrative)

Top 5

- **Income diversity** - incl. **Businesses, corporates, individual giving and statutory** - whether it's breaking into new sectors or doing individual giving because you don't have corporates in your neighbourhood, or finding high net worth individuals, or building relationships with the council to unlock statutory funding = these continuous challenges for all giving schemes.
- **Funding** - one of the biggest challenges is who outside of City Bridge Foundation will pay for core costs for giving schemes, as there is a real dependency on them, even for established schemes.
- **Communications** – telling your story, raising the profile, publicity, and articulating what you do are all challenges you have raised.
- **Impact** - many of you spoke about the difficulties of articulating your impact in a meaningful sense and how you showcase this to policy and decision makers.
- **Capacity** - capacity, resources and time was an issue across the board – along with managing expectations of trustees and founders. I heard the following statement a few times, 'You can't do everything for everyone.'

Others

- **Recruitment / staff retention** – this has been an issue for a number of schemes. There was a recognition that it is hard to recruit people into the voluntary sector because of the lower salaries and benefits compared to other funders and councils. This makes it harder to retain them, especially when they're expected to do more for less. Not everyone is in a privileged position to work for a lower salary.
- **PGM - participation vs urgency** - there were some interesting points raised around the patience to do participation well and balancing this against the urgency to get the funding out to those who need it.

Q5. Q6. Network meetings

Q5. What has worked well at network meetings?

- Peer support and networking
- Having an external facilitator

"I like the structure - there's a great mix of workshops, discussions and spotlight on an issue"

"I feel well supported. I didn't expect that amount of support would be on offer. It feels really good."

Q6. What needs to be improved at network meetings?

- Not relevant
- More PBGS presenting to bring in diverse perspectives

"Presentations that are not relevant and too theoretical"

"We don't always gain what we need, because we're so different"

Q5. Q6. Network meetings (narrative)

Q5. What has worked well at network meetings?

- **Peer support and networking** - there were positive comments about how useful people find the network meetings – in particular, connecting with other PBGS. I heard '*the network meetings are the mothership that creates all these relationships.*' New people joining the giving family feel particularly well supported by other PBGS and welcomed with open arms.
- **Having an external facilitator** – the external facilitation of the meetings has made a big difference

Q6. What needs to be improved at network meetings?

- **Not relevant** - how to make the presentations and discussions relevant for PBGS at different stages of development is difficult
- **More PBGS presenting to bring in diverse perspectives** - schemes would like us to acknowledge that everyone has a story or journey to share that will be relevant to someone else. Bringing more diversity and visibility into the voices presenting has been welcomed.

Q7. What should the Resource Hub focus be?

Top 5

- Communications and collective identity
- Share learning
- Support with funding - fundraising sub-group
- Facilitate network meetings
- Participatory Grant Making

Others

- Movement for change
- Advocacy / best practice

"Use the hub to achieve wider change, and feel like a movement for change"

"Collectively ensuring we have a wider voice"

"Support with brand awareness and key messages - what we do, why we exist, what we can achieve"

Q7. What should the Resource Hub focus be? (narrative)

Top 5

- **Communications and collective identity** – communications is vital – local comms and joint comms. PBGS spoke about the need for support on communications and some felt the PBG movement has an identity crisis - Some of the things I heard included, 'We don't know how to articulate what we do', 'we need a distinct identity so people can explain it. PBGS shouldn't have to explain another layer of what they are because if London's Giving' and 'no identity paralysed us.' We need to hold to a set of shared values and principles to create a shared identity.
- **Share learning** – showcasing what people have done and what they've learnt – the highs and lows, and what has worked and what hasn't is important.
- **Support with funding - fundraising sub-group**
- **Facilitate network meetings**
- **Participatory Grant Making** - there was an appetite to bring in more funders to fun the capacity, knowledge and understanding to deliver participatory approaches to giving more effectively

Others

- **Movement for change** - many of you want to use the Resource Hub to achieve wider change and feel like a movement for change. Being part of a community-led movement – but not having to spend all their money on it.
- **Advocacy / best practice** – you would like the Resource Hub to champion place based giving and help to articulate their value.

Q8. What do you think the biggest challenges will be for the Resource Hub?

There were a lot of different perspective about the challenges, some are listed below

- Difference between PBGS – how do you bring everyone on the journey
- Capacity and prioritisation of resources
- A shared understanding of language
- Individual needs vs the wider movement needs – are we supporting individuals (who could leave) or the organisation and broader collective movement?
- Perspectives around equity and justice

"How do we balance what's best use - do we want to give everyone something, or a few people everything?"

"Fear and territorialism – there needs to be a unique solution to each borough – but how do we build a movement of collaboration?"

Q8. What do you think the biggest challenges will be for the Resource Hub? (narrative)

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- Individual needs vs the wider movement needs – are we supporting individuals (who could leave) or the organisation and broader collective movement?
- Perspectives around equity and justice

Other perspectives included 'putting brilliant theory into practice' and 'putting power and egos within the network aside so we can effectively collaborate.' There was a recognition that it will be challenging to bring PBGS into boroughs where there are none, and the need to recognise how uniquely different each borough and each scheme is could pose challenges to creating a shared identity.



**What thoughts do you
have about the results?**

Quick wins

What changes can we bring in quickly to support the network?

- Fundraising sub group - or task & finish group for funder type?
- Community led approaches sub group (includes PGM)
- Communications task and finish group
- Peer mentoring/coaching
- Contact database / Tools database
- Start up group for emerging/new PBGS





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