Foreword by the Chair of Policy and Resources and the Chair of City Bridge Trust Committee

Each year the City of London Corporation (City Corporation) invests its time, corporate assets, skills and funds into civil society, heritage, cultural and educational organisations. It does this both in its own right and as the trustee of Bridge House Estates (BHE). City Bridge Trust (CBT) is the charitable funding arm of BHE and is the largest independent funder in London. We are delighted to share our Philanthropy Strategy for 2018-23 which has been prepared jointly by the City Corporation in pursuing its general corporate objectives and also as trustee of BHE.

The City Corporation is dedicated to a vibrant and thriving city, supporting a diverse and sustainable London within a globally successful UK. CBT is dedicated to its vision for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. Encouraging more and better philanthropy will be central to the visions of both organisations and is something that we collectively wish to champion.

Through this five-year strategy, we want to contribute to higher impact and higher value philanthropy through our role modelling in London and our support and awareness-raising in the UK and internationally. We will draw on our combined assets to achieve this, benefiting from the City Corporation’s independent and non-party political voice, networks, assets and convening power, and City Bridge Trust’s strong connections into civil society organisations and the communities they represent. We recognise that we won’t be able to achieve this alone and will therefore work with partners across the private, public and civil society sectors in London, the UK and beyond.

At a time of political and economic uncertainty and rising levels of inequality, the need to encourage more and better philanthropy is acute. We are therefore committed to championing high impact philanthropy in our own organisation, and hope that this strategy, and our journey to implement it, support and inspire others to deepen and increase their own philanthropic giving. We look forward to working in partnership towards a future in which individuals and communities, especially those experiencing disadvantage and marginalisation, thrive as a result of higher impact and higher value philanthropy.

Catherine McGuinness
Chair of Policy and Resources Committee

Dhruv Patel OBE
Chair of City Bridge Trust Committee
Philanthropy Strategy, 2018 – 23

Executive Summary

Why us?
Each year, the City of London Corporation (City Corporation) invests significant time, corporate assets, skills and funds in civil society, heritage and cultural organisations, both in its own right, and as the trustee of Bridge House Estates. City Bridge Trust (CBT) is the charitable funding arm of BHE and is the largest independent charitable funder in London. This strategy has been prepared jointly both by the City Corporation in pursuing its general corporate objectives and also as trustee of BHE. It provides a framework for increasing the impact and value of its own philanthropy, and that of others.

What is philanthropy?
Philanthropy is defined as ‘private initiatives for public good’, encompassing the giving of money, time, skills and assets by individuals, businesses, trusts and foundations.

Our vision:
Individuals and communities, especially those experiencing disadvantaged and marginalisation, thrive as a result of higher impact and higher value philanthropy.

Our mission:
The City Corporation and City Bridge Trust contribute to higher impact and higher value philanthropy through our role modelling in London and our support and awareness-raising in the UK and internationally.

Our outcomes:

Outcome 1: Role modelling
High impact philanthropy is role modelled by the City Corporation and CBT contributing, in particular, to a reduction in inequality and/or an increase in social mobility.
We will:
• test how our philanthropic engagement contributes to a reduction in inequality and/or increases social mobility;
• ensure our philanthropy is compliant, efficient, impactful and strategically aligned; and
• fully harness the City Corporation’s expertise, networks and those of its associated charities.

Outcome 2: Support
Higher impact and/or higher value philanthropy is generated from others as a result of the City Corporation’s and CBT’s support for the philanthropic infrastructure.
We will:
• ensure greater collaboration through on and offline engagement and action;
• fund philanthropic infrastructure partnerships, and scope new ones; and
• deepen our understanding of what our philanthropy has leveraged.

Outcome 3: Awareness-raising
Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of the City Corporation’s and CBT’s awareness-raising activities about it.
We will:
• increase and amplify understanding of what drives effective philanthropy, through convening, research and thought-leadership.

Links to our Corporate Plan and other strategies
This strategy supports the aims set out in our Corporate Plan for 2018-23, by contributing to a flourishing society and supporting a thriving economy. It directly supports Outcome 3 and Outcome 5 in the Corporate Plan. It is also supportive of, and supported by, CBT’s funding strategy – ‘Bridging Divides’ and the City Corporation’s Social Mobility, Responsible Business and Corporate Volunteering strategies.
Introduction and context

Purpose
This strategy sets out the vision, outcomes and activities that we will seek to achieve from 2018-2023. It will guide all the philanthropic work that we undertake internally and externally, enriching the philanthropic efforts we have made over many centuries. We currently invest a significant amount of time, money, assets and skills in charities, both through CBT and through our corporate activities. However, we need more coherence and community of practice around what constitutes high impact or high value philanthropy within the City Corporation.

Just as many of our business stakeholders have adopted a far more systematic and strategic approach to their philanthropy, as part of a broader responsible business agenda we have an opportunity to review our practice and ensure we role model excellence ourselves as well as using our assets, networks and convening power to help accelerate higher impact and higher value philanthropy externally. This strategy therefore relates to our own charitable giving, as well as the role we play in the broader philanthropic sphere. We will utilise our networks and influence across the private, public and charitable and community sectors to support and amplify high impact and/or high value philanthropic collaborations to generate positive impact locally, nationally and internationally as appropriate.

How this strategy was developed
In 2016, CBT commissioned a review of its strategic investments which, since 2011, have included a focus on embedding a culture of philanthropy and encouraging the effective giving of time, money and resources in order to benefit London. Rocket Science undertook the review and produced a number of recommendations for how the City Corporation as a whole could generate greater philanthropic impact in the future. One of the main recommendations was to appoint a new Philanthropy Director to develop and deliver a new, joint philanthropy strategy for the City Corporation and CBT in order to harness and align our assets and priorities, and maximise our impact.

A Philanthropy Director was therefore appointed in 2017 to lead the development of the strategy with support from senior officers and elected Members at the City Corporation. The strategy has been developed through extensive consultation sessions with key internal and external stakeholders, alongside an analysis of our operating context, in order to identify key areas of focus, gaps, overlaps and best practice.

What is philanthropy?
Philanthropy is defined as ‘private initiatives for public good’, encompassing the giving of money, time, skills and assets by individuals, businesses, trusts and foundations.

It is difficult to quantify how much philanthropy there is in the UK. However, the Association of Charitable Foundations (ACF) estimate that in 2016/17 the total amount of private giving in the UK amounted to £20.7 billion. This figure is made up of 2% from direct corporate giving, 6% from gift aid paid to charities, 13% from legacies, 16% from the top 300 foundations, and 63% in individual and major giving.

Why philanthropy matters?
The need to encourage more philanthropic giving is perhaps greater now than it has been for some time. In the context of Brexit, a shrinking state and rising levels of inequality, there is much uncertainty about what the future holds for London and the UK, and the role and resourcing of civil society within it. Figures from the London Poverty Profile in 2017 show that 50% of London’s wealth is owned by the richest 10% of households, while the bottom 50% own just 5% of wealth. After housing costs, 27% of Londoners live in poverty, a figure six percentage points higher than the rest of London.

In addition, the Organisation for Economic Cooperation and Development (OECD) routinely ranks the UK as one of the lowest performing countries for relative income and social mobility. In 2017 and 2018 the Social Mobility Commission and the OECD stated in separate reports that social mobility within the UK is stagnating, due to growing differences in attainment between those who are experiencing disadvantage or marginalisation and those who are not.

Collectively, the City Corporation and City Bridge Trust are referred to as ‘we’ throughout the strategy.
Within this context, philanthropy has an important role to play in augmenting funding available for areas of need and in stimulating innovation. According to CAF’s UK Giving 2018, philanthropy has slightly increased as a result of fewer donors giving more. There is a range of increasingly thoughtful and creative approaches – often harnessing technological advances and the big data revolution - to attract, retain and develop philanthropists across a range of ages and demographics. Effective philanthropy focuses on having a clear strategy, crisp outcomes and a commitment to sharing lessons learnt. However it can be challenging to persuade philanthropists to match resource with need and to ensure they have the data to enable them to do so. Within this context, the need for ‘intelligent’ philanthropy is pronounced.

There is, therefore, a real opportunity for us to role model high impact philanthropy to contribute to a reduction in inequality and/or an increase in social mobility. We will also support organisations to generate higher impact and/or higher value philanthropy, and raise awareness of its benefits.

Why philanthropy matters to us
The City Corporation and its associated charities enjoy a proud track record of philanthropy. Beyond our corporate commitments, we also actively promote individual philanthropy through a range of projects and initiatives including through our Employee Volunteering Programme, Payroll Giving Scheme and departmental fundraising activities.

A range of charities who are hosted by, and enjoy a close association with, the City Corporation are also active in the philanthropy space including Heart of the City (HotC), the Lord Mayor’s Appeal (TLMA) and the 50+ grant making charities which are part of the Central Grants Unit (managed by CBT) which distributes £600,000 - £800,000 per year.

As the City Corporation’s reach extends far beyond the Square Mile’s boundaries and across the private, public and charitable community sectors, it is uniquely placed to leverage its convening and influencing power to promote higher impact and value philanthropy across the Square Mile, London, the UK and beyond.

Our strategic approach

Our vision
Individuals and communities, especially those experiencing disadvantage and marginalisation, thrive as a result of higher impact and higher value philanthropy.

Our mission
The City Corporation and CBT contribute to higher impact and higher value philanthropy through our role modelling in London and through our support and awareness-raising in the UK and internationally.

Our outcomes
We have identified three outcomes that outline the difference we hope to make through this strategy. These outcomes will inform the way we organise and structure our activities in order to achieve our vision and mission.

**Outcome 1: Role modelling**
High impact philanthropy is role modelled by the City Corporation and CBT contributing, in particular, to a reduction in inequality and/or an increase in social mobility.

**Outcome 2: Support**
Higher impact and/or higher value philanthropy is generated from others as a result of the City Corporation’s and CBT’s support for the philanthropic infrastructure.

**Outcome 3: Awareness-raising**
Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of the City Corporation’s and CBT’s awareness-raising activities about it.
Who we will work with

Our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage. City Bridge Trust, as London’s largest independent charitable funder, has strong connections to civil society and the communities it represents, along with developed links with local, national and regional Government and the business sector. Together, we will work with existing and new partners across the private, public and charity and community sectors in London, the UK and beyond to deliver the outcomes set out in this strategy.

What we will do

This strategy will develop and deepen further the work we’ve already undertaken in the philanthropic space. The key actions that we will prioritise for each outcome are as follows:

Outcome 1 – Role modelling

We will:
- Test how our philanthropic engagement contributes to a reduction in inequality and/or increases social mobility.
- Ensure our philanthropy is compliant, efficient, impactful and strategically aligned.
- Fully harness the City Corporation’s expertise, networks and those of its associated charities to maximise alignment with CBT’s ‘Bridging Divides Strategy’.

These activities have a London focus and are aimed at reducing inequality and/or increasing social mobility.

Outcome 2 – Support

We will:
- Ensure greater collaboration through on and offline engagement and action.
- Fund philanthropic infrastructure partnerships, and scope new ones
- Deepen our understanding of what our philanthropy has leveraged.

These activities have a London, national and international focus and are aimed at supporting all forms of philanthropy, regardless of the focus.

Outcome 3 – Awareness Raising

We will:
- Increase and amplify the understanding of what drives effective philanthropy, through convening, research and thought-leadership.

This activity has a London, national and international focus and is aimed at raising awareness of all forms of philanthropy, regardless of the focus.

Implementation and Measurement

To deliver this strategy successfully, we will collaborate with partners across the private, public and civil society sectors. Internally the work will be primarily driven by the Philanthropy Director, with support and input from colleagues in the following departments and teams: CBT, Department for Community and Children’s Services (DCCS), Economic Development Office (EDO), Open Spaces, Chamberlain’s, Human Resources (HR), Corporate Strategy and Performance. To deliver the strategy, we will also work closely with partners across our cultural institutions and with our partner charities.

Measures of success

We will measure our performance against our outcomes set out in the strategy, and the targets set out in the accompanying action plan. We will be transparent in reporting where we are having greatest impact and the areas where there is still room for improvement.
To monitor our impact, we have defined a high-level measure for each outcome as follows:

**Measure for outcome 1**
- The levels of giving of time, money and benefits in kind across the City Corporation directed at reducing inequality and/or increasing social mobility.

**Measure for outcome 2**
- CBT grant spend levels and funder plus uptake and satisfaction against our philanthropy spend.
- The financial leverage achieved as a result of our philanthropy, for funding partnerships above a certain threshold.

**Measure for outcome 3**
- Engagement levels of key audiences that we target our awareness-raising activities towards.

By April 2020, we will have analysed our current philanthropy data and practices to determine the effectiveness of our current work. We will analyse the resourcing, networks and expertise required to maximise our philanthropic potential. We will have a clear plan through which this will all be achieved longer-term, and where improvements are required. We will have established a range of strategic partnerships with key actors on the global philanthropic stage, with clear plans in place to maximise our collective potential to raise awareness of, and drive up engagement with, high impact and/or high value philanthropy in London, the UK and internationally. All of this will establish a powerful foundation for what we seek to achieve by March 2023.

**Alignment and Governance**

**Corporate Plan 2018-23 links**
The City Corporation’s Corporate Plan for 2018 – 23 sets out its vision for a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. This strategy supports the following aims and outcomes in the Corporate Plan:

**Aim: To contribute to a flourishing society**  
**Outcome 3** - People have equal opportunities to enrich their lives and reach their full potential.  
  - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.

**Aim: To support a thriving economy**  
**Outcome 5** - Businesses are trusted and socially and environmentally responsible.  
  - Support, celebrate and advocate responsible practices and investments.
  - Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

**Bridging Divides, City Bridge Trust Funding Strategy 2018-23 links**
This strategy supports the vision and mission set out in Bridging Divides:

- **Vision** – For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
- **Mission** – To reduce inequality and grow more cohesive communities for a London that serves everyone.
The strategy also supports the ‘total asset’ approach set out in Bridging Divides which emphasises the need to use all financial and non-financial assets, and to work collaboratively with its partners, to achieve its vision and mission.

Links to other strategies
This strategy also supports, and is supportive of, the following City Corporation strategies:

- **Social Mobility, 2018-28**
  The vision of this strategy is ‘people enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential’.

- **Responsible Business, 2018-23**
  The commitment set out in this strategy is ‘to create positive impact and reduce negative impact across all our activities and decisions, because it is the right thing to do and will help ensure a sustainable future’.

- **Corporate Volunteering, 2018-23**
  The vision of this strategy is for the City Corporation to have ‘a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.’

**Conclusion**

The City Corporation and CBT are pleased to make a joint commitment to support our vision of a society in which individuals and communities, especially those experiencing disadvantage and marginalisation, thrive as a result of higher impact and higher value philanthropy. This strategy sets out an exciting opportunity to build on the combined expertise, assets and networks of the City Corporation and CBT, and our significant and longstanding track record of philanthropy, to contribute to higher impact and higher value philanthropy through our role-modelling, support and leadership in London, the UK and internationally.