

# STRATEGIC PLAN

October 2017- September 2018 (FY1)



## EXECUTIVE SUMMARY

Southwark Giving is a placed-based giving scheme for the London Borough of Southwark which is being set up to find new and innovative ways to address hidden, unmet and emerging local community needs. We will enable anyone to give time, skills and/or money in collaboration with others to help make a difference to people's lives.

The giving scheme will be composed of a cross-sector partnership mobilising local businesses and the voluntary sector, targeting volunteering and inspiring active local community engagement. Through this partnership approach we will leverage in resources to the borough and target them to where they are most needed. The Giving initiative can thus be a vehicle for social change as well as a focal point for all types of philanthropic giving in the borough.

Southwark Giving's independent research report, **A Tale of Two Southwarks**, identifies and outlines the priority unmet, hidden and emerging needs in the borough of Southwark. It explores many areas of need in the borough and concludes that Southwark is a borough where there are two parallel communities; one where people have better life chances and one where they have worse. Southwark has a rich history of diversity and vibrant communities but even now those with poorer life opportunities struggle to access opportunities. The research argues, and we believe, that a poverty of opportunities for some leads to a weaker community for all.

Southwark Giving will offer to help tackle local disadvantage through three strands:

- **A Fund** – non-traditional financial fund to target the borough's most pressing community needs
- **Volunteering** – provide skills-based and practical employer supported and community volunteering in the borough
- **Givers Network** – create a friendly and engaged network of donors and fundraisers for Southwark Giving

We will

- Work in partnership with different sectors to invest in effective solutions for local needs
- Create an innovatively designed Fund specific to best meet the most pressing community needs in the borough
- Create opportunities for everyone to give what they can; time, skills and/or money
- Raise awareness about local needs to bring the community together

We will work together to improve practice, shape futures and change lives.

**Be part of it!**

A handwritten signature in black ink, appearing to read 'Gordon McCullough'.

Gordon McCullough  
Chief Executive Officer - Community Southwark

## INTRODUCTION

A giving scheme aims to create locally focused solutions to leverage time, skills and/or money to meet the most pressing community needs in an area. Each giving scheme is tailored to meet the needs of that local community and the models vary to fit the specific conditions of an area. Giving schemes can be comprised of grants programmes, volunteer programmes, crowdfunding and more.

All place-based giving schemes aim to create a culture of local giving that not only inspires companies to focus on community needs but also enables local people to join a movement of philanthropy for the benefit of their area.

Southwark is the third largest inner London borough and has a long history of deprivation and charitable activity. As well as densely populated residential areas Southwark also has thriving business communities with key hubs such as the Shard, More London Riverside and Bankside alongside hundreds of small and medium sized enterprises. Giving takes place in the borough and there are many successful charity/business partnerships however the impact of giving could be much greater if it were coordinated and more strategically focused.

Southwark Giving provides benefits which will help address the targeted socio-economic needs of the borough whilst also bringing together cross-sector communities to better the prosperity of the borough for all.

## LAYING THE FOUNDATIONS

Recognising the diverse financial and social fabric in the borough of Southwark, Community Southwark, with others, begun to scope the potential and appetite for a local place-based giving scheme. In September 2015 Community Southwark convened a meeting of local stakeholders (funders, charities, businesses and Business Improvement Districts) to discuss the possibility. This highlighted the broad will, amongst different stakeholders, to develop something in the borough.

With funding from United St Saviour's charity, Team London Bridge, The Wakefield and Tetley Trust and City Bridge Trust, we commissioned an independent researcher to look at the needs of Southwark. It was completed in November 2016. The aim of the needs analysis is to provide information to underpin Southwark's Giving strategic priorities and business model to ensure that it focuses on the most pressing need in the borough where it can make a difference. The report produced is entitled '**A Tale of Two Southwarks**' and can be viewed on the Southwark Giving website [www.southwarkgiving.org](http://www.southwarkgiving.org)

## ABOUT COMMUNITY SOUTHWARK

Community Southwark is the umbrella body for the voluntary and community sector, volunteers and social action in Southwark. Community Southwark has been supporting the voluntary and community sector in the borough over the last decade. It is an independent charity (no. 1105835) and registered company (no. 5090324).

It receives core funding from the local authority but also receive grants through other trusts and foundations and generates income through training and consultancy work. It has over 500 members ranging from small grassroots community groups through to large national charities with their HQ in Southwark.

## SOUTHWARK GIVING'S MISSION AND VISION

### Vision

**A Southwark where all people have the opportunity to live fulfilled lives.**

### Mission

**To unite Southwark to tackle local disadvantage.**

Our **aims** over the next three years are:

- Forging cross-sector partnerships to maximise investment in effective solutions to meet local need(s)
- Leveraging in investment of time, skills and money to meet needs in the borough
- Giving funds to address local needs
- Creating opportunities for everyone to give what they can through time, skills and/or money
- Raising awareness about local needs to stimulate community cohesion

Southwark Giving will develop strategic cross-sector partnerships to create a fund and to enable focused employer supported and community volunteering and generate more active local community engagement.



## FINANCIAL PROJECTIONS

### Delivery and development costs

Neither Southwark Giving or Community Southwark have access to a local community Trust or Foundation to invest in start-up, delivery and development costs. As a result, Southwark Council, supportive of the initiative, funded our first year of set-up costs in full. The Council committed £42,000 to fund staff salary and associated on-costs for the initial development of Southwark Giving. This funding expires in October 2017.

We forecast a 70% increase of delivery and development costs from year 1 to year 2. This is because of the additional resources which will be needed to meet the expected growth of Southwark Giving, e.g. additional staff, marketing collateral and events. We project this increase, due to careful management, will be sustainable from year 2 to year 3 also helping to achieve Southwark Giving's aim to keep development and delivery costs as lean as possible.

### Financial projections

Southwark Giving aims to be financially sustainable by the end of its first three years. The potential to leverage financial investment in the borough, namely through its thriving and growing business sector, provides a promising landscape for Southwark Giving to raise the finance required to exist long-term.

At the end of year 1, we project to have distributed £50k to the Voluntary and community sector in the borough within the chosen priority needs of Southwark Giving.

Our financial projections are based upon the trajectory of financial growth that other London borough giving schemes have experienced.

### Fund

We forecast a year-on-year increase from year 1-3. This is because the financial projections for each year will be sustained through founder funders for the first three years allowing half of each year's figures to be secured through recruiting and retaining new investors.

### Income strategy

As Southwark Giving's current seed funding is for first year set-up only, we forecast the projections below as its route to become financially sustainable:

	YR 1	YR 2	YR 3
<b>Delivery and development costs</b>	<ul style="list-style-type: none"><li>• 50% Trusts/Foundation/other</li><li>• 50% Investors</li></ul>	<ul style="list-style-type: none"><li>• 40% Trusts/Foundation/other</li><li>• 60% Investors</li></ul>	100% Investors or incorporating some funding from Trusts and Foundations
<b>Fund</b>	<ul style="list-style-type: none"><li>• 50% Trusts/Foundation/other</li><li>• 50% Givers Network</li></ul>	<ul style="list-style-type: none"><li>• 25% Trusts/Foundation/other</li><li>• 75% Givers Network</li></ul>	100% Givers Network or incorporating some funding from Trusts and Foundations

## GIVING MODEL

The structure for Southwark Giving, chosen by the Advisory Group, is based on the premise of a shareholder model. This provides the optimal balance of power and inclusion and is outlined below.

### Southwark Giving Shareholder Model



## FUTURE PLAN OVERVIEW

As Southwark Giving is a brand new innovative social venture, forecasting a future plan is not straightforward.

The initiative is currently best hosted by Community Southwark as this keeps to a minimum the back office costs in the start-up phase. The governance structure of Southwark Giving will change once financial investors have been secured and the strategic Partnership Board will have delegated authority from the Community Southwark board to set the direction and make decisions pertaining to the development of Southwark Giving.

Beyond this there are three potential options:

- Southwark Giving continues to be hosted by Community Southwark.
- Southwark Giving is co-hosted by two or more suitable organisations - forming a partnership.
- Southwark Giving becomes its own organisation.

The strategic Partnership board along with the operational team of Southwark Giving will review the structural arrangements for the initiative as it develops to ensure that it is always achieving the best value and impact for people in Southwark.



***With thanks to:***  
Southwark Council

Southwark Giving Advisory Group Members:

Team London Bridge (BID)  
Better Bankside (BID)  
The Wakefield and Tetley Trust  
Norton Rose Fulbright LLP  
Gowling WLG  
Bond Dickinson  
GoodPeople  
United St. Saviour's Charity  
The Peter Minet Trust  
The Stress Exchange  
London's Giving (external advisors)