

Harnessing the capital's giving: What is the role of the Mayor and Greater London Authority in enabling civic philanthropy?

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John Griffiths
john.griffiths@rocketsciencelab.co.uk
020 7253 6289



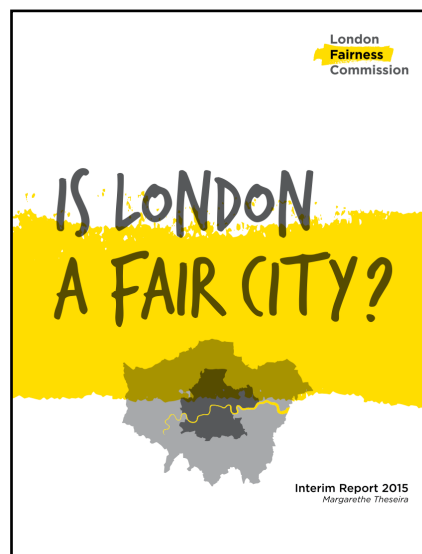
EXECUTIVE SUMMARY

London is a city of contradictions. Home to more billionaires than any other city in the world (93 at the last count)¹, the capital's increasing polarisation of wealth is one of the greatest risks to its social integration and continued economic success, the Mayor's vision for "good growth."² Fifty percent of London's wealth is owned by the richest 10% of households; the bottom 50% own just 5 per cent. The capital is steadily becoming a city of great divides.³

This "re-Victorianization of London" has brought the names of the great nineteenth century individual and corporate philanthropists back into the spotlight. In a call to arms prior to the last Mayoral election ("Time for a 'Peabody' moment?"), the London Fairness Commission argued for "a new philanthropic age [believing] that the time is ripe for London's wealthiest residents and businesses to come together in an exemplary social philanthropic effort."⁴ The think tank, Centre for London, has now examined what the city can do to "give more, give better and give together."⁵ This Review of the Greater London Authority's role in supporting philanthropy is intended to help shape and inform the Mayor and the GLA's response to these and other calls to action.⁶

The GLA commissioned this independent Review against a backdrop of extensive reflection about the future of civil society and the implications of fast-dissolving barriers between the public, private and voluntary/community sectors.⁷ At a time of political uncertainty around Brexit, the shrinking and changing role of the state in people's lives and increasingly challenging social needs associated with an ageing population and widening inequality of wealth, expectations of the Mayor of one of the richest cities in the world to take a lead in galvanising different sources of philanthropy remain high.⁸

There is less consensus around either the specific types of intervention or initiative he might take, or whether the concept of philanthropy, which is an anachronism to some, befits a modern and dynamic global city. There is a lack of understanding of the limitations of the



Mayorality's (fiscal) powers,⁹ but an appreciation of the difficulty of the Mayor's intervening on issues which the City of London and the boroughs may regard as their domain.

With the private sector increasingly seen as a key component of a 21st century civil society, the Review argues that the Mayor's "Good Growth" agenda will elicit more sustained investment and "social value" than occasional contributions from businesses' Corporate Social Responsibility (CSR) programmes. Reflecting the Mayorality's efforts to widen civic participation and community engagement, the Review found the GLA already to be securing at least as much value from employers' giving of time and expertise as money. However, it also found teams across the Authority working independently without clear strategic direction on how to engage philanthropy, adopting largely opportunistic approaches to partner business and external funders.

The Review recommends City Hall introduces a single point of contact within the GLA to bring far greater visibility and coordination to the Authority's engagement with all sources of civic philanthropy, particularly those aligned with Mayoral priorities.

At the same time there remains a place for a separate charitable vehicle, operating outside and independent of the GLA, positioned to harness financial contributions from business

and wealthy individuals for the greater good of London.

Drawing on extensive cross-sector consultations and a wide range of secondary sources, including Centre for London’s strategic review of giving in London *More, Better, Together*¹⁰ this Review describes London’s philanthropy story in terms of the market, Supply (wealth) and Demand (needs); it highlights four areas of opportunity where the Mayor and the GLA can either lead, or collaborate with others better to Connect the two. The four are:

- (1) Brokerage
- (2) Data and Evidence
- (3) Funder Collaboration
- (4) Place-based Giving.

The Review’s assessment of the four areas of opportunity to improve the market’s effectiveness recommends specific actions for the Mayor and the GLA. These are presented in the Philanthropy Action Plan ([Appendix 1](#)) and follow on from the Review’s [two overarching recommendations](#), the prerequisites of:

- (1) Introducing a strategic lead and single point of contact at City Hall for harnessing and signposting potential sources and offers of civic philanthropy
- (2) Reaffirming support for the Mayor's Fund for London, of which the Mayor is currently the sole patron, working towards a more strategic relationship between the Patron and the charity which makes far more of the capital’s unique philanthropic assets.

CONTENTS

Executive Summary	1
Summary Action Plan	4
1. Private Initiatives for Public Good—the changing nature of philanthropy in London	5
2. What is the Mayor and Greater London Authority already doing?	6
3. Opportunities to connect Supply and Demand	9
3.1 Brokerage	10
3.2 Data and Evidence	11
3.3 Funder Collaboration	12
3.4 Place-based Giving	13
4. Recommendations	16
4.1 Recommendation 1	16
4.2 Recommendation 2	18
Appendix 1: Harnessing Giving for London—a Philanthropy Action Plan	19
Appendix 2: Consultation and Engagement	21
References and notes	22

SUMMARY ACTION PLAN

Overarching Recommendations:

1. Establish a strategic lead and single point of contact within City Hall for harnessing and signposting offers of philanthropic support, using the narrative of London’s “good growth”
2. Reaffirm the Mayor’s role as the Patron of the Mayor’s Fund for London and, at a time of transition for the Fund, help define a new strategic partnership between the Fund and the GLA

LEAD	<ol style="list-style-type: none"> 3. Redefine Team London to be the social action arm of the GLA. 4. Lead by example – develop and report annually on Employer Supported Volunteering (ESV) across the GLA group. 5. Convene London Chief Executives’ network to restate the case for ESV as part of Good Growth and the Good Work Standard.
CONNECT	<ol style="list-style-type: none"> 6. Enable civil society partners to understand and make better use of the resources of the London Datastore. 7. Audit opportunities to connect GLA’s place-based programmes with local giving schemes. 8. Develop capacity building support (e.g. business-backed programme for local philanthropy leaders).
COLLABORATE	<ol style="list-style-type: none"> 9. Commit to publishing grant awards on 360Giving within the GLA, and encourage others to follow suit. 10. Use enhanced data and greater transparency to determine priorities for engagement with civic philanthropy. 11. Consider the Vital Signs or similar model to animate data on a place basis to support local giving schemes and enhance the reporting on their additionality and impact.

Please see Appendix 1 for the full version of the Action Plan.

KEY



Lead: actions which require the Mayor of London/GLA to lead



Connect: actions which involve connecting different aspects of the market to improve efficiency and effectiveness



Collaborate: actions which require the GLA to collaborate with others.

This colour scheme is also reflected in the graphs used to illustrate the Review throughout this report.

1. Private Initiatives for Public Good—the changing nature of philanthropy in London

Unsurprisingly, the nature of civic philanthropy in c21st London has changed, becoming increasingly diverse in its expression (though the continued use of the term philanthropy does not readily convey this). Originally meaning “the love of mankind,” the definition of philanthropy used for this Review is **“private initiatives for public good”, encompassing the giving of “time, talent and treasure” (money).**

Today, philanthropy in the capital involves far more than the donating of money, or its paternalistic transfer from rich to poor; it also covers a wide range of motivations from purely altruistic charitable giving to increasingly sophisticated forms of social investment. London’s “philanthropy market place” has consequently become crowded with different models and initiatives, brokers and connectors, all enabling individual and corporate givers to support and engage in London’s civil society.



Figure 1: Estimated value of giving in London in 2017¹¹

The giving of either time or money tends, however, to be a matter of personal or private choice. Simply “letting a thousand flowers bloom” (or “do nothing”) is one possible, if rather brave answer to the question which framed this Review: “Given the growing interest in a city-wide effort to harness philanthropy as an agent of enriching London’s civil society, what is the current and potential role of the Mayor of London and the Greater London Authority?”

“Philanthropy is not new, but the zeitgeist is changing ... What would be a modern approach for London?”
-Voluntary Sector, Chief Executive

The challenge of making philanthropy more strategic is directly linked to this inherent weakness in private giving, what academics refer to as “philanthropic particularism.” Influencing such activity, so that it can be better coordinated and directed at meeting the most pressing needs of Londoners, is contentious and difficult for various reasons including:

- Agreeing on a definition of philanthropy, or finding alternative terminology which captures the current zeitgeist;
- Arriving at a workable consensus on what the priority needs for London are around which to organise a shared philanthropic effort;
- Appealing to donors’ emotional attachment to a place or cause, but depoliticising the ask sufficiently to reach across the political divide and withstand changes in Mayoral administrations;
- Identifying the most value-adding roles the Mayor and GLA can play to leverage and deploy private philanthropy and charitable giving alongside public funds in what is an already crowded space.

“We should recognise the strength of the Mayoral brand and that businesses want to come behind it”
-GLA, Senior Manager

2. What is the Mayor and Greater London Authority already doing?

This Review was asked to focus primarily on “the giving of money and resources from both corporations and individuals” which can build “on the existing infrastructure and provision already offered by the GLA.”

It found that the Authority delivers a wide range of programmes and initiatives across most of its areas of responsibility (education and youth; skills and employment; environment; land and property; regeneration; culture and sport) all of which are harnessing different forms of philanthropy, particularly from business.

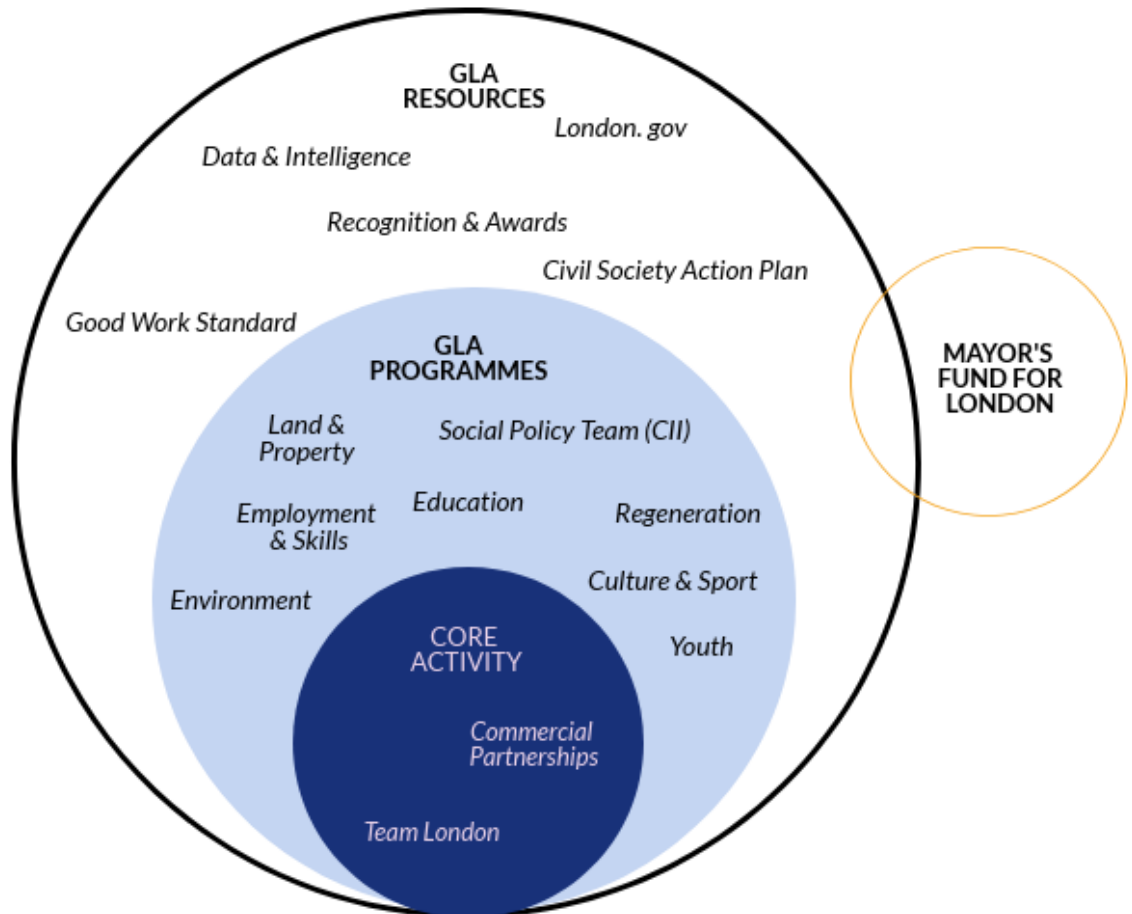


Figure 2: The Greater London Authority’s multiple interactions with philanthropy



MAYOR OF LONDON

Team London

Having evolved from the original mission to recruit thousands of “London Ambassadors” for London 2012, [Team London](#) has,

as much by default as by design, become the GLA’s core agency for handling business interest

either in supporting the Mayor’s social policy agenda, or in finding other ways of doing good in London. This comprises one or more of: (a) enabling businesses to support existing Team London and/or GLA programmes; (b) signposting companies to the Team London online platform which offers appropriate and verified opportunities to engage Employer-supported Volunteers with civil society organisations; (c) developing, subject to Team London’s capacity, the occasional bespoke offer for a corporate partner.

Mayor's Fund for London



Part of the existing infrastructure is the [Mayor's Fund for London](#). The Fund, another legacy of the previous administration, is widely perceived to be at the core

of the GLA's work to harness private giving in the capital. Established in 2008, the Mayor's Fund is in fact an entirely independent, social mobility charity, raising funds for its own programmes to support young Londoners from low-income backgrounds. The Mayor of London happens to be the Fund's sole patron.¹²

Since the last Mayoral election in 2016, the Fund has continued to operate independently of the GLA, delivering a range of anti-poverty and social-mobility initiatives that align with the new Mayoral priorities. These include, for example, [Kitchen Social](#) supporting the Mayor's Food Strategy to reduce school holiday hunger in London, for which the Fund has leveraged contributions from The Berkeley Foundation, Bloomberg and the Innocent Foundation. As an independent charity at arms-length from the Mayor, it can attract philanthropy to London from a variety of donors – individuals, companies and other foundations – which may be disinclined politically, or unable constitutionally, to fund the GLA directly.

The Review found the Mayor's Fund to be in an unenviable position. The public perception, which the Fund's trustees are keen not to dispel, is that it is the Mayor's organisation; the

Fund's success depends on their engagement of the Mayor as its patron.¹³ However, several observers of philanthropy described this position as "the worst of both worlds" and politically risky (i.e. legally independent, but associated with the Mayor by name), whilst others, including GLA officers, expressed considerable confusion and misunderstanding as to the role and remit of the Fund and its relation to the Mayor and the Authority.

With the Mayor's office keen to consider the strategic relationship with the Fund in the context of wider thinking on philanthropy, it has been in a state of flux.¹⁴ Constitutionally only the Fund's trustees can decide its future, but if its patron withdrew his support, the Fund no longer has its unique selling point to attract funders; it becomes just another charity supporting young people in London and, without any independent income or an endowment, quite a fragile if not an unviable one.

One of the Review's [overarching recommendations](#) is that the Mayor reaffirms his role as the Patron of the Fund, and uses this to help define a new strategic partnership between the Fund and the GLA so as not to duplicate programmes and be far clearer to external stakeholders of respective roles in harnessing philanthropy for London. There is potentially a bigger prize for the capital, from re-purposing the Fund as the "Fund for London" with the Mayor as its figurehead. However, as set out in the Review's recommendations, this kind of strategic decision is for the Fund's trustees and new chief executive; should the existing charity decide not to seize the "Peabody Moment", there is a vacancy within London's philanthropy infrastructure for an ambitious city-wide initiative.

There are still examples of considerable financial resources coming through the GLA, either directly or via partners, including the Mayor's Fund, to support specific initiatives. These include multi-national corporations or corporate foundations like [Unilever](#), [Lego](#), [Bloomberg](#) and [Citi](#), as well as numerous charitable foundations and trusts, for example Paul Hamlyn and Trust for London establishing pooled funds to develop innovative projects like the [Citizenship and Integration Initiative](#).¹⁵

The Review found that just as valuable as their financial contributions, however, is the sustained investment of companies' staff time and expertise in a range of programmes, particularly those with an education, employment and skills focus. Examples include [Skill-UP](#), matching skilled business volunteers from companies like Microsoft, Natixis and Portland Communications with staff from small London-based charities, and [Careers Clusters](#), mobilising over 300 employers across the capital to support the capital's schools.

The GLA's success in eliciting these levels of social value from companies, is symptomatic of a growing trend particularly among some of the larger businesses consulted for the Review of "moving beyond CSR". Company giving which is one aspect of a business's Corporate Social Responsibility, has begun to acquire certain negative connotations as an off-set model; a tacit social contract in which businesses give something back to society in return for a "licence to operate." We detected signs of a different model of doing good in London's private sector, one where businesses create social value by investing in the same activities required to generate profit – procurement; recruitment and HR; skills; research, development and social innovation – often by entering long-term partnerships with charities and Civil Society Organisations.¹⁶

Tapping into this whole-company approach lies at the heart of one of the Mayorality's priorities for London of harnessing "Good Growth" which the GLA is enabling through the introduction of

new instruments like the [Good Work Standard](#), as well as its application of the [Social Value Act](#). Recognising the potential of business is also a recurring theme of the government's new [Civil Society Strategy](#) which seeks to back "purpose-led" businesses committed to social or environmental objectives alongside making profit. These include the 17 Sustainable Development Goals to which the UK government committed with other United Nations' signatories in 2015.

Such prominence given to business in debates about the future of civil society would not have been entertained even just a few years ago. Changed perceptions of the role and potential of the private sector – from both inside and outside companies - is indicative of how boundaries between the private, public and voluntary sectors have become increasingly porous, and how so many of today's social needs and challenges demand not just partnership working, but cross-sector solutions.¹⁷

The Review identified scope for the GLA significantly to amplify this message, in effect repurposing corporate giving for the 21st century and doing more to harness the social value generated by London's businesses.¹⁸ Currently, however, connections and synergies between different programmes and projects funded by the GLA are being missed. Partly this is a consequence of a new administration understandably taking time to develop its strategic priorities, articulating its vision for civil society and refocusing inherited programmes, like Team London, on the themes of social integration, community engagement and social mobility.

Apart from reaffirming the GLA's support for employer-supported volunteering (ESV), however, none of the social-policy strategies released during 2018 addresses directly the potential of civic philanthropy, or how the Mayor and the Authority intend to harness private wealth for public good by capturing more of the social value being generated by London's businesses.

During philanthropy-focused workshops held as part of this Review, businesses spoke of their frustration in having multiple contact points with the GLA and a perceived weakness on the part of the Authority to develop a coordinated, joined-up approach on corporate engagement.¹⁹ As the definition of a modern civil society shifts and broadens to include business, the distinction between the GLA’s commercial partnerships (for which there is a dedicated team within the GLA) and business offers of a philanthropic nature will only become further blurred.

Under the previous Mayor, the GLA’s Commercial Partnerships Team and Team London both reported to the same individual in the Mayor’s Office – that is no longer the case. The majority of referrals of businesses interested in developing an Employer Supported Volunteering programme now come from London and Partners. The other [overarching recommendation](#) from this Review, therefore, is to establish a single point of contact to lead on civic philanthropy and to ensure more coordinated handling and signposting of offers of philanthropic support, including a consistent approach to vetting and due diligence.

3. Opportunities to connect Supply and Demand

Philanthropy in London is a market of supply and demand, albeit an imperfect one. Acknowledging the inherent limitations of private giving, as well as the limitations of the powers of the Mayor and City Hall, the Review identified four aspects to the functioning of the philanthropy market where the GLA can potentially make a difference: (1) Brokerage; (2) Data and Evidence; (3) Funder Collaboration; (4) Place-based Giving.

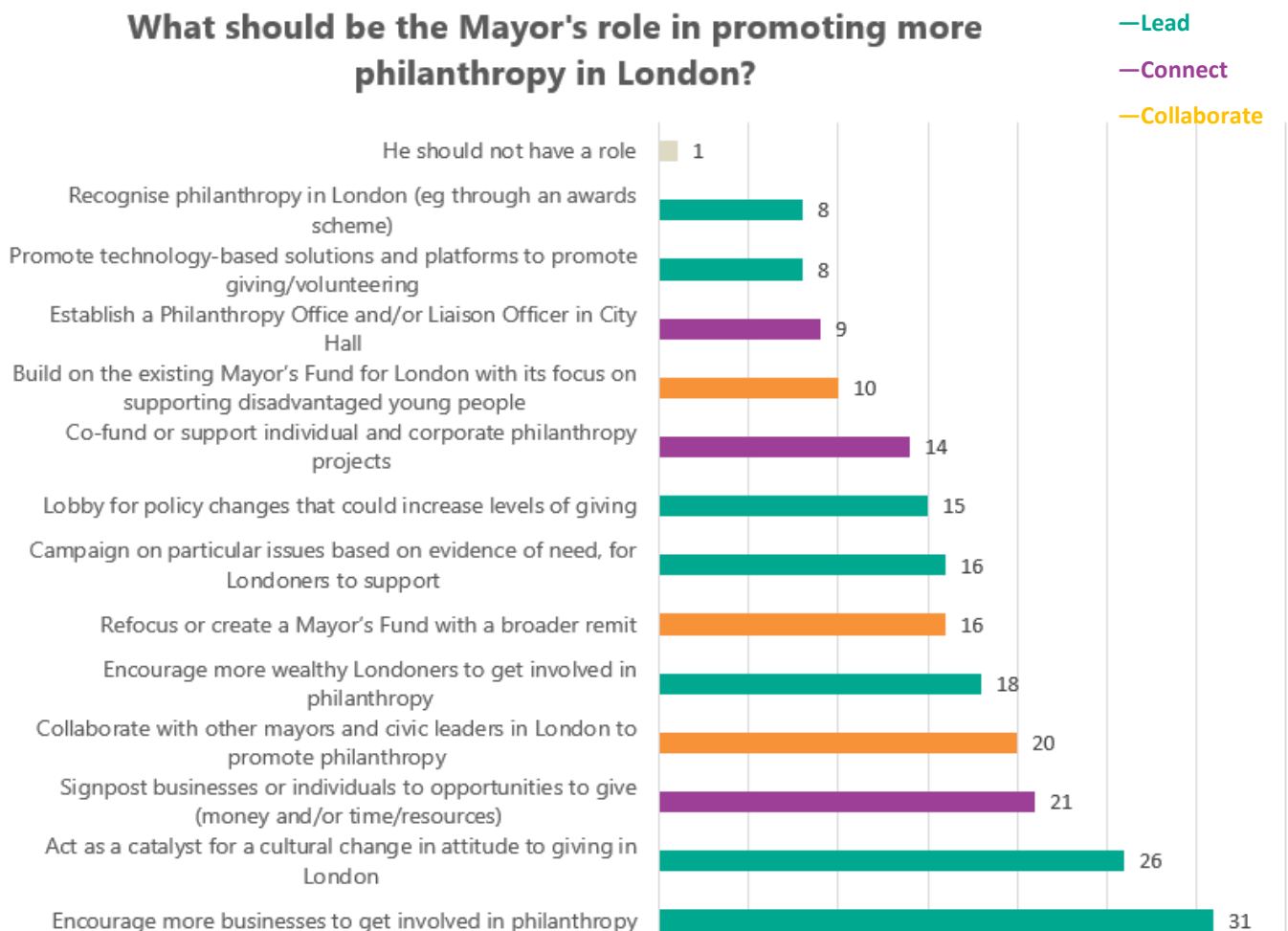


Figure 3: Consultation responses to the question: ‘What should the Mayor’s role be in promoting philanthropy?’

3.1 Brokerage

Philanthropy is seen as a vital income stream for civil society, but it is difficult for government to influence let alone direct.²⁰ Most of those who contributed to the Review concurred that private giving would not benefit from political interference in London; the Mayor should instead focus on how best to add value to infrastructure and initiatives that already exist. There are numerous examples of effective brokers of the giving of time and money operating at a local and sub-regional level.²¹

There is also a growing market in private brokerage, harnessing technological developments to appeal particularly to a younger demographic. In a city served by increasing numbers and types of brokerage, how can the GLA intervene to counter the effects of over-supply in some boroughs and a dearth of brokerage infrastructure in others, reflecting the wider structural challenge of the inequity and inconsistency of giving across London?²²

GLA's Current Investment

- ◆ The GLA's involvement in brokerage has been led by Team London which since 2010 has coordinated and signposted volunteering opportunities. It has steadily evolved to become the GLA's social action team, brokering more strategic and sustained business support to third sector organisations and facilitating business engagement in education and employability programmes, such as the Enterprise Adviser Network, Skill-UP, 2Work and Headstart London programmes.
- ◆ Team London's programmes are being reoriented in support of the Mayor's [Social Integration, Community Engagement and Social Mobility agendas](#), but the Review found that this shift of focus has yet to be fully conveyed to civil society partners.
- ◆ The Authority is keen for London to take advantage of technological advancements, brokering support through digital platforms to connect supply and demand. A recently revamped Team London volunteering platform, hosted on the GLA website, promotes a range of volunteering opportunities which fit around the availability and skills of busy employees.
- ◆ The GLA is working with [vInspired](#) to pilot a rewards and recognition scheme for young Londoners' volunteering.

Opportunities to Act

- ◆ The Mayor's [Good Work Standard](#) will provide the opportunity to engage strategically with the London Chief Executives' network to promote Employer Supported Volunteering.²³ However, the GLA should resist creating new platforms, but focus instead on how to connect companies to existing services. In particular SMEs, which cannot afford their own platforms, need help to identify opportunities, a service which is currently provided, but only in some boroughs, by Heart of the City.
- ◆ The Mayor is a significant employer in London. Transport for London alone employs more than 27,400 people. The GLA will be better able to make the case for Employer Supported Volunteering if it shows the GLA family is a market leader in enabling its employees to engage in high-impact volunteering.²⁴
- ◆ Remote volunteering, where individual employees with skills and time can be connected to organisations with specific needs, can alleviate some concerns about the effectiveness of matching employers and civil society organisations.²⁵ The GLA can play more of a role in linking remote opportunities with pools of skilled volunteers, building this into its existing on-line platform.

3.2 Data and Evidence

Centre for London's report is the latest to comment on the insufficiency and lack of transparency of data in the giving sector, and how giving in London could be done "more, better and together." This was frequently raised by consultees in this Review, particularly businesses keen to (re)direct their community investment either to under-served areas of the capital, or to address priority needs. The GLA can be at the forefront of this initiative, not only ensuring transparency in its own grant-making and investments, but also making the case for the same level of openness, which in turn promotes collaboration and more effective giving, among other London funders.

The Review's consultees commented on growing expectations that businesses, particularly in a period of austerity, should be making community investments alongside partners in London's statutory, voluntary and community sectors. This partly reflects growing consumer awareness and public demands of responsible businesses; city firms also refer to the pressures exerted particularly by Millennials to compete for the best recruits based on the company's social value as well as its commercial reputation.²⁶

Research for the City of London Corporation, however, highlights ongoing limitations of companies' "pursuing disparate programmes that have good intentions, but lack focus." The UK's Financial and Related Professional Services sector (FRPS), which is both one of the most active and engaged in corporate community investment, and predominantly in London, reports that two thirds of companies have no clearly defined strategic priorities and less than a quarter provide comprehensive impact data in their latest reports.²⁷ In these circumstances, there are various models and approaches that the GLA can adopt to bring about a step-change in partners' use of data to evidence whether giving is increasing, done better and forging greater collaboration.

GLA's Current Investment

- ◆ The GLA is a data-rich organisation. The [London Datastore](#) is a powerful resource, but one that has been underused in terms of signposting potential offers or sources of civic philanthropy.
- ◆ The GLA's work to develop a [social evidence base](#) will enhance the data available for funders and grant makers.²⁸ Its commitment to regular tracking of measures of social integration lends itself to leveraging additional philanthropic giving and framing requests for complementary or match funding from London's social investors.
- ◆ Requests of the GLA to signpost potential investors/funders to local London organisations can bring political and capacity challenges. The Authority may want to remain one step removed from directing offers to front-line organisations by instead offering a menu of (local), approved intermediaries – London Plus (the London Hub); Councils of Voluntary Service; Volunteer Centres; and borough Place-Based Giving Schemes.

Opportunities to Act

- ◆ The GLA can encourage more engagement with its data and intelligence through the offer of regular "open house" or drop-in/on-line sessions for organisations to benefit from some "handholding" on the London Data Store; a new, more intuitive way into the Data Store is already being planned.
- ◆ The GLA has indicated its commitment to greater transparency through publishing its grant awards on [360 Giving](#). As with its promotion of ESV, the GLA's encouraging other London funders to be more transparent will be easier when the GLA can demonstrate full transparency itself. Currently

only 2 of the 10 largest independent funders in London and 2 of the boroughs use the platform.

- ◆ The growing interest in place as a focus for giving in London (see below) has created demand for better data on local needs – i.e. a tool(s) which can layer different data sets. The GLA recently developed a “Decision Support System” to inform where to target funding from the [Laureus Sport for Good Foundation](#) to carry out three place-based pilots using its ‘Model City’ approach. The GLA should consider triangulating information on supply, demand and the connecting infrastructure across London to pinpoint cold spots and help direct future funders and co-investors. The [Vital Signs](#) approach used in other cities worldwide, and by several Community Foundations in the UK, provides a model to engage civil society in co-developing evidence-based analysis of place-based needs.

3.3 Funder Collaboration

In response to the current fragility of civil society organisations, funders seem increasingly prepared to consider aligning, if not pooling, resources to address needs. This raises challenges for the GLA in terms of choosing which funder collaborations strategically to back; when to lead and when to support, and where best to develop its own pooled funds that can potentially attract additional or complementary philanthropic investment? Examples which have informed this Review include:

- ◆ Collaborations to support civil society infrastructure and future investment in the delivery capacity of front-line organisations, such as the new [Cornerstone Fund](#) at pan-London level, as well as local/sub-regional funder initiatives like the partnership between Battersea Power Station, the Walcott and Wimbledon Foundations in South West London.
- ◆ Single-issue focused investment, such as the John Lyons Charity’s initiative to endow [Young People’s Foundations](#) in seven west/north-west boroughs in response to the cuts to local youth services. These independent foundations have successfully leveraged additional funding and support from different parts of the public sector, but significantly also from local business communities.
- ◆ Business partnerships and coalitions which support smaller firms to invest in their communities. Examples include [Heart of the City](#), operating predominantly in the City Fringe and Westminster but looking to extend in other boroughs, which leverages resources from large firms to enable SMEs to develop responsible business initiatives, and [London’s 50-plus Business Improvement Districts](#), several of which provide [proxy CSR programmes](#) through which members channel corporate resources and employee-volunteering time into the local area.²⁹
- ◆ Collaborations between individuals range from groups of young professionals attracted by the opportunity of social networking in order to contribute to good causes (via initiatives like [GoodGym](#) or [The Funding Network](#)), to High Net Worth Individuals such as the [Philanthropy Collaborative](#) which brings together organisations and individuals who believe private philanthropy and social investment capital can go further and accomplish more working collaboratively.³⁰
- ◆ Following the Grenfell tragedy, the level of mutual understanding and collaboration between statutory and independent funders in the capital, nurtured and coordinated by the membership body London Funders, was key to unlocking private donations and enabling grant makers to “dispense with business as usual” not least in developing a single, streamlined application form.³¹

GLA’s Current Investment and Opportunities to Act

- ◆ Funder collaboration and a mixed funding ecology are important to the continued resourcing of a healthy and vibrant civil society, particularly at a time of prolonged cuts in statutory funding.³² This

is one opportunity that does not require the GLA necessarily to lead; significantly the Authority has recently re-joined London Funders which provides a neutral space for funders to connect and discuss shared interests, and has funder collaboration at the heart of its [3-year strategy, 2018-21](#).

- The Mayor’s convening power can be an asset in forging collaboration among charitable organisations which may otherwise compete for funding or operate unilaterally. Homelessness charities, for example, have long been making the case that donations via specialist charities are a more effective way of ensuring the right sort of help gets to rough sleepers. Last winter, the GLA [partnered with the London Homeless Charity Group](#) to amplify this message and signpost to a single point for donations to be shared equally with 18 participating organisations. The initiative raised a relatively modest £200,000, but highlighted the value of the Mayor of London brand in changing public behaviours and perceptions of the efficacy of giving.
- Increased confidence in the GLA’s data and enhanced social evidence base should in future counter a tendency to be funding led, or overly reactive to the availability of match funding. The Authority can define the purpose and criteria for more proactively seeking funder collaborations, such as to counter imbalances or gaps in the market (not least in civil society infrastructure), or to co-invest in proven initiatives or models to scale.

3.4 Place-based Giving

Place provides a strong focus around which to corral and coordinate philanthropy – from independent funders, local businesses and individual residents. London, however, is a collection of many different places; 32 boroughs and the City of London encompassing around 50 separate town centres.³³ One corollary of the capital’s size and mix of identities is that individual and corporate citizens have as least as strong an emotional attachment to the places where they live or work, as they do to London as a whole.

Inspired by Islington Giving, and funded by City Bridge Trust, [London’s Giving](#) is an emerging network of place-based giving schemes which supports different boroughs, and their respective civil society partners, to create their own local initiatives. The network, already comprising more than 10 local schemes and coordinated by London Funders, has received three-years’ funding from City Bridge Trust to build evidence of their impact and additionality, and enhance their sustainability as a means of resourcing local civil society.³⁴ The London’s Giving model has also attracted the attention of the government which recently committed £0.75m by 2020 to “bring together local funders, philanthropists and businesses with civil society organisations and residents, to tackle local needs in a collaborative way.” On a much larger scale, and looking post-Brexit, both the GLA and the government have been lobbied on a radical and ambitious partnership between the state, the private sector and civil society to develop a [Common Wealth Fund](#) which could potentially release billions of pounds to local communities.³⁵

This renewed interest in place is symptomatic of a prolonged period of austerity; a case of necessity being the engine of (re-)invention.³⁶ Faced with significant reductions in statutory funding, independent funders looking for opportunities to collaborate have focused on place as a way to unlock investment and sources of giving from “unusual suspects.”³⁷ It may also be tapping into an urge to re-establish a sense of community in an increasingly atomised society when, in the light of Brexit, people are looking to reaffirm their sense of identity. How can the Mayor and the GLA best work alongside partners at borough level to enhance and sustain the infrastructure and growing dynamism of local giving across London?

GLA’s Current Investment

Different teams across the GLA are already investing in a range of initiatives which use the emotional appeal and unique identity of a place to harness additional private contributions of time and money:

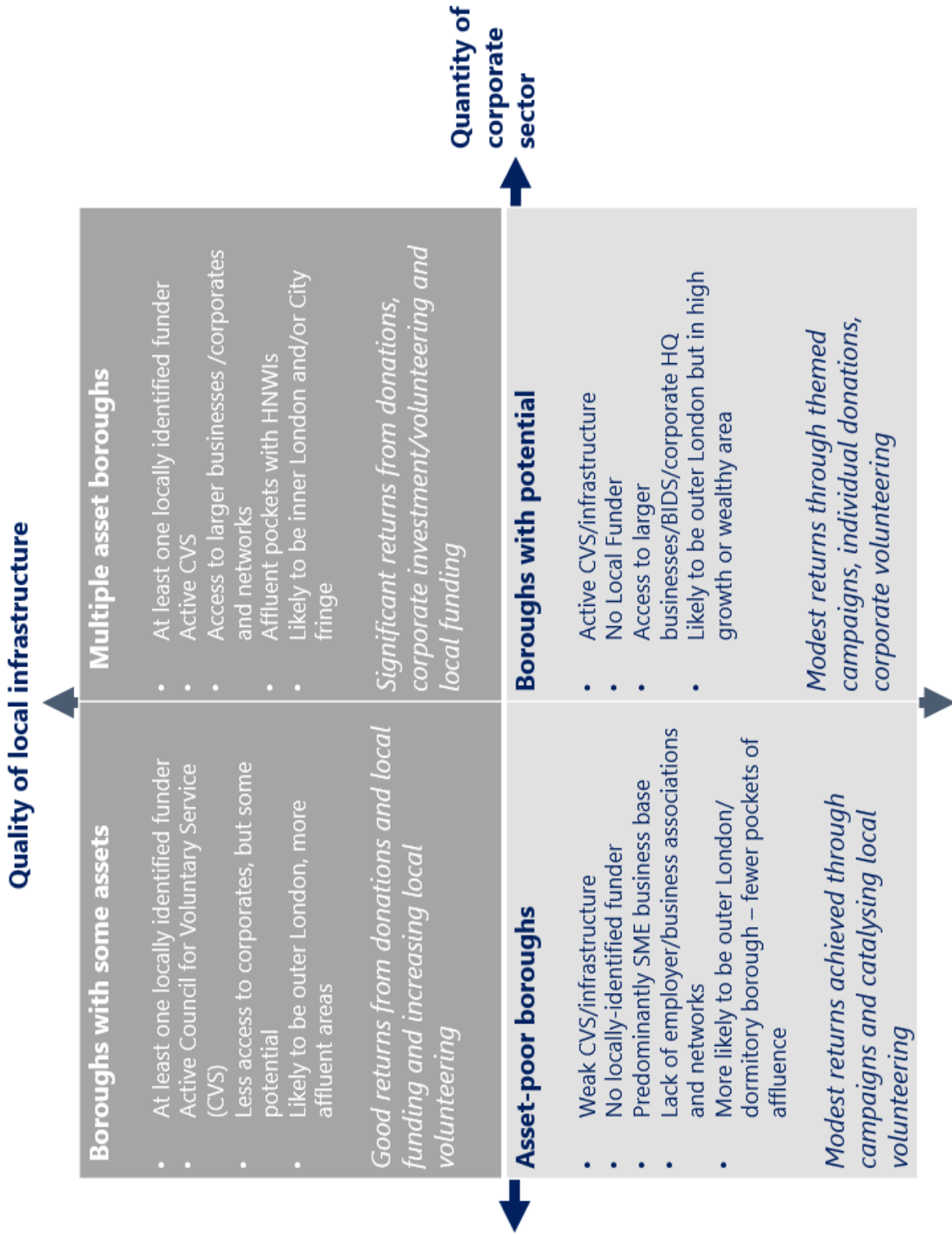


Figure 4: London's Giving Schemes—a typology for prioritising support

- ◆ The regeneration team has developed an award-winning [crowdfunding programme](#) which invites communities to pitch ideas to promote civic renewal and local development. Projects which demonstrate popular support can attract a pledge of up to £50,000 in match funding from the Mayor to help bring projects to life. The endorsement of City Hall acts as a strong catalyst for mobilising ideas and again demonstrates the convening power of the Mayor; 95% of campaigns succeed with Mayoral backing, compared to 47% without.³⁸
- ◆ The Culture Team has brought a strong place-based focus to its programmes, including the London Borough of Culture Programme with [Waltham Forest \(2019\)](#) and [Brent \(2020\)](#) becoming the first boroughs to receive the designation. The Team has also run a competitive process to select 3 new [Cultural Enterprise Zones](#) from eleven shortlisted areas. Both these initiatives are galvanising local stakeholders, corporate partners and individual volunteers around shared attachment to a place.
- ◆ The Mayor's [Sports Strategy](#), which is currently open for consultation, sees the creation of a first-time partnership between the GLA and the Laureus Sport for Good Foundation to carry out three place-based pilots using its 'Model City' approach. These projects will work intensively with communities in a defined area of around 100,000 in population using community-organising and asset-based development.
- ◆ The Environment team has contributed seed funding, alongside the Drain London Fund, to support the Cross River Partnership's "[Greening the BIDs](#)" programme to deliver 19 largely business-funded Green Infrastructure Audits and subsequent installations, such as green roofs, [green walls](#) and rain gardens and additional street trees across central London.

Opportunities to Act

This Review of civic philanthropy has argued that it is the role of the Mayor and the GLA to intervene where connections between supply and demand do not exist or appear inadequate. In relation to the changing nature of place-based giving in London, it proposes a mix of internal and external actions:

- ◆ Develop a coordinated GLA-wide approach, and share learning, from the Authority's different approaches to place-based funding; these extend far beyond the regeneration team to include culture, sport, land and property and the environment (e.g. the [National Park City](#)) and already draw in a wide range of different partners and businesses.³⁹
- ◆ An internal audit of GLA-backed place-based projects would provide an information resource with which to attract or signpost other local funders or potential place-based investors (via the proposed Single Point of Contact at City Hall – see Recommendations). Several larger businesses which took part in the Review commented on the potential of their forging a long-term partnership with a designated area or borough.
- ◆ Opportunities for local businesses to invest in or support Crowdfund London projects (eg bringing revenue funding or expertise alongside) are not being fully exploited, partly owing to a lack of clarity as to the "ask" of businesses, including SMEs.
- ◆ London's Place-based Giving Schemes are at varying stages of development. Assessment of their different typologies has highlighted the pre-requisites of a successful place-based scheme, while raising questions about some schemes' sustainability. As well as an endowment, and the capacity of a host or sponsor organisation, local leadership skills are critical success factors; the GLA could support a leadership development programme, based on its successful Skill-UP initiative.⁴⁰
- ◆ The Centre for London report recommends establishing an annual Love London giving day. However, there is a danger that a London-level campaign would encroach on existing initiatives; people's identification with local places within London suggests this might be better enabled and focused at a more local level.⁴¹

4. Recommendations

The adage “charity begins at home” is often misinterpreted to mean you should look after your immediate friends and family first. Its original meaning is more pertinent to the recommendations of this Review – that charity is learnt in the home before it can be practiced more widely. Asked to identify areas of opportunity for the GLA to increase the impact of philanthropy in London, through improved collaboration and strategic partnerships, the Review has identified four aspects of the philanthropy market where the GLA can act with partners to help strengthen the connection between supply (private wealth) and demand (social need): brokerage; data and intelligence; funder collaboration and place-based giving. These are detailed in the proposed [action plan](#).

The Review’s two overarching recommendations,

however, are more internally focused, intended to enable the Mayor and the GLA to exert greater influence externally, particularly in relation to harnessing corporate philanthropy and better connecting supply with demand. At a time of significant cuts to public spending, particularly in local government, these recommendations and the accompanying action plan are intended to harness complementary contributions from civic philanthropists (corporates and individuals) who, as this Review suggests, are motivated to give to support a wide range of social causes and needs across London. Two years on from the London Fairness Commission’s call for “a new Peabody Moment,” and in the light of other funders’ interest in collaborating to secure more effective philanthropy for London, it is a timely moment for the Mayor now to use his considerable convening power and set out his plans.

Recommendation 1: Establish a strategic lead and single point of contact within City Hall for harnessing and signposting offers of philanthropic support

Increasing numbers of businesses see themselves as an integral part of a modern and healthy civil society, rather than in short-term transactional relationships with civil society organisations that have been the basis of increasingly outmoded CSR programmes.⁴² The Mayor’s focus on “Good Growth”, and the introduction of the Good Work Standard, shows his interest in maximising the long-term benefits and social value from a whole-organisation approach, not just in the donations from a business’s charity committee, or the outputs from its corporate volunteers.

However, the Review has found that a lack of clarity as to both how and what type of offers from business the GLA should accept, combined with a much more stringent process of vetting offers of private money – whether charitable giving or commercial sponsorship - has contributed to a significant drop in corporate contributions since 2015/16. A new approach should be founded on a clear understanding of how business creates social value in the round, with a view to maximising impact on London’s priority needs.

As there are competing social issues and major projects in London to which the Mayor could potentially attract philanthropic investment, the Review recommends establishing a designated lead and a single point of contact within the Mayor’s office responsible for harnessing sources of private support. This would provide a clear way into London for civic donors and a process for signposting a funder to one of the GLA’s own programmes, or the opportunity to set up a new pooled fund. Alternatively, potential partners can be introduced to any one of several arms-length, pre-approved funds or programmes - from the large-scale Foundation for Future London⁴³ overseeing the fundraising for the ambitious new cultural district in the Queen Elizabeth Olympic Park, to the relatively small London Music Fund, with the Young Londoners’ Fund and the Mayor’s Fund for London in between (see Figure 5).

Centre for London has recommended establishing “a function within the GLA with the authority and resource to speak on philanthropy, harness the Mayor’s convening power and leverage philanthropic support to address important

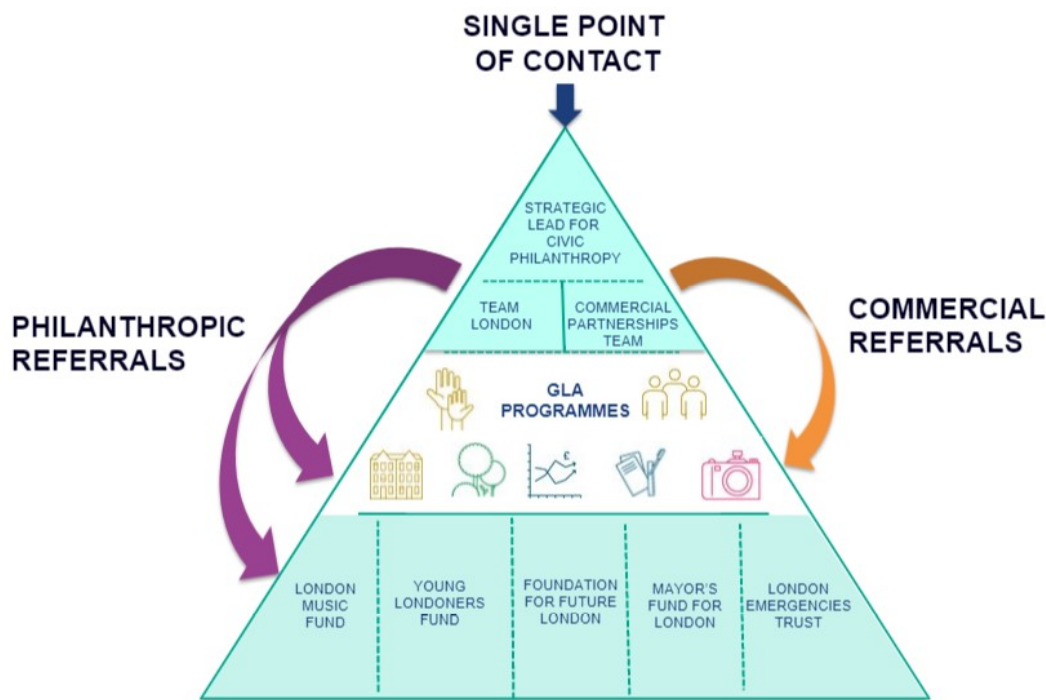


Figure 5 : Establishing a single entry point at City Hall for handling offers from private donors and commercial partners

London issues.” That description of the role largely reflects this Review’s emphasis on the considerable potential of the Mayor and the GLA to “lead, collaborate and connect” to enhance the social impact of civic philanthropy.

As important as the leveraging of philanthropic support, however, is the role’s capacity to use the Mayoral “bully pulpit” and his convening power to maximise London’s unique networks and assets. Both the Centre for London and the new City of London Corporation/City Bridge Trust Philanthropy Strategy identify the leadership responsibility which comes with London’s position, both nationally and internationally; the government is also keen that the Mayor is represented in its proposed advisory group looking to support the growth of giving and the strengthening of the UK’s role in global philanthropy.⁴⁴

In the spirit of funder collaboration between London’s philanthropic leaders, the Review highlights the particular opportunity to work more closely with the City of London by:

- **Forging a closer partnership with Mansion House and City Bridge Trust** (the Corporation of London’s philanthropic arm). The Mayor of London and the Lord Mayor should use their combined convening powers (and complementary networks) to reaffirm London’s status as an international leader in

philanthropy. The one-year tenure of the Lord Mayor and the relatively recent expectation that he or she uses the office to raise money for personal charitable causes, via the Lord Mayor’s Appeal Charity, have tended to hamper a more strategic philanthropic partnership with the Mayor of London. This has recently been addressed by the introduction of the “Continuum Group” comprising the most recent, the current and the future Lord Mayor working together on a set of shared, longer-term objectives. At the same time this has enabled the Lord Mayor’s Appeal Charity, supported by City Bridge Trust, to take a more strategic and thematic approach to philanthropy in the City and opened the door to greater collaboration with business and philanthropic partners over a rolling three-year timeframe.⁴⁵

- **Exploiting London’s global-city status** - In a post-Brexit environment, a potential partnership between City Hall and Mansion House takes on added significance; the capital will need to engage its philanthropic diasporas beyond Europe as it looks for new partnerships and markets. To that effect, London can also more fully exploit the commercial networks of the City of London and the personality and profile of the Mayor of London.

Recommendation 2: Reaffirm the Mayor’s role as Patron of the Mayor’s Fund for London, and define a new strategic partnership for harnessing civic philanthropy in the capital

In the spring of 2016, the final report of the London Fairness Commission called for: “the start of a new philanthropic age . . . an exemplary social philanthropic effort at a city level to focus on the challenges facing London’s poorest citizens.”⁴⁶ Should it wish now to seize the moment, the Mayoralty might use the publication of Centre for London’s report and the Corporation of London and City Bridge Trust’s Philanthropy Strategy,⁴⁷ to convene a cross-sectoral group of London’s funders, including businesses to answer that call.

The Review’s scanning of American cities’ experience of raising civic philanthropy, albeit with more fiscal incentives at their disposal, found several cases of a charitable Mayor’s Fund operating over the long term for the wider good of the city, alongside an internal “Office of Strategic Partnerships” to provide greater coordination and signposting for partners wanting to join forces with the Mayor’s priorities.⁴⁸

If its trustees and new chief executive decided to do so, this could involve a significant change to the role, remit and ambition of the current Mayor’s Fund for London.⁴⁹ Instead of the Fund’s continuing to fundraise to deliver a limited portfolio of social-mobility programmes, cutting across some of the GLA’s own social-action initiatives, a repositioned “Fund for London” could more effectively draw on the convening power of the Mayor as its sole patron, to bring together resources from across civil society. These could include independent funders, the Big Lottery Fund, corporate and individual

philanthropists (all subject to the required level of due diligence):

- **Positioning a Fund for London as the primary vehicle for attracting civic philanthropy to London.** The convening power of the Mayor is of critical importance and he should look to retain his status as a patron. However, it is equally important that a Fund remains at arms-length from the Mayoralty, becomes a funding vehicle for London, not City Hall, and is not itself involved in the delivery of programmes. Should the trustees of the current Mayor’s Fund for London so decide, this could involve rebranding the Fund (as the Mayor’s Music Fund has done to become the London Music Fund), with the intention of making the broad needs of London, rather than the specific priorities of the Mayor, the primary focus for harnessing civic philanthropy.⁵⁰
- **Identifying what the focus of the new Fund needs to be.** This could be a single-issue campaign, initially over a 3 to 4-year period, carefully designed and properly resourced to attract partner funders (including corporate and individual donors) to a shared endeavour.⁵¹ Alternatively, it could choose to focus on a small number of agreed priorities for London. Whatever the focus for such a call for action, it must be supported by clear evidence of need and a regular demonstration of how this new “social philanthropic effort” and corollary of good growth is impacting on London’s rising inequality.

“If done right in London, this is potentially a national philanthropy strategy, given the level of wealth and its concentration here”

*- Focus Group with Philanthropy Think Tanks
and Research Institutes*

APPENDIX 1: Harnessing Giving for London: Philanthropy Action Plan

Recommendation	Rationale	Priority/ Impact
<p>(1) Establish a strategic lead and single point of contact within City Hall for harnessing and signposting offers of philanthropic support</p>	<ul style="list-style-type: none"> • Sets the operational framework, not responsible for fundraising or outcomes • Provides a single-entry point for offers of philanthropy; need to clarify how this relates to other GLA policy teams currently partly in this space e.g. the Commercial Partnerships Team; Team London; Regeneration & Economic Development and London and Partners • Supports the Mayoral narrative of the value to London of “good growth” • Establishes a closer alignment with current Mayoral priorities • Ensures consistent approach to vetting of offers of private money ,but also passes risk and responsibility for due diligence to organisations to which funds may be directed • Provides better signposting to GLA’s enhanced civil society data evidence to address priorities • Creates potential for stronger partnership working and clearer differentiation from London’s other giving leaders, including the Lord Mayor, London Community Foundation and London Funders 	High /High
<p>(2) Reaffirm the Mayor’s role as the Patron of the Mayor’s Fund for London and define a new strategic partnership for harnessing philanthropy for London</p>	<ul style="list-style-type: none"> • De-politicising the “ask” of charitable donors gives this more emotional appeal ie giving for the good of London, not necessarily for the incumbent Mayor • Clearer and greater independence from the Mayor’s office also reduces political risk • Meets the objective of a Mayoral Fund to be a convener of charitable giving for the capital, using the Mayor’s influence and appeal • Opens the possibility of the Mayor’s Fund changing to become a “Fund for London” and moving from a deliver of programmes to a conduit for funding requires a significant shift of emphasis and is entirely dependent on trustees’ decisions 	High/High
<p>LEAD</p>	<ul style="list-style-type: none"> • Redefine Team London to be the social action arm of the GLA • Team London have been moving in this direction internally, but the strategy in line with Mayoral priorities needs communicating to Civil Society, including businesses and strong collaboration with key stakeholders such as London Plus 	High/High

<p>Lead by example – develop and report annually on ESV across the GLA group</p>	<ul style="list-style-type: none"> Feedback from consultations indicated that the GLA will be better able to make a call for more ESV support (and more giving generally) from corporates if it leads by example and demonstrates a gold standard. 	Med/Med
<p>Convene London Chief Executives’ network to restate the case for ESV as part of Good Growth and the Good Work Standard</p>	<ul style="list-style-type: none"> The GLA can reinvigorate the Mayor’s Corporate Commitment signatories; both large companies and SMEs are looking for guidance and opportunities to direct their community investment and avoid duplication 	Med/High
CONNECT		
<p>Enable civil society partners to understand and make better use of the resources of London Datastore</p>	<ul style="list-style-type: none"> Open days or online events to help partners make use of data and intelligence held by the GLA have already been discussed internally, and would help GLA to enhance its connecting role 	Med/Med
<p>Audit opportunities to connect GLA’s place-based programmes with local giving schemes</p>	<ul style="list-style-type: none"> Maximise the potential of GLA’s place-based work (eg Crowdfund London, Model City; London Borough of Culture; Green Spaces Commission) to connect with local place-based giving schemes and funder collaborations across London 	Med/High
<p>Develop capacity building support (e.g business backed programme for local philanthropy leaders)</p>	<ul style="list-style-type: none"> Use market assessment and typology of place-based giving initiatives to identify where best for the GLA to target support 	Med/High
COLLABORATE		
<p>Commit to publishing grant awards on 360Giving within GLA, and encourage sector to follow suit</p>	<ul style="list-style-type: none"> The GLA recently announced its commitment to 360 Giving. As with ESV, encouraging the rest of the sector to be more transparent will be easier if the GLA can demonstrate transparency itself 	Med/Med
<p>Use enhanced data to determine priorities for engagement with core philanthropy</p>	<ul style="list-style-type: none"> Social Integration Measures and London Datastore provide a clear opportunity to provide a set of priorities for philanthropic engagement, which should be done in collaboration with civil society (i.e. statutory agencies, voluntary and private 	Med/High
<p>Consider the Vital Signs or similar model to animate data on a place basis to support local giving schemes and enhance their reporting of additionality and impact</p>	<ul style="list-style-type: none"> The Vital Signs, data-led, collaborative approach to identifying need was pioneered in Toronto and has since spread across the world. A co-ordinating body within the GLA for engaging with philanthropy would provide the opportunity to develop a Vital Signs-style approach to identifying need in London 	Low/High

APPENDIX 2: Consultation and Engagement

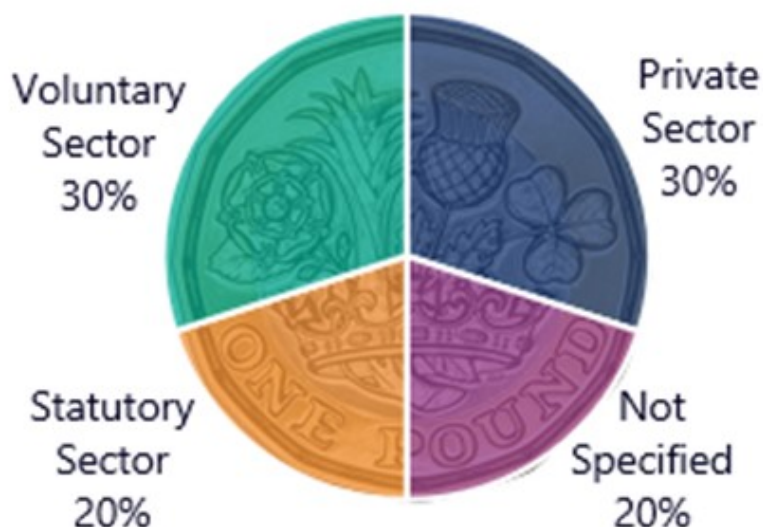
The GLA commissioned this independent Review of its role in supporting philanthropy in London to include establishing an accurate picture of current GLA supported philanthropic activity. Undertaken over a 5-month period, March to July 2018, the Review takes into consideration the current state of philanthropy in London, identifying areas of opportunity for the GLA to increase impact through improved collaboration and strategic partnerships, both internally and externally.

The brief specifically asked for consultation-based research to:

- ◆ Consider the changing philanthropic landscape in London
- ◆ Focus on the role of the Mayor as a figurehead in driving a culture of civic philanthropy
- ◆ Review existing philanthropy and giving in London enabled by the GLA
- ◆ Provide a high-level assessment of current GLA provision and support and a set of practical recommendations to enable more effective civic philanthropy in London

The sources which underpin the Review's research and findings included:

- ◆ A range of secondary literature and data, particularly Centre for London's More, Better, Together: A strategic review of giving in London (2018)
- ◆ 50 interviews, including GLA staff, external partners and stakeholders
- ◆ 5 focus groups with more than 80 attendees (involving large companies; SMEs; ESV brokers; thinktanks and independent funders; place-based funders, including the London's Giving schemes)
- ◆ An on-line survey which received 95 responses as follows:



References and notes

- ¹ The Sunday Times, Rich List 2018
- ² A City for All Londoners, October 2016; The Good Growth Fund Prospectus (round 2) June 2018
- ³ Trust for London, London Poverty Profile 2017
- ⁴ The London Fairness Commission Final Report, March 2016
- ⁵ More, Better, Together: A strategic review of giving in London, Centre for London (2018) makes several recommendations directed specifically at the Mayor/GLA.
- ⁶ Charities Aid Foundation, The role of mayors in building a culture of civic philanthropy, July 2017
- ⁷ For the most recent contribution to this public debate see the Cabinet Office’s Civil Society Strategy, Building a Future that Works for Everyone, August 2018; Also Civil Society Futures is an ongoing national conversation about how English civil society can flourish in a fast changing world. Through a wide range of different media, Civil Society Futures has engaged those involved in all forms of civic action, including business.
- ⁸ A stakeholder survey conducted as part of this Review asked “How important is it that the Mayor of London and the GLA support and encourage philanthropy?” 90 respondents ranked the importance at 4.5 on a scale of 1 to 5.
- ⁹ US city mayors’ far wider tax-raising powers, for example, are inextricably linked to their capacity to leverage very considerable amounts of civic philanthropy. See the report of the London Finance Commission (2017) .
- ¹⁰ A summary of our research methods are listed at. Appendix 2; More, Better, Together – A strategic review of giving in London, Centre for London, September 2018; the Centre for London report reviews five different types of giving in London: by the public; by the wealthiest Londoners; by trusts and foundations; by companies, and by social investors.
- ¹¹ Pharoah, C. and Walker, C. (2015) ‘More to Give: London Millennials working towards a better world’ City Philanthropy; £13bn figure calculation based on speech by Andy Haldane, Bank of England (2016) which estimates that an army of 1.25m people across the UK create an annual economic value of at least £50bn.
- ¹² The Mayor has the right to nominate up to two trustees, and none of the maximum of twelve trustees is appointed without his approval; A review of the Mayor’s Fund by McKinsey in 2017 presented findings from interviews with the trustees which confirmed some of the confusion around the Fund: “A lot of people in City Hall have no idea what we do.” “Even the name is misleading – we are not a fund.”
- ¹³ The Mayor’s Fund’s most recent annual report for 2016 shows an income of and expenditure of around £2.1million on a range of charitable activities
- ¹⁴ The Mayor has not yet nominated two trustees to the board of the Mayor’s Fund for London.
- ¹⁵ The GLA website details the “partnership benefits” which an approved partner company may receive from its support for a particular programme eg: <https://www.london.gov.uk/what-we-do/business-and-economy/partner-mayor-london-and-city-hall/working-us-citi-foundation-and>
- ¹⁶ The future of doing good in the UK, Sonia Sodah for the Big Lottery Fund, 2017; See also chapter 4 of the Cabinet Office’s Civil Society Strategy, Building a Future that Works for Everyone, August 2018 “; Rocket Science Focus Group with large businesses, 30th April 2018
- ¹⁷ Cabinet Office’s Civil Society Strategy, Building a Future that Works for Everyone, August 2018; <https://civilsocietyfutures.org/playback-business-perspective-civil-society/>;
- ¹⁸ A recent study for the City of London Corporation helpfully traces the evolution and increasing partnership approach to corporate philanthropy, though admits that relatively few companies have yet progressed from “being

good to great” - Corporate Community Investment – Four Routes to Impact, City of London Corporation and Corporate Citizenship, 2018

¹⁹ Rocket Science Interviews; Focus Groups with businesses, 23rd and 30th April 2018

²⁰ Cabinet Office’s Civil Society Strategy, Building a Future that Works for Everyone, pp 74-5, August 2018

²¹ One of the more established brokers is ELBA (East London Business Alliance) which promotes “asset-based volunteering” i.e. it brokers the assets of business in the form of expertise, employee time, goodwill, buildings and spaces to support and build the community assets of east London - people, voluntary organisations, community facilities and places.

²² More, Better, Together – A strategic review of giving in London, Centre for London, September 2018 “An uneven landscape: the distribution of CSR assets and activities”

²³ The Good Work Standard comprises 7 headings, including Social Mobility/Lifelong Learning which requires signatories to allow employees’ volunteering opportunities

²⁴ In an innovative new “funder plus” approach, the City of London Corporation is looking to direct more of its considerable non-financial assets (including staff time, knowledge and skills) via a new Employer-Supported Volunteering programme to enhance the investments of City Bridge Trust, of which the Corporation is the sole trustee. It encourages employees to support organisations where they live, intentionally to redress the relative oversupply of employee volunteers in the boroughs of the City Fringe.

²⁵ A 2020 Vision for Employer Supported Volunteering, Accenture (2016) identifies the issue of capacity in the community sector – will voluntary organisations be able to make effective use of increased offers of time? Another study (Three Hands, 2016) reports that as many as 40% of voluntary organisations have accepted employer supporting volunteering at one time or another on the basis of humouring business rather than tackling identified need.

²⁶ Pharaoh, C, and Walker, C, More to Give: London Millennials Networking Towards a Better World, 2015

²⁷ Corporate Community Investment – Four Routes to Impact, City of London Corporation and Corporate Citizenship, 2018

²⁸ On a wider level, London’s Poverty Profile, introduced by Trust for London in 2009, reports on 100 different indicators, revealing patterns in poverty and inequality across the capital. The Centre for London recommends London’s giving leaders, including the GLA, should develop a richer understanding of need through building on the Poverty Profile.

²⁹ Employer supported volunteering is forecast to grow. Accenture’s 2016 report “A 2020 Vision for Employer Supported Volunteering” predicted that employee expectations from younger generations will push ESV to become the norm in most large companies. The challenge will be how to support SMEs to accommodate the expectation from employees – the pressure is the same, but the ability to release staff is more constrained.

³⁰ The Philanthropy Collaborative’s 10-year goal is to double the annual voluntary giving by the wealthiest in society. Most of the current £2bn pa (of an estimated £10bn in voluntary giving) comes from the most generous 10% (approximately 1800 HNWIs). Shifting this to 20% would see potentially another £2bn in giving, and as half of these individuals are in London, the prize is potentially of significant benefit to the capital.

³¹ Institute for Voluntary Action Research (IVAR) The possible, not the perfect: Learning from funder responses to emergencies (2018) <https://www.ivar.org.uk/our-research/emergency-responses/>

³² A New Funding Ecology: A Blueprint for Action, Collaborate (2015)

³³ Travers, Tony, London’s Boroughs at 50, (2015); For the London Plan’s classifications of town centres see: <https://www.london.gov.uk/what-we-do/planning/london-plan/current-london-plan/london-plan-annexes/annex->

two-londons-town

³⁴ London Funders 2017/18 Review reports 10 schemes operational, 2 preparing for launch, 5 in development and 11 further boroughs expressing an interest,

³⁵ Cabinet Office's Civil Society Strategy, Building a Future that Works for Everyone, August 2018; http://localtrust.org.uk/assets/images/assets/uploads/Community_Wealth_Fund_Report_HR.pdf August 2018

³⁶ Place has always been a cause for civic philanthropy. Many of the famous industrialists of the past made their names by investing in the social welfare of communities around the workplace. Most charitable foundations confine their area of benefit to a specific parish or place as set out in their trust deeds.

³⁷ A Place to Give: London's Place-based Giving Movement in the Spotlight, London Funders (July 2017)

³⁸ Request for Proposal: GLA Regeneration Crowdfunding Platform, 13 April 2018

³⁹ Many of London's famous civic philanthropists of the Victorian era, such as Octavia Hill and Angela Burdett Coutts, were motivated by a desire to protect green space and improve air quality.

⁴⁰ A Place to Give: London's Place-based Giving Movement in the Spotlight, London Funders (July 2017)

⁴¹ The City of London Corporation already runs an annual City Giving Day every autumn and the Love London brand is used by Time Out. A campaign would need to combat any sense of ennui and be distinctive eg by being more than just a day, as is achieved by Children in Need and Sport Relief, or the Love Brum campaign in Birmingham.

⁴² The future of doing good in the UK, Sonia Sodah for the Big Lottery Fund, 2017

⁴³ The cultural district will be the site of the Smithsonian Institution's first philanthropic gift outside of the United States in partnership with the V&A Museum

⁴⁴ Civil Society Strategy: Building a Future that Works for Everyone, 2018

⁴⁵ The Lord Mayor's Appeal Charity, A Project Review for City Bridge Trust, Rocket Science, 2016

⁴⁶ London Fairness Commission, 2016

⁴⁷ The Corporation of London (CoLC) and City Bridge Trust's Philanthropy Strategy, 2018-23, was approved by the City Bridge Trust (CBT) Committee on 2nd May 2018. It refers to the "exciting opportunity to develop an overarching strategy which binds the relevant elements of CoLC's corporate plan with CBT's "Bridging Divides" strategy and aligns much more explicitly with those of related charities such as The Lord Mayor's Charity Appeal and Heart of the City."

⁴⁸ Examples include New York City, Los Angeles and Denver (See: Review of the GLA's role in supporting philanthropy – Compendium of Case Studies)

⁴⁹ The charitable objects of the Mayor's Fund for London, as set out in its Memorandum and Articles of Association, are sufficiently widely drawn to make this entirely possible.

⁵⁰ There is a considerable body of academic research to show that a strong, feeling of identity helps generate philanthropy (ie that the more powerful ask which the Mayor can make of philanthropists is in relation to London itself – not to him personally or to the Mayoralty). See: <http://studyfundraising.info/wp-content/uploads/2016/03/Gift-giving-an-interdisciplinary-review.pdf>

⁵¹ At the time of this Review, one idea being worked up by the Mayor's Fund is the "London Promise" – a bill of rights for every young person in London (ie covering homelife; school/education; community; work) presenting a menu of actions/opportunities to galvanize different types of philanthropic investment.