



A FRAMEWORK FOR PLACE-BASED FUNDING

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ACKNOWLEDGEMENTS

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UBS Optimus
Foundation



Lankelly Chase

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WHAT IS PLACE-BASED FUNDING?



The places where we live and work define who we are and what we do. They determine the nature of our relationships with our fellow citizens and the communities we create together.

To quote *The New York Times* columnist David Brooks:

'It could be that the neighbourhood [or the place], not the individual, is the essential unit of social change.

If you're trying to improve lives, maybe you have to think about changing many elements of a single neighbourhood, in a systematic way, at a steady pace...

One of the signature facts of the internet age is that distance is not dead. Place matters as much as ever, and much more than we ever knew.'

Interest in place-based working has gained significant traction in recent years. Shrinking resources and growing demands for devolution have fuelled a desire to empower communities to have greater control over the places they live in.

Place-based approaches are characterised by a shift away from centrally-dictated siloed policies, towards holistic solutions, which are defined, generated and delivered locally.

Funders and philanthropists can play a vital role in place-based working. However there is still much confusion about what place-based funding looks like in practice.

We have developed this framework to help bring clarity, and to share common characteristics we've identified for doing it well.

THE SPECTRUM OF PLACE-BASED FUNDING APPROACHES

While many organisations talk about taking a place-based approach, they often mean different things. Place-based working is not a static process; most funders are on a journey.

Our research for clients interested in place has identified a spectrum of funding approaches, ranging from individual projects in a place to more ambitious whole-scale systems change programmes in a place.

This variety is shown in the spectrum below. The further to the right of the spectrum an initiative sits, the more resource-intensive it tends to be.

The most ambitious and systemic approaches tend to be best-suited to hyper-local approaches, rather than across larger geographic areas.



SIX PILLARS OF PLACE-BASED FUNDING

We have identified common characteristics of effective place-based funding approaches, shown in our six pillars framework below. The characteristics furthest to the right tend to be hardest to achieve. They reflect the most ambitious and most systemic approaches.

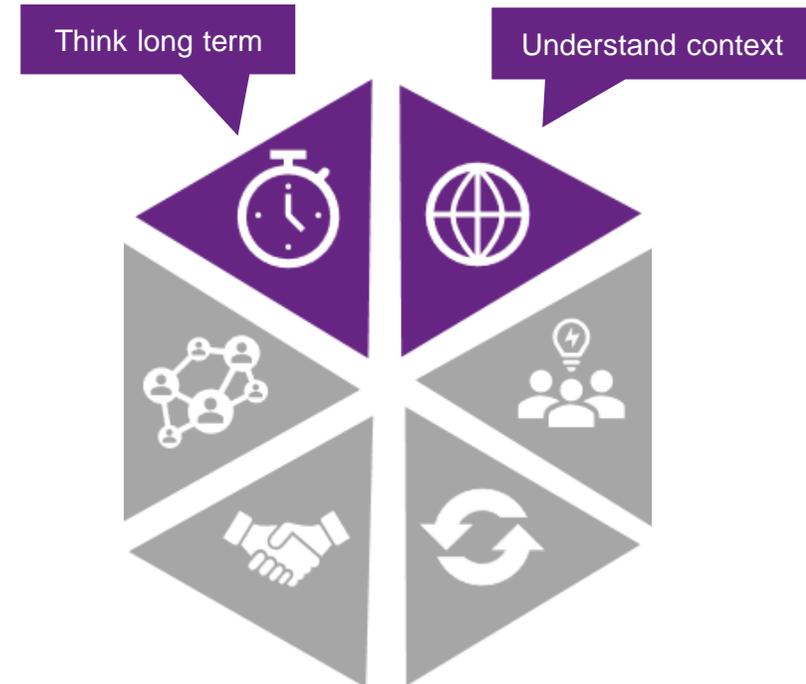
However, there is no hard and fast rule; the challenges and opportunities will differ based on the history of the funder and the local context it operates in. The following pages expand upon the key characteristics of each pillar in the framework.



THINK LONG TERM AND UNDERSTAND YOUR CONTEXT

Key characteristics

1. **Provide longer term funding** - longer grants build capacity and allow organisations to respond to a changing local context. Funders should think about the length of grants, repeat funding processes, and other ways to support grantees once funding is due to end.
2. **‘Look before you leap’** - build connections and understand the dynamics of an area, before choosing to begin a programme of work there. Some funders invest in community coordinators with lived experience who can help understand what would and wouldn’t work.
3. **Spend time on-site** - having a physical presence is important for understanding the context and building connections. This might be in partnership with local organisations if more appropriate.

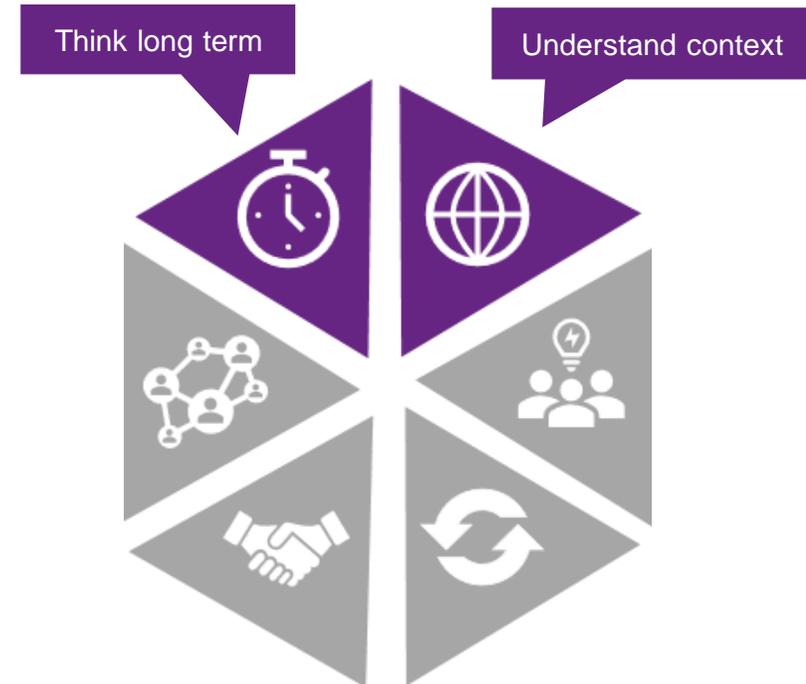


See case studies: York Pathways, Blackpool Pride of Place, Corra Foundation, Guy’s and St Thomas’ Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children’s Zones, Sutton Plan

THINK LONG TERM AND UNDERSTAND YOUR CONTEXT

Key characteristics

- 4. Understand the importance of space** - consider how the use of physical spaces can impact community engagement. Funders emphasise the importance of 'safe spaces' and creating psychological space by working at a 'pace of trust'.
- 5. Fund research** - bring existing statistics and data together with in-depth research carried out with those living in the area (parents, young people, business owners etc.) to understand their vision for their community.
- 6. Map the network** - map how organisations and individuals interact to identify anchor organisations and local champions. Consider how power dynamics affect influence and relationships.



See case studies: York Pathways, Blackpool Pride of Place, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

SEEK EXPERTISE AND LEARN AND ADAPT

Key characteristics

- 1. Value specialist expertise, including lived and learned experience** - bring together people with lived and learned experience to guide strategy. This could take the form of a board of advisors or an informal network. Pay people for their time as appropriate.
- 2. Work with existing assets** - core to 'seeking expertise' is harnessing the assets already in a place: people (particularly strong or dedicated leaders), knowledge, relationships, spaces, and history. This is especially important to ensure programmes are sustainable for the future.
- 3. Let the community dictate the direction of travel** - 'follow the energy' of a place rather than going in with a pre-formed idea of 'problems' and ways to solve them. Start with questions, rather than answers. Consider enabling community champions to co-design and lead the strategy and delivery of solutions.

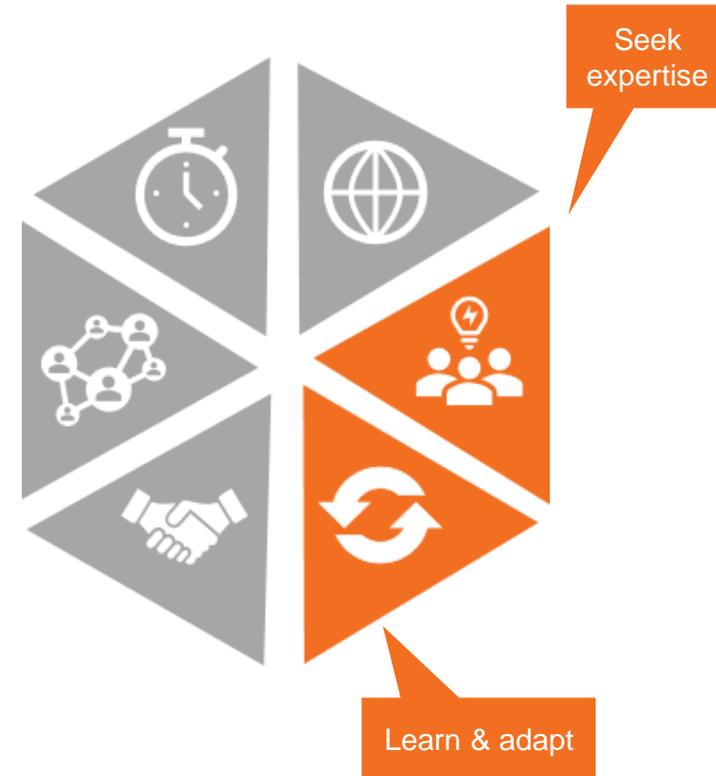


See case studies: Blackpool Pride of Place, Lambeth Together, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

SEEK EXPERTISE AND LEARN AND ADAPT

Key characteristics

- 4. Build in space for learning and reflection** - rather than having a rigid strategy, build in space to learn from what is and isn't working. Adapt your strategy in response.
- 5. Ensure partners are comfortable with risk** - an iterative approach involves less certainty over the end result. Ensure partners are comfortable with the unknown and that expectations are managed from the outset.



See case studies: Blackpool Pride of Place, Lambeth Together, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

RECOGNISE CONNECTIONS AND COLLABORATE WITH OTHERS

Key characteristics

- 1. Recognise the complexity of the problem** - social issues like homelessness, knife crime, or mental health problems are complex with multiple causes. Funding programmes that provide interwoven support in partnership with others can have a deeper impact.
- 2. Understand that addressing people's complex issues may mean helping fewer people** - the multiple levers that need to be pulled to tackle social issues like homelessness is no mean feat. You may need to make trade-offs between depth and breadth of impact.
- 3. Acknowledge that tackling root causes at a systems level is very powerful** - work to address broken systems (e.g. institutional behaviours and regulations) has the potential to impact huge numbers of people in the long term.



See case studies: Blackpool Pride of Place, Lambeth Together, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

RECOGNISE CONNECTIONS AND COLLABORATE WITH OTHERS

Key characteristics

4. **Invest time in building connections and trust** - partner with people to pool resources, widen your network of influence and ensure commitment from those in positions of power.
5. **Recognise that solutions should be connected too** - consider how your funding fits with wider efforts in a place and how multiple partners can work together to address different parts of the system. Support people (their skills and capacity and the networks they rely on) as well as the place (the social and physical infrastructure) in which they live for the greatest impact.



See case studies: Blackpool Pride of Place, Lambeth Together, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

RISKS AND TRADE-OFFS IN PLACE-BASED FUNDING

Funders we spoke with identified risks and trade-offs to consider when setting bold, ambitious goals for transforming a place, which are explored across the following pages.

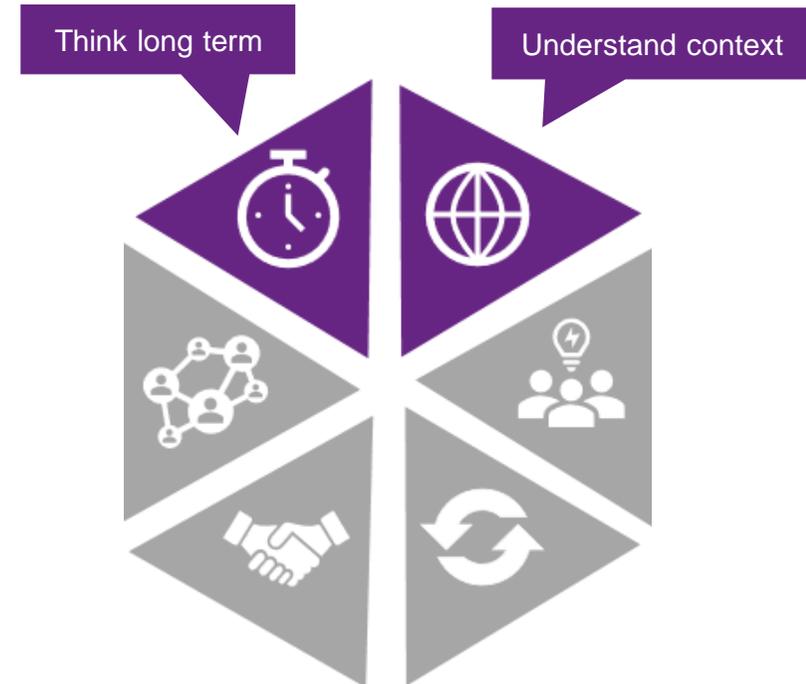
Ambitious place-based systems change approaches aren't going to be for everyone. Organisations need to think carefully about what is achievable, and be clear about their own risk appetite when undertaking this type of work.



THINK LONG TERM AND UNDERSTAND YOUR CONTEXT

Risks and trade-offs

1. **Thinking more long term** can be uncomfortable for funders who have historically funded projects dealing with more immediate needs and treating symptoms rather than tackling root causes. Individual stakeholders need to be comfortable with the possibility that the impact might not be felt during their time in post.
2. **Understanding context** also takes time, money and resources. Some funders recommend spending at least a year getting to know a community and building relationships before launching a new programme. Paying people fairly for their time is critical.
3. **It can be challenging to hire people with lived experience** if there is a legacy of bad funding practices in a place. Have honest conversations about how things have gone well and poorly in the past, and ensure lessons are learned.

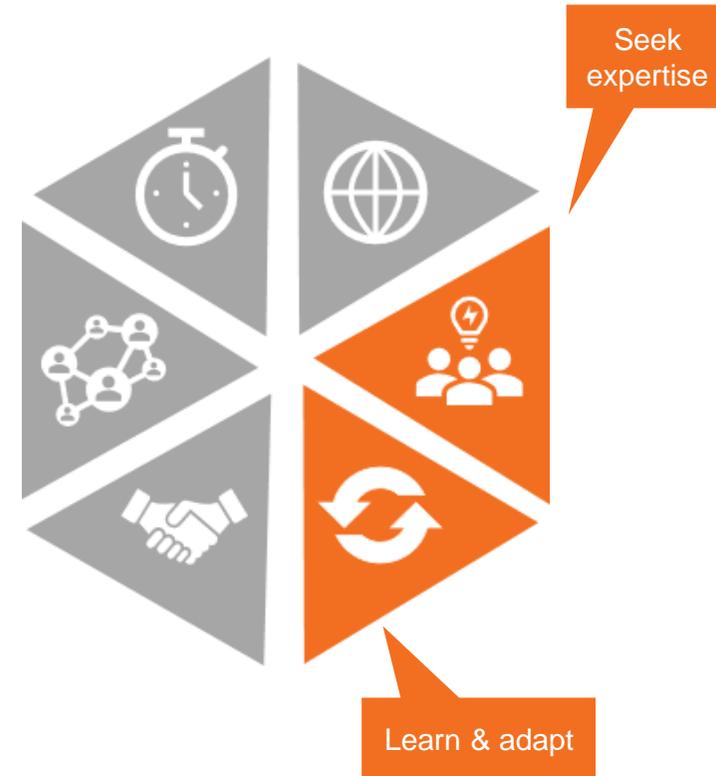


See case studies: York Pathways, Blackpool Pride of Place, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

SEEK EXPERTISE AND LEARN AND ADAPT

Risks and trade-offs

- 1. Building expertise** in-house can be very valuable for informing strategy and understanding context, but it risks:
 - Embedding costs, which can reduce agility
 - Not listening to people outside your organisation and developing bias.
- 2. This risk can be mitigated** by combining in-house and external expertise, involving outside experts when needed and sharing learning as widely as possible.
- 3. Learning and adapting requires acceptance of risk** and a willingness to depart from original plans. Ensuring these expectations are set from the outset is important.



See case studies: Blackpool Pride of Place, Lambeth Together, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

RECOGNISE CONNECTIONS AND COLLABORATE WITH OTHERS

Risks and trade-offs

- 1. Partnering with others** can dilute organisational identity and slow your ability to act. However, partnering is critical for solving complex issues. Risks can be mitigated by time spent building a shared vision with partners. This may feel slow at first, but it will save time and maximise the chances of success once a programme is underway.
- 2. Recognising connections** between issues is resource intensive. It requires deep exploration and research into networks, relationships and how existing assets are or aren't aligned.
- 3. Recognising connections** between issues can mean working in smaller geographical areas and helping fewer people, particularly when addressing multiple complex issues. However, tackling root causes at a systems level, such as by addressing institutional behaviours and legislations, has the potential to impact huge numbers of people. Stakeholders need to feel comfortable with how they are seeking change and where they sit on the spectrum of depth and breadth, symptoms and root causes.



See case studies: Blackpool Pride of Place, Lambeth Together, Corra Foundation, Guy's and St Thomas' Charity, Hull Community Development Programme, Islington Giving, Preston Model, Children's Zones, Sutton Plan

BRIGHT SPARKS

Examples of best practice in place-based funding

We have brought together a collection of examples of place-based programmes from across the UK. Some are funder-led programmes while others are led by the public or third sector. We felt that all have interesting lessons for funders who are exploring how to achieve impact in a place.

Whilst they all share common characteristics – and we show how each case study exemplifies different parts of the framework using the diagram opposite to navigate – they are also each unique in terms of geography, issue areas tackled, and programme structure.

At NPC we are building a rich archive of place-based examples, so far identifying 98 programmes (and counting) in the UK alone. We are keen to hear from organisations (in the UK and abroad) who are taking different place-based approaches and who are happy to share their learning with others.

If you are interested in sharing your experiences or ideas, please [get in touch.](#)



YORK PATHWAYS



A partnership programme to tackle serious mental distress

York Pathways is a partnership originally led by Lankelly Chase to tackle the causes of serious mental distress in the city, which was taking up a large amount of police time. 'Pathway workers' are allocated to people at risk, working intensely to offer holistic, emotional and practical support.

The project has been [shown to be effective in improving outcomes for the individuals involved, and reducing strain on police time](#), but it has taken longer to scale the approach than initially was hoped due to the difficulty getting partners who were comfortable signing on to such a flexible style of working.

Lankelly Chase



Programme structure

The programme was initiated by the police who approached other partners including Together for Mental Wellbeing, the local council and the NHS trust. Lankelly Chase were the largest funder and were hands-on initially, but have subsequently scaled back their role, which has been taken over by the police. The other funders involved were Vale of York Clinical Commissioning Group (CCG), the police and City of York Council. Together for Mental Wellbeing are responsible for the day to day delivery of the programme. The project has five full-time members of staff and four caseworkers based within the Community Safety Hub at York Council.

For more information contact: york-pathways@together-uk.org

Lessons

- 1. Recognise connections:** Partners were aware that mental distress had knock-on effects all over York. By working intensely with a few people across select touchpoints (taking a whole-person approach) the key partners significantly reduced callouts associated with these people.
- 2. Partner with others:** Lankelly did not lead with grants. Long term success meant building strong relationships with the communities and ensuring people with lived experience could lead on how and where energy and funds were spent. Immersion in the area and involving communities in co-producing programmes was key.
- 3. Understand context:** Lankelly spent the majority of time and resources in the first year building relationships and understanding local dynamics.

There were challenges getting long term partner buy-in.



‘Things can only happen from a place of trust. If you are in a trusting space, the pace you are going to be able to do things is going to be quicker and faster than if the relationships are more fraught.’

Habiba Nabatu, Lankelly Chase

For more information contact: york-pathways@together-uk.org

BLACKPOOL PRIDE OF PLACE



A partnership in Blackpool to promote economic development

The Blackpool Pride of Place partnership which launched in 2017 is a group of people from the business, voluntary and public sectors who have come together to promote economic development and tackle local issues.

It builds on the ideas of the Inclusive Growth Commission including sectoral coalitions, civic enterprises that convene and connect, and investment in human capital. The Board includes leaders of local and national businesses, the council, the Local Enterprise Partnership and the voluntary sector.



Programme structure

Blackpool Pride of Place was developed and is managed by Business in the Community, the UK's biggest organisation dedicated to responsible business, with partners including the National Lottery Community Fund, Merlin Entertainments and Blackpool Council.

Some Initiatives currently underway include: a **Blackpool Responsible Business Network**, a **Blackpool Social Innovation Campus** (creating living accommodation for motivated, skilled young people), a **new tourism strategy for Blackpool**, a **Housing Campaign** to create more affordable housing in the area, and a **Business Incubator Hub** supporting local entrepreneurs with business support.

For more information contact: andy.charles@bitc.org.uk

BLACKPOOL PRIDE OF PLACE

Lessons

- 1. Recognise issues are interconnected and tackle them from multiple angles:** the partnership recognises the importance and interdependence of its four main themes: housing and communities, health and wellbeing, employment and enterprise and education and skills. It has identified these as particular leverage points which can reinforce each other, so problems are not shifted elsewhere.
- 2. Think long term:** Blackpool Pride of Place acknowledges that change will not come quickly. The timescales they are working over are generations rather than years. In October 2018, Blackpool Pride of Place published the [Blackpool 2030 town prospectus](#), outlining plans to build 3,000 new homes, improve employment rates for 16-25 year-olds through a focus on health and wellbeing, and boost national perceptions of the resort as somewhere to invest and build businesses.
- 3. Seek expertise:** Those involved in Blackpool Pride of Place recognise that they do not have all the answers, and that solutions will often come from the local people. They have been investing in ways for local people's voices to be heard, including convening a steering group of local people, hosted at a youth club funded by the businesses involved in the partnership.



LAMBETH TOGETHER



Improving the health of communities in Lambeth

Lambeth Together is a collaboration of health services in the London Borough of Lambeth seeking to improve care for residents.

Although at an early stage, the aim of the collaborative is to move away from basing services around organisations to instead base them around people and places to improve health and reduce health inequalities.

Lambeth Together is a relatively new initiative, which began in 2017. It therefore teaches lessons on the first stages of developing a cross-sector partnership.



Programme structure

Lambeth Together has three main components. Firstly, an effort to create cultural change by listening to, working alongside and engaging with the Lambeth community. Secondly, four 'delivery alliances' which break down organisational barriers to delivering better services, such as for children and young people or for people experiencing mental distress. Finally, a 'strategic alliance' to lead and coordinate health and social care in Lambeth as one system with one budget. The first of the four delivery alliances—The Living Well Alliance—will be launched this year (2019) along with three Living Well Centres across the borough.

For more information contact: hello@lambethtogether.net

LAMBETH TOGETHER

Lessons

- 1. Partner with others:** Lambeth Together began as the 'Lambeth Integrated Support Alliance', supporting the most frequent users of adult mental health services. By pooling the council, NHS and voluntary sector budgets to better support people in the community, it reduced acute admissions to hospital by 60% and allowed a whole inpatient rehabilitation ward to be closed thanks to lack of demand.
- 2. Tackle issues from multiple angles:** The partnership's success spurred further pooling of all adult mental health budgets in the borough. This involved partners from different sectors, providing support in different areas including the council, the clinical commissioning group, South London and the Maudsely NHS Trust and charities Certitude and Thames Reach. The aim was to move the focus of care from the hospital to the community. This is more cost effective and reduces bureaucracy. Importantly, people can get their clinical, social and housing needs met without being passed around the system.
- 3. Learn and adapt:** The next phase of Lambeth Together aims to use lessons learnt from other projects focussing on adult mental health to create a new alliance for neighbourhood working, devolving services out of hospitals into communities, which will be supported to play a greater role in improving their own health.



For more information contact: hello@lambethtogether.net

THE CORRA FOUNDATION: PEOPLE IN PLACE PROGRAMME



Intensive place-based work with communities in Scotland

Corra realised that there were many areas of Scotland where grants and services were not reaching. People in Place is the Corra Foundation's flagship place programme to address this. It works in nine under-served communities in Scotland.

Corra worked closely with Evaluation Support Scotland to develop the evaluation and skills of staff to implement an action learning approach. The programme relies on 'community coordinators' from the areas in question, who come together to share learning and adapt activities.



Programme structure

There is a flexible approach to working in a place and the programme is tailored to each community's needs. Each community has a dedicated 'community coordinator', with further support from Corra. For example, in Fernhill, the community coordinator works from the local community centre and churches and supports the volunteers there. Meanwhile in Buckhaven, the community coordinator has supported a local participatory budgeting process to involve people in locally distributed funding. There are robust learning and adapting mechanisms to share knowledge internally and externally.

For more information contact: hello@corra.scot

THE CORRA FOUNDATION: PEOPLE IN PLACE PROGRAMME

Lessons

- 1. Understand context:** On average Corra spent approximately six months researching and mapping the local context before appointing a coordinator. Community coordinators are immersed in their areas. There is a strong emphasis on listening and learning from those living and working in communities. The organisation highlighted the importance of finding agenda-free spaces in the community where people can meet and do things that matter to them.
- 2. Think long term:** Corra commits to working in a community for as long as they need. The Foundation has been working with the first community for four years. It emphasises building lasting relationships first, instead of leading with money.
- 3. Learn and adapt:** The Foundation stresses that it doesn't go in with solutions. It works with local people to help them identify and develop their own ideas. It learns from conversations and uses the language people are comfortable with.
- 4. Seek expertise:** Corra focuses on the expertise of those with lived experience—listening and learning from those who know and understand their community, and the issues faced.



'We are not about predefined outcomes. Communities know what they need, we are just a facilitator. They know more about how their area works.'

THE CORRA FOUNDATION: PEOPLE IN PLACE PROGRAMME

Lessons

- 5. Partner with others:** Accepting no one person or organisation holds the answer was really critical. The Foundation brought together a group of people and organisations that agreed where they would work and what it is they would work on. They agreed collectively the resources they would share or align to have an impact, and identified how they would know if they had made a difference, with clear progress and outcome measures.
- 6. Recognise connections:** Corra described how place-based working often begins focused on one thing and ends up taking on lots of things. So whilst having a particular thematic focus at the beginning is helpful for having an initial focus, being open to where that one theme might lead is important.

The Foundation has collated some of the key principles they follow into a document:

[*Place based Working in Scotland: Guides*](#) which was sponsored by the Scottish Government and circulated to cross-sector collaborators and other funders in Scotland.



'We are not about predefined outcomes. Communities know what they need, we are just a facilitator. They know more about how their area works.'

GUY'S AND ST THOMAS' CHARITY

Taking a place-based approach to improving urban health

The Charity works in the London boroughs of Lambeth and Southwark, as a test bed for tackling health issues prevalent in inner cities.

The Charity works on the interlinked drivers behind major health issues, building close collaborations with a wide diversity of partners and taking a whole-systems approach.

This approach is new for funders and is allowing them to explore the deep context needed to tackle broad, systemic issues.



Programme structure

Guy's and St Thomas' Charity has a programmatic focus. At the moment, it is focussing on reducing childhood obesity and slowing down people's progression to multiple long term health conditions. The Charity works at multiple scales: at a neighbourhood level to test and trial new solutions, at a borough, city, and even national levels to influence changes in policy and practice—and encourage others to adopt approaches that work. The charity has also changed how it funds. Rather than expecting partners to approach it with fully-formed proposals from the outset, it first invites informal approaches. They look for potential, and help organisations develop and scale their projects.

For more information visit: www.gsttcharity.org.uk

Lessons

- 1. Understand context:** The Charity decided on its research focuses by examining the evidence and seeing which issues were particularly prevalent in Lambeth and Southwark, and then matching this up with where they could add value. For its childhood obesity programme, after looking at local data and reviewing the international evidence base, the Charity decided to focus on bringing the high rates seen in less affluent areas down to the levels seen in more affluent neighbourhoods.
- 2. Recognise issues are interconnected and tackle them from multiple angles:** For the childhood obesity programme, the Charity does this by influencing the environments in which children live, work and play to increase the number of healthy options that are available and affordable. It works with supermarkets and schools to make changes to influence healthy eating, and with families and others to shape homes and early year settings to help encourage healthy habits.



'It's really worth spending some time trying to understand the issue. People talk a lot about codesign, which can be overused, but bringing people together and getting their thoughts and inputs complements the work you are doing. You can source ideas globally and test them with peoples' real-life experiences.'

For more information visit: www.gsttcharity.org.uk

HULL COMMUNITY DEVELOPMENT PROGRAMME



The Rank Foundation's flagship place-based programme in Hull

The Hull Community Development Programme build on Rank's experience of place-based funding programmes in Burnley, Corby and Blackpool.

In its first phase from 2013-2016, Rank funded 21 organisations in the area. Its second phase began in March 2016 and included nine organisations.



Programme structure

The programme was a three-year proactive funding initiative launched by Rank and Esmee Fairbairn in 2013. 21 projects were supported in four broad themes: Better Communities, Diversionary Activities, Encouraging Enterprise, and Developing Restorative Practice. These were funded by an initial £1.5m investment from Rank. Rank believes its greatest value-add to the projects was in connecting and convening people. All projects are brought together by a steering group to encourage knowledge sharing and collaboration. The networking events they ran led to several mutual partnerships with grantees, some of which have continued after the programme ended.

For more information contact: contactus@rankfoundation.com

HULL COMMUNITY DEVELOPMENT PROGRAMME

Lessons

1. **Understand context:** Rank spent twelve months visiting Hull and trying to understand the assets and needs of the community before giving any grants. The Foundation employs a field executive with the right level of commitment, people skills and knowledge of the area to seek out new opportunities, learn and act as the point of contact for all issues.
2. **Seek expertise:** Rank selects projects for funding by identifying people who are, or could be, leaders in their communities. These are often community activists, charity founders or social entrepreneurs already making change happen on the ground, but could be anyone from a local politician to a pub landlord. Putting its support behind great local leaders has been critical to the success of programmes.



ISLINGTON GIVING



Local partnership tackling issues in Islington

Islington Giving is a partnership of organisations seeking to improve the lives of people in one of the most unequal boroughs in London.

The partnership was initiated by the Cripplegate Foundation in 2010 who brought in a range of partners who wanted to bring about local change.

Islington Giving's approach has heavily influenced other organisations and has been at the forefront of London's Giving Movement which is now active in 20 boroughs across the city.

islington
giving

Programme structure

The partnership is led by a board of five grant-making organisations who contribute finances and expertise. The board is chaired by the Cripplegate Foundation who also manage the operational working. There is a strong focus on co-designing services with residents and delivering on the community's vision. The range of organisations involved include charities, funders and businesses, as well as local residents. Over 75 charities have been grant-funded to date. In 2013 the Office for Public Management released [a report](#) claiming that Islington Giving was 'changing local philanthropy'.

For more information contact: mail@islingtongiving.org.uk

Lessons

- 1. Understand context:** The Islington Giving partnership emphasises engaging with residents and listening to their vision for how they want to shape their community. Cripplegate Foundation describes the importance of genuine follow-through on what it hears from the community.
- 2. Seek expertise:** over the last two years, thirty Islington residents aged 16-26 have joined the Young Grant-Makers programme. They are responsible for a fully-delegated portion of Islington Giving's budget, and receive valuable training and work experience through a full grant-making cycle
- 3. Partner with others:** Partnership is at the heart of Islington Giving, with many organisations working towards a shared vision. Its board is made up of five core partners (City Bridge Trust, Cloudesley, Cripplegate Foundation, Macquarie Group, The Morris Charitable Trust and Paul Hamlyn Foundation). But the broader partnership includes residents, national and international funders and a range of national, international and local businesses who operate in Islington. It has reached and funded over 75 voluntary organisations to date.



'If Islington Giving had been only one funder it wouldn't have got so far. You need a coalition of people all invested and responsible for making sure change happens.'

For more information contact: mail@islingtongiving.org.uk

THE PRESTON MODEL



Grassroots economic regeneration

Since 2013 Preston has undergone significant economic regeneration using a non-traditional grassroots method called Community Wealth Building. This approach involves tackling inequality by ensuring the economic development of Preston is shared more equally among its residents.

While success may take decades, there are already some signs it is paying off. Preston had the joint-second biggest improvement in its position on the multiple deprivation index between 2010 and 2015. In 2016 it was voted the best city in north-west England to live and work.



Programme structure

The Preston Model took inspiration from the 'Democracy Collaborative' in Cleveland to spur economic growth by investing in local businesses and worker cooperatives. In 2013, Preston council employed the Centre for Local Economic Strategies (CLES), to help identify twelve large institutions anchored to Preston, including the city and county councils, the university, the police and the hospital. It looked at redirecting the £1.2bn total annual spending power of these anchors to local businesses. Preston City council has since spent an additional £4m locally, from 14% of its budget in 2012 to 28% in 2016. The council is even looking to set up a local bank to provide loans to small businesses.

THE PRESTON MODEL

Lessons

- 1. Learn and adapt:** The Preston Model drew heavily from the work of the 'Democracy Collaborative' in Cleveland, which in turn drew inspiration from the Basque region of Spain and the success of the Mondragon Corporation of worker cooperatives. The lessons from these programmes were brought over and adapted to fit Preston.
- 2. Understand local context:** Those in Preston understood that trying to replicate the Cleveland model exactly was unlikely to be a success. CLES adapted it to fit the context. Rather than creating cooperatives from scratch as the Democracy Collaborative did, they sought existing business that could compete with large corporations and win contracts, and then pass the work onto local businesses and workers. They did this with a £1.6M council food budget which was won, then broken into lots and awarded to local farmers.
- 3. Think long term:** The University of Central Lancashire has recently established a Preston Cooperative Network. It will teach students about cooperatives and connect them to support for setting up their own. Over time, this will allow students to fill skills gaps, and allow the model to scale and bring about broader change.



CHILDREN'S ZONES

Joined-up support to tackle childhood disadvantage in a neighbourhood

The concept of a children's zone was inspired by the **Harlem Children's Zone**, a defined area of roughly 100 blocks in New York. The core principles have since been replicated elsewhere. Children's zones typically focus on a disadvantaged urban area, giving holistic, whole life support.

The project aims to break the cycle of generational poverty by addressing the whole context around a child's journey of growing up through a series of interlinked interventions for children and their families focused on education, health, wellbeing, nutrition, and social networks, from before childbirth to finishing school.



Programme structure

The Children's Zone model has been replicated in the UK but configured slightly differently. **West London Zone (WLZ)**, founded by Danny Kruger in 2011, has built itself using the same model of collective impact. Unlike Harlem, which has a 'central hub', all the work takes place where the children are in their schools, at home and through their local community organisations. The programme acts like a web that connects the resources already available in a community and matches those resources with the needs of individual children. **North Camden Zone (NCZ)** is one of the latest Zones to be established in the last two years. Set up by the charity The Winch, the biggest notable difference to WLZ is the involvement of the private sector. NCZ has put greater focus on overcoming the organisational challenges of collaboration, which has brought new and valuable lessons around governance, planning and delivery.

CHILDREN'S ZONES

Lessons

While these models work in slightly different ways there are common lessons for success across all of the examples mentioned:

- 1. Understand the local context:** Use the assets of the community rather than supplanting them. West London Zone delivers their work as an addition to pre-existing local services that communities are familiar with.
- 2. Partner with others:** West London Zone recommended a 'year zero' for development and design to build relationships and get communities and local agencies fully on board before service delivery begins.
- 3. Learn and adapt:** Spend time building intelligence before moving into delivering services. North Camden Zone was launched after nearly four years of research and work which was inspired by a visit to Harlem.
- 4. Think long term:** Harlem Children's Zone's 'pipeline program design' supports young people's educational, physical, mental and emotional wellbeing from before they are born through to higher education.
- 5. Seek expertise:** Whilst West London Zone originally thought data would be their biggest asset, they quickly realised their link workers were the most valuable part of the organisation as they build the relationships necessary to make collaboration happen.



'We need something which goes beyond 'services' altogether, namely the natural operations of a healthy community, with all the informal assets and resources of the neighbourhood supporting families'

THE SUTTON PLAN



A shared vision for improving a South London borough

'Our People, Our Places, Our Plan' or 'The Sutton Plan' was launched by over 20 public, private and voluntary sector partners in 2017.

It sets out a route for the council and the clinical commissioning group (CCG) to sustain and develop a good quality of life for those in the Borough.

Its three strategic priorities are: a better quality of life for residents, places underpinned by inclusive and sustainable growth and a coherent system of health and care shaped around the needs of residents.



Programme structure

The Sutton Plan was initiated by the council and the CCG but was developed and launched in partnership with a range of different organisations. The Sutton Plan has five principles. 'Think Sutton first': the team prioritise the needs of the borough above individual organisations. 'Work across sectors' and 'Get involved early': the aim is to tackle the causes rather than symptoms of problems. 'Build stronger self-sufficient organisations' and 'Provide coordinated, seamless services': it's important to avoid duplication in care. The priorities of the Sutton Plan are broad, but have specific strands of work below them. For example the 'Domestic Abuse Transformation' programme. This has involved the creation of a multi-agency transformation board with agreed joint outcomes to standardise support and good practice across Sutton, as well as raising awareness of the issue.

For more information contact: thesuttonplan@sutton.gov.uk

THE SUTTON PLAN

Lessons

- 1. Understand the local context:** the initial focus areas of the Sutton Plan (young families, domestic violence, elderly people and making the borough an attractive place to live) were decided upon after citizen engagement and quantitative research uncovered ‘hidden issues’ in these areas. The team realised Sutton performed worse on school readiness and domestic violence outcomes than London as a whole. This research directly informed the development of programme priorities to tackle these problems.
- 2. Partner with others:** no single organisation takes the lead on the Sutton Partnership, instead it provides a framework to guide people to act. It empowers people to engage strategically and operationally and a route to overcome cultural barriers. While tackling school readiness, a major issue was not the availability of services, but how few families accessed them. Through this partnership approach touchpoints such as GPs, housing organisations and libraries were identified and given guidance on where to direct families who needed help.
- 3. Learn and adapt:** Many public partnerships in the past have failed because they could not overcome differences. The Sutton Plan team were clear eyed on this point—at the launch Councillor Ruth Dombey specifically referenced ‘*Total Place*’ as one such example. The team are keen to draw on institutional learnings from previous successful partnerships in the area including a four borough legal service, and the work with the Metropolitan Police on the ‘*Safer Sutton Partnership*’.



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QUESTIONS?

At NPC we are passionate about the potential for place-based funding to increase the impact of the social sector. In our thinktank work, we are spearheading [an initiative](#) to rethink how local people, civil society and funders can shape the place agenda in the UK.

Through our consulting, we work closely with funders and charities to explore what place-based approaches mean in practice. Our research has involved exploring dozens of approaches being taken in the UK and internationally. You can read more about our thinking through our [speeches](#), [commentaries](#), [research](#) and [evaluations](#).

We are also interested in hearing ideas on what would be useful to learn more about when it comes to place-based working.

If you are interested in being involved in any of the above please [get in touch](#).

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