

Giving

White Paper



Giving White Paper

Presented to Parliament by
the Minister of State for the Cabinet Office and Paymaster General
by Command of Her Majesty
May 2011

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Foreword



Francis Maude

Minister for the
Cabinet Office and
Paymaster General



Nick Hurd

Minister for Civil Society

Britain is a generous country. Up and down the country, day in and day out, people give their time and money to help others. It is right to start by celebrating how much we already do and how much our society benefits from it.

We recognise that giving is good for both the givers and those they help. Our charities would not be able to do their great work if British people did not give more than £10 billion every year. Volunteers work tirelessly to help others and make our communities stronger; givers know the pleasure of making a difference. Our society is strengthened by the relationships and trust that are built.

So why do we need a White Paper on giving? Despite a long history of government interventions, the giving of both time and money has flat-lined, and some in the voluntary sector warn of decline. We do not accept that this is inevitable. We believe that people want to do more, and could do more. There are still too many things that get in the way.

We believe we can help to change this. Our ambition is to stimulate a step change in giving. This is a long-term project which requires a new approach that learns lessons from the past. Government needs to work more closely with business and charities. Together we have to make it easier and more compelling for people to give time and money and so make the change they want to see. We have to give better support to the trailblazers and innovators, many of whom are showcased here. In this paper we set out a framework for our approach and summarise our priorities:

- **Introducing new incentives for giving**

The Budget gave priority to helping build a more philanthropic culture, through powerful new tax incentives. We are building on this with programmes that will match gifts of time and money in communities.

- **Supporting innovators and leaders**

We will use the Social Action Fund to support new models that incentivise people to give, such as 'complementary currencies' that offer people credit for volunteering.

- **Making it easier to give**

We will cut the red tape that gets in people's way and support innovations, such as LINK's move to make it possible to donate to charity through ATMs nationwide.

- **Providing better support for those offering and managing opportunities to give**

We will be investing £30 million in helping charities access more effective local support.

- **Helping to build new social norms**

Through leading by example, with Ministers taking up a One Day Challenge to give at least a day each year to a good cause; celebrating giving by creating a new philanthropy committee to review candidates for honours; and supporting payroll giving with a major campaign.

- **Focusing extra support on vulnerable communities**

Community First matched funds and the Community Organisers programme will together encourage more social action in neighbourhoods with significant deprivation and low social capital.

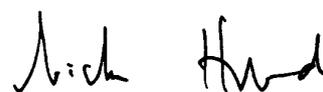
- **Helping to channel the energy and creativity of partners across society**

Including businesses, charities, faith groups, social enterprises, academia, philanthropists and others, through funding for game-changing ideas and a Giving Summit in the autumn.

This paper marks the beginning of a process of engagement, not the end of one. These changes form part of our desire to build a bigger, stronger society, where people have more power and responsibility for their lives, their communities and the services they use.



Francis Maude



Nick Hurd

Executive summary

We will be investing over £40 million in volunteering and social action over the next two years. Our Social Action Fund and Challenge Prizes will support models that make giving easier and more compelling; the Local Infrastructure Fund will provide additional money to help deliver more effective support for charities and community groups.

These funds sit alongside the £80 million investment in Community First; all will encourage more social action in neighbourhoods with significant deprivation and low social capital.

Making it easier to give

Helping giving fit into everyday life

- Encouraging new ways to give money – through ATM giving and ‘Round Pound’ schemes to give small amounts when paying by card; and support for pilots of flexible, self-managed volunteering platforms.

Better information

- Investment in the new Philanthropy UK website to offer advice for current and would-be philanthropists; further investment in the Do-it volunteering database, and opening up Do-it data so it can be accessed and shared more widely.
- Challenge Prize to reward new ways to access opportunities to give time through mobile phones.
- Community Organisers and Business Connectors to galvanise social action in communities.

Removing barriers to giving

- Reducing Criminal Records Bureau (CRB) checks and the Vetting and Barring Scheme to common-sense levels, and working with Lord Hodgson’s review of red tape to reduce bureaucracy.
- Increasing volunteer expense allowances, announced in the Budget.

Making it more compelling to give

New tax incentives

- Reducing inheritance tax to 36% for those leaving 10% or more of their estate to charity; consultation on tax reductions for gifts of pre-eminent works of art to the nation.

New models of reciprocity

- Using the Social Action Fund to support new models that incentivise people to give time, such as ‘complementary currencies’ that give people credit for volunteering; £400,000 from government and the National Endowment for Science, Technology and the Arts (NESTA) to trial ‘Spice’ time credits in England.

Match funding

- An £80 million investment through Community First matched neighbourhood funds to encourage more social action in deprived neighbourhoods; match fund for community campaigns like the Evening Standard Dispossessed Fund.

New social norms

- Government leading by example, with Ministers volunteering for a One Day Challenge to give a day a year to a good cause; encouraging more HMG civil servants to give time, turning the civil service into a ‘Civic Service’.
- Celebrating giving by creating a new philanthropy committee to review candidates for honours; supporting a social norm around payroll giving with a major campaign.
- Core funding and match funding for schools-based programmes to build a culture of giving in the young; National Citizen Service.

Better support for those providing and managing opportunities to give

- Investing £30 million in local infrastructure to support civil society organisations.
- Changes to Gift Aid – enabling online filing to reduce paperwork, allowing charities to thank major donors more generously, and enabling a Gift Aid-style payment on small cash donations.
- Opening up government’s physical estate to charities, providing space on government websites for online donation platforms; exploring opportunities to share government data on giving more effectively.
- Use the Social Action Fund to support proposals for training voluntary volunteer managers including ex-civil servants.

Introduction

We believe that everyone can make a difference. So we want to empower and encourage more people to get involved, support each other and create the change they want to see.

In the *Giving Green Paper* we set out our ambition to work with partners to inspire a step change in giving – both of time and money. We believe that giving is good. It offers benefits for everyone – those giving, as well as those receiving. It does not matter how people give (it could be through a charity or community group, or simply through taking time to chat to a vulnerable neighbour) or what they give (money, time, assets, skills, knowledge or simply enthusiasm): mutual support is at the core of a happy, healthy society.

As our consultation process has confirmed, there is already an extraordinary amount of creative activity going on across the country – and abroad – to stimulate giving. In this Paper we set out how we as government intend to support the good work that is already happening, and to encourage more.

The case for change

As we highlighted in the *Giving Green Paper*, the evidence shows that the UK is a relatively generous society. However, we cannot afford to be complacent – levels of giving have flat-lined in recent years. This could prove very difficult for the charities and community groups that do so much good in this country, and which we believe have the potential, with the right support, to do even more.

The level of economic confidence is clearly a very important factor in determining the environment for giving. This social agenda is therefore inextricably linked with the Government's priority, which is to reduce our borrowing and restore economic growth and confidence.

However, we also see significant potential to increase participation:

- Although the majority give, a minority contribute much more than average. We think there is potential to encourage more people to give more generously, and to persuade those who do not give to start.
- Donors in the poorest income brackets give more as a proportion of their income than those in middle-income households and the wealthiest. We think there is significant potential for the better-off to give more.
- Many businesses in the UK do a great deal to support their communities, but many others do not. We think more companies can learn from the example of their peers here and from the culture of corporate giving in the US – not least by understanding the great commercial benefits that can flow from supporting communities.
- We can do a better job of matching people with valuable skills to the organisations that need them – by, for example, encouraging more professionals such as accountants or lawyers, and others with specialist knowledge or experience, to use their skills to help charities.

What is more, the evidence both from research studies and our own consultation shows that many people and organisations *already* want to give more. They are put off doing so because, too often, giving is unnecessarily difficult or complicated and is not as rewarding as it could and should be. In addition, many people who want to give are not aware of good opportunities to do so, or do not know where to start looking. It does not have to be this way.

The role for government

We understand that stimulating social action is not easy or straightforward. Governments have tried in the past but have not succeeded in generating significant increases in giving.

We are also conscious that the economic difficulties of the past few years mean that we must tread carefully. Many people may be unable or unwilling to give more of their time or money if they feel stretched financially or have little time to spare.

So we understand that stimulating giving is a long-term project, and we want to take a new approach that uses lessons from previous attempts. In part this is about acknowledging the limits of government – recognising that social action is not something we can or should compel people to do. Instead it has to be built from the bottom up through grassroots organisations and with opportunities to give which appeal to people's motivations and interests. As we heard repeatedly in the responses to our consultation, the autonomy of charities and community groups and the voluntary nature of giving are vitally important and we are determined not just to respect but also to encourage this independence.

We also need to recognise that the barriers that people and organisations face – and the motivations they have for giving – do not apply equally across the board. So we need to use different approaches for different people or sectors. This is why, for example, we are supporting ideas that focus on major philanthropists (for whom lack of money is a less significant barrier than for many) alongside initiatives designed to encourage and facilitate everyday giving of small amounts; we have encouraged and want to encourage in future those ideas that are designed to engage people at different life-stages – from primary school children to pensioners.

This fresh approach also needs to reflect important trends that are already impacting on the way in which people give and that look likely to have bigger impacts in future. For example, the number of cash transactions is declining, and the importance and relevance of social media and the internet continues to increase. Big Society policies also promise to affect the landscape for giving – by empowering communities and opening up public services, we are transforming what it will be possible to achieve at a local level, providing new motivations for people to give time and money to their communities.

We believe that there are a range of ways in which government can help to make giving easier and more compelling without 'interfering' or getting in the way. We want to use a mix of approaches to achieve this: from more traditional policy levers such as tax incentives, funding, policy programmes and removing regulatory barriers, to 'softer' approaches such as setting a good example and bringing people and organisations together to share ideas and celebrate success.

In the following chapters we set out three core strands of activity where we want to work with partners to:

1. make giving as **easy** as possible
2. make giving as **compelling** as possible
3. give **better support** to those that provide and manage opportunities to give – be they charities, community groups or others.

The scope of this Paper straddles devolved and non-devolved areas. In particular, volunteering, charities and community groups are the responsibility of the Devolved Administrations in Wales, Northern Ireland and Scotland. Therefore, while some initiatives apply across the whole of the UK (such as changes to the tax system), others will operate in England only and these are identified in this paper. However, giving benefits everybody in the UK and finding new and innovative ways to encourage more giving is a challenge that is common to all four nations of the UK. We are committed to working with the Devolved Administrations to explore whether any of the initiatives in this paper which sit in devolved areas suit their particular circumstances and need.

The need for public investment

We recognise that public investment is a critical element in supporting social action. And we believe that the benefits it delivers (for individuals, communities and society as a whole) make investment in infrastructure to support social action particularly worthwhile.

It was in recognition of this that the *Giving Green Paper* announced over £80 million of funding over the next four years for volunteering infrastructure and a volunteering match fund. Since then, careful consideration has been given to how best this investment should be spent, especially given the funding environment that community groups, charities and social entrepreneurs are operating in.

That is why we are investing both in improving the efficiency of existing infrastructure to support giving, and in new models that have the potential to radically change the ways in which people give.

We want to help existing infrastructure to modernise. We will be providing £30 million for a local infrastructure fund that will establish integrated local support services for frontline civil society organisations in England; in order to build new social norms and scale up some of the best ideas for engaging people, we will also be launching the following:

- A **Social Action Fund**, which will provide funding to:
 - a. schemes that will expand giving in priority areas and groups (such as the baby-boomer generation who are retired, or approaching retirement, and young people who have completed National Citizen Service). We want to hear your ideas for programmes, and would particularly welcome proposals from organisations that have a matched funding commitment
 - b. schemes that have the potential for delivering a significant uplift in levels of time, money and reciprocity given – we want to help the most promising ideas to scale up, grow and become self-sustaining in the longer term. The fund will invite ideas from a wide range of organisations and will include:
 - game-changing innovations – for ideas that have the potential for national impact

- local platforms for giving – to replicate proven platforms in new localities.

- **Challenge Prizes** to reward the best solutions for a series of volunteer challenges over the coming months. Charities or social enterprises can claim prizes with their own entries. Other entrants will be able to donate any winnings to a charity or social enterprise of their choice. We will be launching prizes for specific challenges, but we are also keen to hear your suggestions for additional prizes, and we will then launch competitions to find the best solutions.

For both the Social Action Fund and Challenge Prizes, we are open to ideas and proposals from all sources – be they individuals, communities, charities large and small, social entrepreneurs, faith groups, businesses, academia, public services or others – for schemes that will operate in England.

Through these various funds, we are providing over £40 million to support volunteering and social action over the next two years. During this period we will review how successful these funding models are and, based on evidence and feedback, will refine or change the funds to meet the emerging needs of the subsequent years of funding to ensure that we achieve maximum impact from taxpayers' money.

Separately, the Community First programme will provide £80 million of investment to encourage more social action in neighbourhoods in England with significant deprivation and low social capital; we are continuing to fund a number of initiatives and services – such as educational programmes on giving in schools – that are already providing real benefits.

Bringing people together

The announcements in this paper are not an end in themselves. During the consultation process we received very many interesting thoughts on increasing giving – far too many for us to highlight here. However, we heard strikingly consistent views from the social entrepreneurs, charities, businesses and individuals that contacted us about how best government could help them to develop and implement their ideas. Government can bring people together – particularly decision-makers from different sectors that might not otherwise meet (charities and business leaders, for example); it can facilitate decision-making, by providing the necessary frameworks and structures; and it can highlight good ideas.

As a result of this feedback, and because we want to do justice to the many detailed and high-quality responses that we received to our consultation, we are pleased to announce that we will be holding a **Giving Summit** in the autumn of this year. This will be a platform for ideas generation, networking and decision-making, bringing together leaders and innovators from business, social enterprises, charities, community groups, academia and government. We hope it will enable more social innovators to build the connections they need to make their ideas a reality.

Finally, we should also be clear that this paper marks the beginning of a process of engagement on giving, not the end of one. We want to continue to explore, develop and experiment with new models to increase giving by working with others across society – charities, foundations, social enterprises, philanthropists, businesses, communities and individuals. In the following pages we will be setting out how we intend to do this.

New opportunities and reasons to participate

Across government, departments are already developing policy that will both enable and provide incentives for people to participate in their communities and public services – just a few examples include:

- The Localism Bill currently before Parliament is a landmark piece of legislation, lifting top-down bureaucratic burdens such as the requirement to prepare regional strategies and empowering communities with new rights, such as the right to bid for ownership of community assets and to challenge to run local authority services.
- The Department of Health's Health and Social Care Volunteering Fund is also supporting proposals to provide great opportunities for people to participate. It will provide two distinct grant-funding schemes:
 - A local grant scheme aimed at supporting volunteering in health and social care.
 - A national portfolio scheme for national organisations invited to apply for more substantial awards to deliver more strategic or developmental volunteering programmes.

The first national scheme was launched in November 2010 and the application process is in its final stages. The total pot of funding available is around £3 million across two years, and chosen projects will receive up to £200,000.

- The forthcoming Natural Environment White Paper sets out actions to encourage and support volunteering in the natural environment, including the 'Big Tree Plant'. Launched in December, this is a national partnership bringing together a wide range of community organisations, helping people to get more involved in planting and caring for trees throughout England.
- The Department for Work and Pensions announced in November 2010 that the Government is providing £1 million to help older people keep active and make the most of their later lives. This money is available for local community groups or organisations within 30 selected areas to bid for small grants of £250–£3,000. Each local community group within the selected areas will recruit at least one Active at 60 Community Agent, who will volunteer their time to help motivate, encourage and organise people within their own communities to become more active – physically, socially and mentally.
- Age UK and the Department for Work and Pensions have been in discussion about a new approach to later life. This puts an emphasis on promoting active later life and taking forward the Big Society aims of social action and community empowerment.
- The *Better Choices, Better Deals* consumer empowerment strategy, published by the Cabinet Office in April, promotes the sharing of consumer feedback by citizens in order to drive growth and reduce consumer disadvantage as an alternative to expensive and slow conventional regulatory interventions. It also announced support for collective purchasing by consumers, including developing a toolkit for Community Organisers to help neighbours negotiate better prices and save money and strengthen social capital through collaborative consumption.

1. Making it easier to give

As we argued in the *Giving Green Paper*, in order to encourage people to give, or give more of, their time and money to causes around them, there need to be opportunities for giving that fit with people's lifestyles and interests – that make giving as easy as possible.

We see three elements to this:

- New opportunities to give as part of everyday life, and in ways that help to overcome some of the biggest barriers to giving such as lack of spare time or money.
- Better information on opportunities to give.
- Removing or reducing bureaucratic obstacles to giving.

In the sections that follow we want to highlight a few ideas that we think have the potential to make giving easier, or are already doing so, and outline what we are doing to support ideas like these and to encourage more.

Helping giving to fit into everyday life

We are excited by the potential that technology offers to make giving more flexible, intuitive and convenient (both for those giving and those receiving time or money). Developments in this area are particularly relevant in a world where cash transactions are declining, and we become more used to using technology to organise how we spend our time.



ATM giving

Case study

LINK have announced that UK banks, building societies and cash machine operators have unanimously agreed to work together to enable charity giving at UK cash machines.

Core features of the scheme, which is planned for 2012, include that all 100 million LINK-enabled cards – almost every debit and ATM-only card issued by a major UK bank or building society – could be used to donate through ATMs. Customers are likely to be able to choose to donate from a range of pre-set values, or enter a specific amount of their own choice. To ensure that donating is quick and easy and does not interfere with those who just want to withdraw cash, the donation option will be offered as a separate menu item on the ATM screen.

Whether to offer charity donations at a particular cash machine will be a decision for the individual operator. Individual ATM operators will also choose the charities that will be involved, so that a diverse range including local charities and disaster appeals can be supported.

How are we supporting it?

The *Giving Green Paper* called for 'banks and ATM providers to let us know how we might make ATM giving happen in the UK and whether there are ways government can facilitate this' and we are delighted with LINK's announcement detailed in our case study. On 15 March 2011, we convened a roundtable with LINK, the ATM operators' consortium, several of the major banks and independent ATM operators to discuss these issues and explore the feasibility and possibility of introducing charitable giving at ATMs in the UK.

We intend to continue to support banks and ATM operators as they develop the design and implementation of this programme by jointly convening a roundtable with the Cabinet Office Behavioural Insights Team and leading voluntary research organisations. This group will explore opportunities to evaluate different approaches to charitable giving at ATMs, and the overall impact of the scheme on fundraising.

We will explore with HM Treasury opportunities to apply the new Gift Aid on small donations to ATM giving in the coming months.



‘Round Pound’

Case studies

Making use of simple everyday transactions provides an opportunity to increase the frequency of affordable donations, potentially generating significant new funds for charities. There are a number of exciting ‘Round Pound’ schemes that have recently been launched. We highlight two below.

The Pennies Foundation, an independent registered charity, developed an electronic charity box called Pennies that gives shoppers the option to ‘round up’ their bill to the nearest pound and donate the pennies of their electronic change to charity. This works when donors pay by card in store or online. Currently three-quarters of funds raised by this initiative are directed to a charity or charities chosen by the retailer, and the rest is distributed to ten other ‘UK people charities’ representing popular causes. To date, Pennies has been implemented by Domino’s Pizza, Travelodge and Zizzi with further roll-out planned. Since it went live in November 2010 more than 420,000 consumer donations have been received totalling more than £100,000 raised to benefit a range of charities.

A consortium of UK charities (British Red Cross, Great Ormond Street Hospital, WWF and Cancer Research UK) has been leading innovation in this area and recently launched a virtual charity collection box which can be used for online transactions, **Give Change, Make Change**. This initiative gives shoppers the option to ‘round up’ payments to the nearest pound and give the difference to charity when shopping with partner retailers. The donations are split evenly between the four supporting charities with the option to include others.

How are we supporting it?

During the consultation we discovered a wide range of innovative ideas and proposals in this area. To catalyse this energy and interest we convened an exploratory working group of organisations leading innovative ‘Round Pound’ schemes as well as commercial retailers, charities, retail banks, payments processors, technologists and others in May 2011. This group will explore the concept of ‘Round Pound’ in more detail, build our knowledge and understanding of the evidence and the likely impact, and consider options for supporting the roll-out of ‘Round Pound’ initiatives at scale – including testing and trialling innovative approaches.

The group intends to meet again regularly in the coming months to update on progress following the first meeting. We also intend to convene further sessions on the concept within the Giving Summit. We look forward to the expansion and creation of ‘Round Pound’ initiatives and hope that the convention of interested parties at the Giving Summit in the autumn leads to the roll-out of this and similar ideas at pace and at scale.



Pennies!
The electronic
charity box

The Pennies Foundation



**givechange
makechange**

Mobile giving

Case studies

In recent months, several mobile phone companies have developed and launched new methods of supporting giving.

Giving money

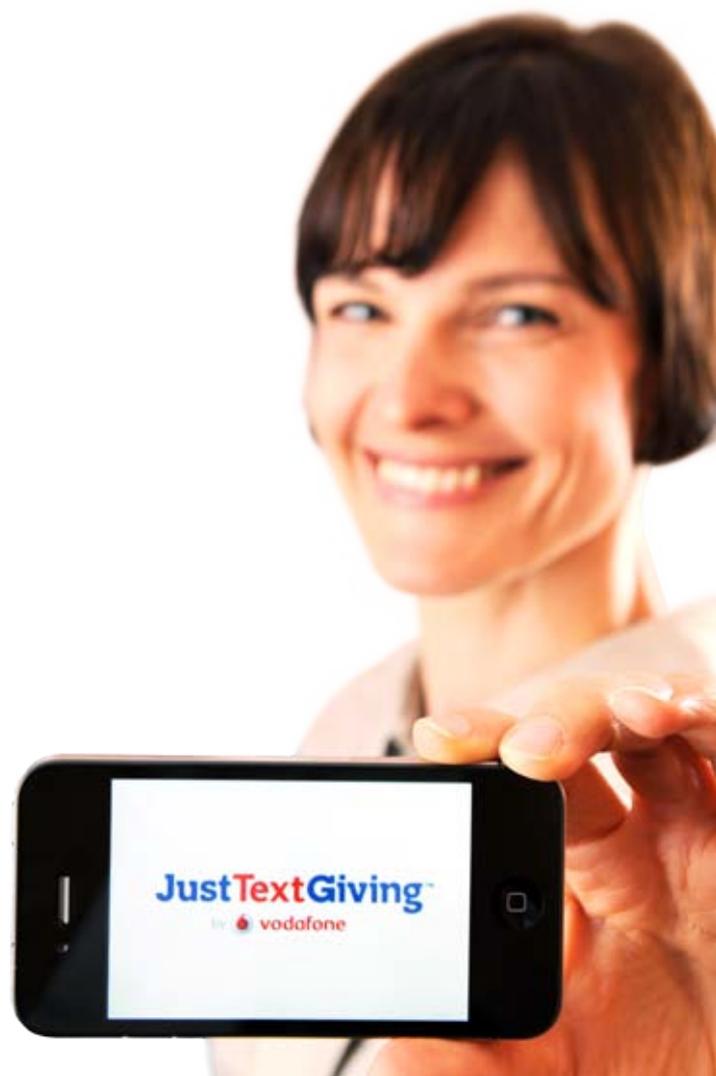
Text donations are simple, speedy and spontaneous and will enable charities to engage with a new digital generation of donors. Until now, smaller charities have not had access to mobile fundraising due to the substantial set-up costs involved. However, **Vodafone UK and JustGiving** have joined forces to help all charities, regardless of size, to raise money using text messages through 'JustTextGiving by Vodafone'. This allows charities and individuals to raise money using text messages in a way that is free to set up and run with all funds raised going to charity.

Giving time

We know that one of the big barriers to people volunteering is lack of spare time. **Orange** have developed and launched 'Do Some Good' – a mobile phone application that helps people who want to volunteer but do not feel they have the time. It allows people to be charities' eyes and ears, share ideas, take part in research or use their skills for the charity. They can do this through their mobile phone in time periods of five minutes or less, so people are able to help at a time and place convenient to them.

With **BlackBerry Messenger** (BBM), a charity can create a unique PIN number to identify themselves within BBM. BlackBerry users can then connect with that organisation via BBM and carry out a variety of tasks.

Charities can and should be encouraged to use these platforms to raise their profile and encourage individuals to engage and ultimately support their work. Social networking and instant messaging tools are particularly popular for communicating and, importantly, individuals feel comfortable using them; charities and the third sector should leverage this level of comfort to improve and ease outreach.



How are we supporting it?

We believe that giving both money and time through mobile phones has enormous potential. In the UK, 89% of 16–65-year-olds now own a mobile phone, over 34 million people. There are approximately 16 million smartphones in use. In particular, mobile giving offers an important opportunity to engage the young in giving, for whom mobile internet and social media are increasingly a way of life.

In the *Giving Green Paper* we challenged the mobile phone industry to make giving through their mobiles easier – and we are delighted by the response of several major players in the industry:

- 'Do Some Good' is available right now and is available to people on other networks too.
- 'JustTextGiving' was launched on 9 May 2011 and is available now to all charities regardless of size, and individuals, to set up accounts.

However, we want to encourage more people and organisations to develop good ideas for mobile giving. We will be holding special sessions at the **Giving Summit** in the autumn to bring together developers, mobile providers, charities and community groups to explore opportunities for mobile giving.



Giving time flexibly

Case study

Efficiently matching people with time or resources to spare with organisations that need them, at a time and place that is right for both, is a challenge and an enormous opportunity. This is particularly true for people who lead busy or unpredictable lives, and for organisations that have fluctuations in their need for help.

Slivers-of-Time is a social business, set up to pioneer technology that can co-ordinate the instant booking of local people interested in giving their time and resource. A user would be able to log their preferences and record their availability (e.g. 'I have three hours spare this Wednesday evening'), and the technology would identify opportunities to give time that match their profile.

The system is currently in operation behind the Breakaway website in Hertfordshire, enabling bookings between volunteers and clients with no need for involvement by a volunteer centre or council officers. Everyone is directly managing their own requirements. Volunteers can control how far from home they travel, how much notice they need for a booking and their maximum number of hours to be booked per week.

Organisations can tailor what skills, experience or level of clearance a volunteer would need. The system works beyond volunteering, as local authorities including Hammersmith and Fulham have launched a market to book their residents for jobs which are best done by an ad hoc, reliable pool of 'top-up' workers.

How are we supporting it?

Although websites that enable self-managed experiences are well established in the consumer economy (e.g. with sites such as Expedia, which allow people to shape their own holidays without the need for a travel agent), this is a new concept in volunteering and we are keen to assess its potential.

We will use the **Social Action Fund** to support self-managed volunteering pilots in a number of areas and with a number of partners, to evaluate the market, and assess the potential to scale up different approaches to regional or potentially national levels.



SLIVERS-OF-TIME
MARKETS

© Slivers of Time Markets

Better information

We know from both the evidence we examined in the *Giving Green Paper*, and from responses to our consultation, that a lack of information about opportunities to give presents a real barrier to people doing more. We would like to see dramatic improvements in the quality, accessibility and

relevance of information on giving. We are pleased to see that some people and organisations are already developing ways to improve information on giving, and we are keen to encourage more.

Finding opportunities to give time online

Case study

Do-it is the national volunteering database, connecting those with time to give with organisations that need them. The majority of opportunities on Do-it come from local Volunteer Centres in England. These organisations have been provided with hardware, software and training so that they can upload their vacancies onto the Do-it database. In addition, some national organisations post their opportunities directly onto the website.

How are we supporting it?

We are supporting Youthnet, which runs the Do-It website, to provide a national database of volunteering opportunities for all by investing over £1 million of funding from the Cabinet Office, the Department for Work and Pensions and the Department of Health over the next two years.

In return for this investment, Do-it has agreed to share more freely its data on volunteering opportunities with key organisations so that people can access them through a wider range of websites and social media.

We want flexible volunteering platforms to be part of this and have brokered conversations between Do-it and Slivers-of-Time to explore ways of making Do-it opportunities accessible with Slivers. We hope to demonstrate how this link is working at the Giving Summit.

Facebook have said that they will showcase opportunities from Do-it and we hope that other well-known websites and social media organisations will take up this opportunity to work with Do-it.

Finally, we are considering offering **Challenge Prizes** for the best new smartphone application that uses existing volunteering data to connect people to opportunities.



Philanthropy advice

Case study

When people give substantial sums, it is often important to them to know that their donation is making a difference. **Philanthropy UK** offers free and impartial advice to aspiring philanthropists who want to give effectively, aiming to inspire more people to become philanthropic and so enjoy the rewards this brings.

With the development of its service, Philanthropy UK will provide a national portal for philanthropy advice, and will support the rolling out of the proposition to key regional centres. Community Foundation Network (CFN) members will use Philanthropy UK resources to develop local portals, channelling philanthropists to a range of donor models and proactively connecting mass affluent and high net worth individuals to the best help and support for their charitable giving. This will help to make the fragmented and disparate 'market' for philanthropy services more coherent and accessible.

This will be complemented by plans for a new network for philanthropists, supported by the Esmée Fairbairn Foundation, which would make available to community philanthropists the kinds of advice, information and networking tools that they can use to become a community of strategic, influential and vocal philanthropists and could be a platform for further developments.

Community Foundations (CFN members) have grown strongly over the last two years, with the number of donors using their services having doubled and over £230 million of long-term giving now supported. These new developments will increase their capacity to accelerate the rate of future growth.

How are we supporting it?

We will be providing more than £700,000 over the next three years to the Association of Charitable Foundations and the Community Foundation Network to develop the Philanthropy UK service in England, among other priorities.

In addition, we are keen to support other initiatives to improve information for philanthropists. For example, private banks serve wealthy clients, many of whom would be well placed to experience the rewards of philanthropic giving. However, philanthropy advice for these individuals in the UK lags behind the services offered to wealthy people in the US.

We want to see private banks in the UK providing access to high-quality philanthropy advice to more of their clients. To that end we support the initiative led by New Philanthropy Capital (NPC) to engage with private banks on this topic, and the Minister for Civil Society will be attending a roundtable with the major private banks hosted by NPC in June 2011.

Community Organisers and Business Connectors

Although the availability of better information online offers enormous potential, there is sometimes no substitute for people on the ground. There are great examples of communities taking the initiative and forming creative partnerships between businesses, community groups and others, such as in Islington in London. We want to encourage more communities to build partnerships like these. This is why we are building a network of Community Organisers across England, and supporting the business-led Business Connectors initiative.

ISLINGTON
GIVING



Case study

There are many different examples of communities coming together to tackle the issues they face. **Islington Giving** is one such example. It is a unique coalition of businesses, funders, local residents and community organisations – including Cripplegate Foundation, Breadsticks Foundation, Richard Cloudesley's Charity, the Morris Charitable Trust, UnLtd and Voluntary Action Islington – aiming to find new ways for Islington residents to give money and time to improve the lives of the poorest and most isolated residents. Islington Giving offers a new 'front door' to volunteer, and works with businesses in the City to use the skills of their staff imaginatively to support local groups. A campaign for Islington people by Islington people, it offers local people and businesses the opportunity to get involved in the community 'in their own back yard', secure in the knowledge that their talents and money will be used effectively.

Since launching in September 2010, the Islington Giving campaign has set up a new grants programme of over £500,000 to invest in young people, tackle poverty and confront isolation. It has raised its first £1 million from local residents and trusts. It has also awarded individual grants of £25,000 to social entrepreneurs looking to make a positive difference in Islington and developed innovative new ways of volunteering in Islington with businesses such as BT and Macquarie Bank.



How are we supporting it?

Through the **Community Organisers** programme, 5,000 individuals from within communities will be trained to galvanise those around them to become more active. Working with our recently appointed partner, Locality, Community Organisers will build up a rich picture of need and opportunity in a community and identify leaders and those willing to take action to improve life locally. There are 11 kickstarter areas that will be recruiting and hosting Community Organisers, providing them with facilities, mentoring, support and financial resources.

Some 500 senior Community Organisers will be receiving a bursary of £20,000 in the first year of the programme. This will give them the resources and time to develop relationships with their local community, new and existing community groups, philanthropists, businesses and statutory bodies to find ways to sustain their role in future years. You can keep in touch with the latest developments at www.locality.org.uk/projects/community-organisers.

Business Connectors, a programme led by Business in the Community, and closely linked with Community Organisers, are business-run and will help to source local support for charities and community groups, and transfer business skills to charities. They will also help charities to gain access to much-needed local assets.



Removing barriers to giving

Too often people and organisations that want to improve their communities are hampered by bureaucracy. We want to free them by cutting through the tangle of red tape that holds them back. We want to make it easier to run a charity, social enterprise or voluntary organisation and for individuals to take action.

Red tape

We asked Lord Hodgson to lead a Red Tape Task Force to address three questions:

- What stops people giving time?
- What stops people giving money?
- What stops civil society organisations from growing?

Lord Hodgson published his report on 17 May 2011, and made a number of recommendations, as well as highlighting progress that has already been made. In particular, we are pleased that the Association of British Insurers has engaged positively with the Task Force and voluntary sector to address problems with insurance for volunteer drivers; and is building on this by setting up a working group with the sector to consider other concerns. The Minister for Civil Society received the report from Lord Hodgson, asked Cabinet Office officials to work with the Better Regulation Executive to address the recommendations and invited Lord Hodgson to assess progress in May 2012.

CRB checks

CRB checks are frequently cited as an obstacle for people and organisations that want to give time in their communities.

In May 2010 the Government committed to reviewing the Vetting and Barring Scheme and Criminal Records regime to scale them back to common sense levels.

The outcome of the reviews was published by the Home Office in February 2011 and the two key recommendations that will contribute to removing bureaucracy for volunteers are:

- the introduction of continuously updated CRB checks to reduce the need for employees and volunteers to have new CRB checks when they move positions
- substantially reducing the coverage of the Vetting and Barring Scheme to individuals who have close and regular contact with people with support needs.

The proposals are being taken forward in the Protection of Freedoms Bill, which is currently going through the Houses of Parliament.

Citizen-led self-regulation

One of the best ways for us to cut through red tape and regulation is to develop radical alternatives to it. We are used to rating services and even people on websites such as TripAdvisor and eBay. This sort of technology can also be used to help volunteers to build up personal reputations and testimonials to create 'giving CVs' and provide them with comfort and guidance, and may prove more powerful and much less bureaucratic than conventional checks and balances. Similarly, technology combined with the local knowledge of citizens, Community Organisers and Business Connectors offers the potential for citizens to rate the value and safety of organisations and their activities much better than distant regulators. For example, transparent parent, teacher and child ratings of school adventure trips may prove a better guide and check on safety than bureaucratic forms and processes that currently attract such controversy. We welcome proposals about such game-changing applications in relation to our Social Action Fund.

Volunteer expenses

During our consultation, we heard that limits on expenses payable to volunteers proved a real barrier to some who wanted to give their time.

We were therefore pleased to announce in the Budget that Approved Mileage Allowance Payments (AMAPs) rates have been raised to 45p per mile for the first 10,000 miles and 25p per mile thereafter. In addition, the allowance for passenger payments (of 5p per passenger per mile) which currently only applies to business passengers has been extended to volunteers.

2. Making it more compelling to give

We hope that, by making giving easier, we will be able to tap in to the latent demand to give which we highlighted in our *Giving Green Paper* analysis. However, we also want to go further – to encourage some people who already give to be even more generous with their time or money, and to inspire others who do not give to start

This means that we not only need to make giving easy, but also to make it as attractive as possible. We see three elements to achieving this, which are:

- providing new incentives
- match funding
- supporting new social norms.

New incentives

The 2011 Budget introduced a number of new incentives for people to give money; and we are keen to support innovative new approaches that use the power of reciprocity to incentivise people to give their time as well.

Financial incentives

Responses to our consultation gave us a clear message – that while donors do not generally give to benefit from tax breaks, the right fiscal measures can incentivise greater and more sustained giving.

“No one gives to save tax. However, tax incentives can motivate the desire to give larger sums once individuals have decided to give.”

Maurice Turnor Gardner LLP

This year's Budget announced significant new incentives for people, especially the wealthy, to give money to good causes. We are pleased that the combined effect of these measures is anticipated to increase funding to charities by £600 million over the lifetime of the Parliament (*Budget 2011*, HM Treasury).

Inheritance tax

Legacies are a crucial source of income to charities, contributing 6% (£2 billion) of all voluntary sector income each year. We want to encourage more of this form of giving because we believe that we can achieve much more. Our aim is to substantially boost this figure by introducing a new incentive to encourage people to leave money to charity in their wills. As the Chancellor said in his Budget speech: “I want to make giving 10% of your legacy to charity the new norm in our country.”

The Budget announced a reduction in the rate of inheritance tax from 40% to 36% for estates leaving 10% or more to charity, from 6 April 2012. The reduced rate will apply where 10% or more of a deceased's net estate is left to charity.* HM Revenue and Customs will be seeking input to some of the detail on this proposal and will issue a consultation document before the summer.

Giving art to the nation

There is also a scheme that enables pre-eminent heritage property to be offered to the nation in lieu of inheritance tax. The Treasury, HM Revenue and Customs and the Department for Culture, Media and Sport will be conducting a consultation over the summer to look into the feasibility of encouraging donations of pre-eminent works of art and other historical objects to the nation in return for a tax reduction.

New models of reciprocity

There have always been good incentives to give time – for example, the opportunity to learn new skills and meet new people, and the inherent satisfaction that comes from helping and caring for others. However, if we hope to interest people who have not given time in the past to do so now, or to encourage people to give more time than they do currently, then we should explore new incentives as well.

In particular, we are keen to support innovative models that facilitate and inspire reciprocity – the principle that, by encouraging people to help each other, we can create a virtuous, sustainable circle of giving – building stronger, more trusting communities, and social capital, as a result.

In the *Giving Green Paper*, we highlighted a number of schemes across the country which facilitate and promote sharing between people who may never have met before – for example, time banking and complementary currencies. We are providing funding to pilot and scale up a number of promising approaches, and to encourage more ideas.



* After deducting inheritance tax exemptions, reliefs and the nil rate band

Case studies

Spice

Spice has pioneered the development of complementary currencies or time credits systems in South Wales for over seven years. The Spice approach offers a 'thank you', or time credit, for helping out in the community. Local community groups and public services identify opportunities with local people to contribute their time based on their interest and skills. Participating organisations are asked to identify spare capacity to support their communities (e.g. off-peak swimming, spare theatre seats etc.) For every hour of time given, people can earn one time credit which can be used to access a range of activities provided by public and private organisations, can be gifted to family or friends or can be traded with other individuals. In the 12 months ending March 2010, Spice projects engaged a total of 5,300 participants, generating over 200,000 hours of giving.

Circles

Circles is a national movement started by **Participle**. Each Circle is a local membership organisation, open to all residents over the age of 50, which delivers flexible support with life's practical tasks – from DIY to gardening to technology – providing an opportunity to learn and a social network for building and maintaining relationships around shared interests and hobbies. Crucially, it does this by allowing those that seek support in some areas of life to provide help to other members in other areas of life. The outcome is a more connected, supported person, who is part of a service that evolves with them as they age. The measured social impact is an increase in

quality of life, an improved sense of well-being and new relationships and acquaintances that lead to an increase in social capital. Circles rebuild the networks that enable greater local economic development, primarily through member interaction with local people called Neighbourhood Helpers. These are people of all ages who share their talents and skills; each of them is CRB and reference checked and some are paid the local 'living wage' for their time.

Pro Dono

Pro Dono (www.prodono.co.uk) offers donors a reason to give, by acting as a broker to organise meeting-of-mind experiences between donors and public figures in aid of charity. Pro Dono, a not-for-profit organisation, allows donors to meet the famous figure of their choice, with the donation going to the famous person's chosen charity. This provides the donor with a unique experience and the accompanying feel-good factor of doing some good. Although the idea itself is not new, with charities holding events and auctions regularly, Pro Dono's co-ordinated service on a single platform allows all charities (and especially smaller ones) a new opportunity to benefit.

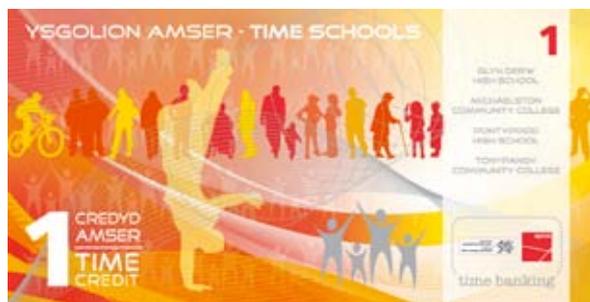


How are we supporting it?

Spice

We will be using £400,000 of funding from government and NESTA to pump prime the development and testing of the Spice community time credits approach in England; a further £400,000 will be brought in from local authority areas and other partners over the course of the 24-month project. The approach will be tested in three areas of England – King's Lynn and West Norfolk, Lewisham, and Wiltshire – with a view to developing a further three elsewhere in the country. If these are successful, we want to see a range of approaches replicated up and down the country.

In the next phase of work, we are keen to see the development of a national online platform which will allow people to trade, donate, spend or save time credits. We want to collaborate with NESTA, Spice and a range of partners on this platform and test the use of more social media technologies.



Carebank

The Royal Borough of Windsor and Maidenhead – a Big Society vanguard area – is supporting a pilot to design a time credit based service that will encourage residents to volunteer or provide mutual support for those with unmet support needs. The Royal Borough has invited organisations to bid to lead the project and launch later this year with the aim of scaling the successful model up across other local areas and linking them into a national network. This work is supported by the Cabinet Office, the Department for Communities and Local Government, the Department of Health and the Department for Work and Pensions.

Support for other models

The Social Action Fund will provide investment over the next two years to help the most promising ideas scale up and grow. We want to reward, support and grow organisations that have the potential to bring about a significant uplift in giving time and reciprocity and are self-sustaining in the longer term.

In particular, we want to fund projects which build a culture of participation. We would like to hear about models that bring local people together and encourage them to help each other, and that are replicable and sustainable.

We look forward to receiving your ideas and proposals once the Social Action Fund is open to applications.

We are also working closely with NESTA to better understand the most effective reciprocal exchange models and what conditions are needed for wider scale up.

Match funding

Community First

Case study

The Seattle Neighborhood Matching Fund

In 1988, the US city of Seattle set up an Office of Neighborhoods, with the goal of reconnecting city officials to the needs and strengths of the communities that they serve. Its planners quickly realised that there was a great deal of demand from Seattleites for community engagement and a desire for the opportunity to genuinely improve their local district. However, what was needed was the infrastructure and financial support to enable these good intentions to yield concrete results. This is where the Neighborhood Matching Fund and a small number of hired Community Organisers came in.

The Neighborhood Matching Fund offered to support community-initiated civil society and development projects with city money, in exchange for the community's contribution of an equal value in volunteer labour, goods and services. To date, more than 4,000 community self-help projects have been completed, including community gardens, playgrounds, community centres, youth programmes, public art and neighbourhood plans. The Seattle government's US\$55 million outlay over the years has been met with community resources worth more than US\$75 million. As Jim Diers – founding director of the Department of Neighborhoods, and now a faculty member at the University of Washington – told us: 'No programme has done more...to build the capacity of neighbourhood associations while resulting in tangible benefits for communities...'

The Community Organisers trained volunteer leaders and assisted them to build local associations in low-income neighbourhoods. 'Little city halls' were established across Seattle, so that local people could connect to local government officials, programmes and services.



How are we supporting it?

We want to encourage community giving and grassroots campaigns, by matching both money raised and time contributed with government funding.

The Community First programme will provide £80 million of investment to encourage more social action in neighbourhoods with significant deprivation and low social capital. Led by new and existing neighbourhood groups and active individuals, communities will work with businesses, charities and public authorities, encouraging people to help others and themselves to improve the quality of life locally. Community Organisers will support this work. Community First will consist of two main elements:

- A £30 million Neighbourhood Matched Fund Programme to provide financial support for community-led projects in targeted neighbourhoods of England with low social capital and significant deprivation. Funds will be made available to each community over the next four years. To unlock this money, the community must decide on specific projects and then match government funding primarily with volunteer time, as well as cash, goods and services.
- A £50 million Endowment Match Challenge available throughout England, with a clear priority to build local endowments through philanthropic donations. In the long run, these endowments should create a sustainable source of grants for neighbourhood projects.

Both elements of the programme will incentivise more self-reliance and collective participation in community action, encouraging people to:

- support the social action projects they need, improving the quality of life for themselves and others in their neighbourhood
- participate in relevant local decision making, promoting a sense of ownership not only of problems but of local opportunities and resources
- start more neighbourhood groups and revitalise existing groups
- introduce a new approach to funding projects – leveraging time, money and other resources and helping neighbourhoods to play a leading role in regenerating their area.



Match funding for community campaigns

Case study

The **Evening Standard Dispossessed Fund** is a permanent fund set up to help Londoners out of poverty. It provides grants of up to £10,000 to small community organisations across the capital. The genesis of the fund came in March 2010 when *Evening Standard* writers and photographers shone a spotlight on the continuing scandal of poverty and hopelessness in a compelling series of articles ('London's Dispossessed'). They moved Prince William to declare: 'I consider the *Evening Standard's* exposure of hidden poverty a call to arms for us all.'

The fund is managed by the *Evening Standard's* partner, the Community Foundation Network, who are responsible for collecting donations online and managing the grant allocation process. An *Evening Standard* advisory board, headed by the editor Geordie Greig, decides who receives grants from the fund.

What are we doing to support it?

We are keen to use match funding to support community activity and businesses that take a lead. For example, in 2010 we were pleased to match the total raised by the Evening Standard Dispossessed Fund with £1 million from government.

The Dispossessed campaign has gone on to far exceed its original target, with the total raised (including the match funding from government, and £1 million from the Big Lottery Fund) now exceeding £5 million. This money is available now as small grants of between £2,000 and £10,000 to hundreds of charities across London targeting education, crime, health and unemployment.

In recognition of this success, government would like to further support the fund with an additional £1 million to be used as match funding. We are open to hearing proposals from other areas and media partners.

London
**Evening
Standard**

**THE
DISPOSSESSED
FUND**

New social norms

We want to encourage new, sustainable social norms around giving. Our approach involves:

- **celebrating giving** through the honours system and other awards
- encouraging everyone to celebrate their giving – seeing others give is one of the most powerful drivers of further giving, and provides helpful information to other givers
- supporting programmes to encourage giving among people at different life-stages. For example, in **schools and universities**, the **workplace** and among the **newly retired**
- demonstrating that government **leads by example**.

Through the Social Action Fund we want to provide investment over the next two years for schemes that will expand giving in priority areas and groups. We are:

- using the opportunity of the 2012 Olympics to encourage a culture of giving among those already signed up to volunteer and others
- supporting graduates of National Citizen Service (NCS) to stay involved in social action and sustain the projects they developed during NCS
- building a culture of participation among schoolchildren
- developing schemes to encourage participation among the baby-boomer generation, who may be approaching retirement or recently retired
- training voluntary volunteer managers to support charities, including ex-civil servants.

We will favour proposals from organisations that have a matched funding commitment.

Celebrating giving

As we argued in the *Giving Green Paper*, visibly celebrating giving is important in a number of ways. It sends an important signal that we, as a society, see giving as valuable; it highlights the work of individuals, who can then serve as an inspiration for others; and, of course, it rewards people for the positive impact of their giving on society.

As part of the independent honours committee system, a new committee has been established with the specific task of looking at candidates who can demonstrate a sustained philanthropic commitment to a body or area of activity over a period of several years. This is alongside onward investment in the Queen's Award for Voluntary Service and the Big Society Awards.

Education and young people

School-based programmes

Case studies

Inspiring young people is crucial to building a culture of giving. There are several initiatives that are doing this, for example:

The Youth and Philanthropy Initiative (YPI) is run by the Institute for Philanthropy in England and is based on a scheme that has been operating successfully in Canada for several years. The project aims to give young people a real-life experience of giving, with the longer-term vision of developing a new generation of socially active citizens who are more inclined to volunteer and give to their communities. A key element of the programme is that young people visit charities and build relationships with the organisations. Over ten weeks, teams of pupils research grassroots charities that are tackling the issues they care about in their community and choose one that they will visit and represent. Following training in advocacy and public speaking, the project culminates in a charity 'Dragon's Den' event in every school where the teams make competitive presentations about why their charity most deserves support. A panel of judges, including teachers, charity representatives, philanthropists and other community leaders, selects the team that delivers the most creative, inspiring and convincing presentation and that team is then granted £3,000 to award to a chosen charity.

Giving Nation is the largest school-based social enterprise programme in the UK, running in over 400 secondary schools in England. Classes are given a £50 start-up grant, which students use to support different kinds of social action including fundraising and volunteering. Over the past four years, around 1,760 charities and other organisations have benefited from over 960,000 student volunteer hours and from £780,000 of donations from class community projects. The programme has at its core a commitment to developing a generation of young philanthropists – who give time, energy and voice to others.

Go-Givers (www.gogivers.org) is a similar scheme used in one-third of primary schools in England. It aims to develop caring and concerned citizens with the skills and confidence to make a positive contribution to their communities. The Make a Difference Challenge is a child-led project that supports children in identifying, researching and addressing a cause or concern that they want to do something about by developing an awareness-raising campaign, fundraising or taking direct action.



The logo for GivingNation, featuring the words "GivingNation" in a bold, rounded, pink font with a white outline.



The logo for the Youth and Philanthropy Initiative (YPI), featuring the lowercase letters "ypi" in a large, green, sans-serif font. To the right, the full name "YOUTH AND PHILANTHROPY INITIATIVE UNITED KINGDOM" is written in a smaller, green, sans-serif font, with "UNITED KINGDOM" on a separate line.

What are we doing to support it?

Many of our consultation respondents stressed the importance of learning about giving at a young age if we are to create a social norm to give.

We want to show our commitment to that by providing match funding for schools-based giving programmes, via the Social Action Fund. This match fund will be designed to encourage philanthropists and private funders to participate in education around giving.

This is in addition to funding that government already provides, and will continue to provide to support the Go-Givers and Giving Nation programmes.



National Citizen Service

Case study

NCS will help to build a more cohesive, responsible and engaged society by bringing 16-year-olds from different backgrounds together in a residential and home-based programme of activity and service during the summer, giving them direct experience of social action.

As part of the experience, participants will spend two weeks away from home, to give them the opportunity to develop life skills and resilience and to serve their communities. The programme will last 7–8 weeks, 3 weeks of which are full-time (including 2 away-from-home weeks), the remainder part-time. Activities will include: outdoor team-based challenges; structured tasks to develop personal skills while visiting and helping groups in the local neighbourhood; and designing and delivering a social action project in consultation with local communities. We are running two years of NCS pilots in England, starting in summer 2011 and then building on that learning with another pilot in 2012. Over 11,000 16-year-olds will have the opportunity to take part in summer 2011, and 30,000 in summer 2012.

NCS will give many young people an introduction to community action, with opportunities for them to continue their involvement once they have completed their NCS programme and to keep in touch with each other. There will also be opportunities for some NCS graduates to take part in International Citizen Service, enabling them to undertake valuable voluntary service in developing countries.

What are we doing to support it?

To capitalise on the eagerness of young NCS graduates to continue their involvement in their local community and participation in social action initiatives, the Social Action Fund will provide funding for post-NCS activities, and mechanisms designed to sustain and build upon the momentum inspired by NCS. We will be asking for proposals to achieve this.



Capitalising on the 2012 Olympic and Paralympic spirit

Case study

The **London 2012 Olympic and Paralympic Games** present a huge opportunity to introduce large numbers of people to the benefits of giving time. Some 250,000 people have already registered their interest in volunteering for the London 2012 Games. The Inspire programme has increased the exposure of other volunteering opportunities to Games Makers applicants by linking them to the Do-it database. This has generated 21,440 new volunteering opportunities and there have been 8,755 applications from Games Makers applicants so far.

Further opportunities to volunteer will be available from the Greater London Assembly's London Ambassadors scheme and the schemes established by other UK host cities. The London scheme saw 23,000 people apply to be London Ambassadors, who will provide advice to visitors to London during the Games.

The London 2012 Games are also a focal point for community activity. The torch relay will go through ten London boroughs and communities will have a chance to nominate local people to carry the torch.

We want to capitalise on this enthusiasm by developing opportunities for those that applied to volunteer at the London 2012 Games to participate in other ways; and to put in place a legacy programme so that Games volunteers have opportunities to continue giving time after the London 2012 Games have finished. At the same time, we want to make sure that unsuccessful volunteering applicants are given the right support to bring the spirit of the Games to their communities.

We also hope that there will be opportunities for participants in the 2012 NCS pilots to contribute to the development of a lasting Olympic legacy in their communities.

Through the Social Action Fund, we want to provide money for schemes which use the opportunity that the 2012 Games provide to encourage giving, and we welcome proposals.



Giving in the workplace

Payroll giving

Payroll giving is an excellent example of giving that 'goes with the grain' of people's lives. It is a tax-efficient way to give to charity, particularly for higher-rate taxpayers, and provides a sustainable and predictable income for charities.



ST. JAMES'S PLACE
FOUNDATION



Case study

St. James's Place Wealth Management has a hugely successful payroll giving scheme: over 80% of employees and members of the distribution arm – the St. James's Place Partnership – contribute to the scheme, giving a total of £400,000 each year. St. James's Place achieved this by fully embedding charitable giving in its culture. It established the St James's Place Foundation as a focus for company giving, which leaders throughout the organisation regularly take time to promote. Staff are actively involved in selecting the causes that the foundation supports and each office has an allowance for supporting local causes. New staff are sent a welcome pack from the foundation's chairman and its work is covered in induction courses just like any aspect of the business. The company matches pound for pound all money raised for the foundation by staff and also bears all the administration fees. It is clear to all who join that giving is an integral aspect of the organisation and a part of its heritage. St. James's Place is committed to supporting payroll giving because it is a highly tax efficient and it is easy to run. It also helps to motivate employees: workplace morale is considerably higher than in many other financial services firms. Since the company's launch in 1992, more than £20 million have been raised for the causes supported by the foundation.

What are we doing to support it?

As part of the *Every Business Commits* programme, we asked that businesses consider making payroll giving available to employees, and actively promote and encourage them to take up the scheme. We are delighted that organisations like St. James's Place Wealth Management and others are already leading the way by so proactively promoting a culture of payroll giving.

To encourage more businesses to start and actively promote payroll giving, we will run a year-long national profile-raising campaign to be launched at the Giving Summit as part of the *Every Business Commits* campaign. An important aspect of the campaign will be to encourage payroll giving among employees.

During the campaign, we will work with the Institute of Fundraising to re-launch the national Payroll Giving Awards on 18 October 2011, including introducing a new Platinum Award for the best national performers and giving high-profile recognition to organisations achieving the biggest percentage uplifts in employee-giving. We will also examine opportunities to re-launch a Quality Mark scheme for businesses with payroll giving schemes.

We know that there are obstacles which prevent the growth of payroll giving. For example, when people move employers, they have to register again for payroll giving. Research suggests that £71 million was lost to charities between 1999 and 2007 because of this. We will therefore seek to work with payroll giving agencies, who administer payroll giving schemes, to see if this problem can be reduced. We will also ask the *Every Business Commits* Forum to explore whether there are particular administrative barriers that are preventing small and medium enterprises (SMEs) from establishing their own payroll giving schemes. If we identify particular burdens, we will work with HM Treasury to provide a time-limited and low-level grant for SMEs to establish payroll giving schemes.

We will also support innovative ideas that have the potential to help our aim of making payroll giving a social norm. For example, we will continue to explore the idea of presenting employees with a simple 'opt-in/opt-out' choice for payroll giving and work with organisations, such as Pennies from Heaven, which have innovative schemes that enable employees to 'round-down' their salaries, donating the difference to charity.



Donating professional and specialist skills

Case study

Social Business Trust

Social Business Trust (SBT) is a partnership of six leading global companies dedicated to accelerating the growth in social enterprises. Social enterprises have a crucial role to play in generating jobs and providing innovative public services, often to communities which are badly under-served, but they face many of the pressures felt by many SMEs today.

To help overcome those challenges, in autumn 2010 private equity firm Permira and social entrepreneur Adele Blakebrough formed a partnership with five other world-class businesses to create SBT. They share a common goal – to use their combined resources and experience to accelerate the growth of social enterprises by providing operational expertise and access to growth capital, thereby improving the lives of over a million of the UK's most disadvantaged people.

The six founding partners are Bain & Company, Clifford Chance, Credit Suisse, Ernst & Young, Permira and Thomson Reuters. Through the banner of SBT, they committed to support 20 social enterprises in the UK which wanted to grow their organisations over the next five years. The goal is to enable these social enterprises to meet the needs of an additional one million people through the injection of £10 million in cash and in-kind support from the founding partners.

In exchange, SBT allows its founding partners' employees a chance to use their daily skills outside of their usual commercial context, thereby making a tangible positive contribution to Britain's communities. The fund is currently invested in Women Like Us, a social enterprise that helps women who want to find part-time work that fits with their family commitments, and in the Challenge Network, the UK's largest provider of NCS programmes. Further investments are due to be made shortly.



What are we doing to support it?

Employers play an important role in enabling employees to give their time and money. We want to celebrate and recognise businesses and other employers that already do so much to enable employees to give. We also want to encourage those who could do more to do so.

In *Every Business Commits* we set out how businesses can support the communities they operate in, including steps to:

- encourage volunteering and philanthropy, and make your company's time, skills and resources available to neighbourhood groups, local arts organisations and for social action
- make available and actively promote payroll giving to all employees
- help employees learn how to get involved in social action, for example by supporting them to take a Citizen University course.

We will be exploring the idea of a Quality Mark scheme to recognise those businesses that embrace these opportunities to build strong, mutually beneficial relationships with their communities.

Working with business can enable charities and community groups to access the specialist skills of company employees or customers. For example, as part of **B&Q's** partnership with UK Youth (a national youth development strategy), B&Q staff are helping to teach young people DIY skills which they will then use to revamp youth centres across the country. Also, **Nationwide Building Society** is redeveloping its online members' portal into 'Your Nationwide' and is giving extra emphasis on volunteering. An entire section will be dedicated to Nationwide's community support activities, including a volunteering search engine to help members find and apply for volunteering opportunities in their area.

Professional membership organisations also have an opportunity to contribute. For example, with the objective of igniting interest in supporting Gift Aid among its members, the **Chartered Institute of Taxation (CIOT)** has commissioned some resources to enable its members to support charities and other eligible bodies in taking advantage of Gift Aid and is working with HM Revenue and Customs to ensure that our guidance works well with theirs.

We recognise that people and organisations wishing to use their skills to support charities can face obstacles, such as the need to take out insurance. Following Lord Hodgson's review of the red tape that impacts on giving time and money, a working group involving the **Association of British Insurers** and the sector has been established to address insurance issues. We will work with it to minimise this particular barrier.

Government leading by example

There are enormous opportunities for government to lead by example, both at an organisational level and through the contributions of individual employees.

We want to embrace these opportunities because we think that government should lead the way when encouraging other parts of society to give more; and also because our scale as an employer gives us the potential to make a real difference.

Ministers giving time

We are delighted to be able to demonstrate that government is leading by example by announcing that Ministers have pledged to undertake a One Day Challenge – a voluntary commitment to give one day of their time over the course of a year to a charity or community group of their choice. The inspiration for the One Day Challenge was GirlguidingUK's '12-Hour Challenge', which was highlighted in response to the *Giving Green Paper*, and which has proved a successful means of enabling busy people to build long-standing relationships with community leaders.

Cabinet Ministers have already agreed, as part of the social mobility strategy outlined in *Opening Doors, Breaking Barriers* (HM Government, April 2011) to take part in the 'Speakers for Schools' programme, where they will give their time to speak in state schools to help raise pupils' aspirations. This pledge is being made in the hope that it will inspire other charitable organisations to develop volunteering opportunities that are tailored to people unable to volunteer regularly. We also hope that this will inspire people to do what they can to support their communities and will demonstrate that social action can fit around people's busy lives in ways that benefit both the volunteer and the chosen organisations.

Civic Service

In the *Giving Green Paper* we described plans to encourage civil servants to volunteer and turn the Civil Service into a 'Civic Service'. Already, many government departments offer their staff the opportunity to use at least one day of special leave to volunteer and have programmes in place to support their staff to find opportunities to get involved. Through the Civic Service we want to encourage even more civil servants to give time by:

- providing civil servants with opportunities to use their skills to support civil society organisations
- using volunteering as a means of learning and professional development for civil servants – both in terms of gaining new skills and experiences and also better understanding the impact of government policies.

There has been progress in developing the Civic Service since the publication of the *Giving Green Paper*:

- In February 2011, we announced that each civil servant will be encouraged to do at least one day of volunteering each year using special leave. Additionally, the Government announced that the Civil Service will aim to give 30,000 volunteering days per year.
- From April 2011, we strengthened the links between volunteering and the Civil Service appraisals system by introducing a requirement that Permanent Secretaries and Senior Civil Servants encourage their staff to volunteer as part of their corporate objectives.
- We have invited organisations interested in taking on Civil Service volunteers to register an interest via **civicservice@cabinet-office.gsi.gov.uk**.

Over the coming months we will:

- be supporting those leaving the Civil Service to find volunteering opportunities
- develop options for supporting retiring civil servants to become involved in volunteer management
- create a single place for civil servants to find volunteering opportunities
- strengthen the use of volunteering as a means of learning and development for civil servants below the Senior Civil Service grades.

Payroll giving in government

We can demonstrate our support for payroll giving by leading by example. While we are pleased to say that central government employees have access to payroll giving schemes, we know that we can do more to encourage better take-up, and we are working with private sector experts with successful programmes to evaluate options for boosting take-up among government employees.

3. Better support for providers of opportunities to give

In addition to the many ideas we are supporting to encourage giving – and in so doing, boosting the resources available to charities and community groups – we are providing or encouraging additional support to help those organisations that provide opportunities to give.

Gift Aid

Online filing

Many of the responses to our consultation highlighted the administrative burden that paper filing of Gift Aid declaration forms added. So we were pleased to announce in the Budget that government will fund and develop an online filing system for charities to claim Gift Aid, to be delivered in 2012–13. As a first step, 'intelligent forms' with automatic checks have been introduced to help charities make Gift Aid claims. Government will also work with the sector to develop a Gift Aid database to reduce the paperwork that charities currently need to keep.

Gift Aid 'thank you' gift limit

Gift Aid benefits were previously capped at £500. This meant that charities wishing to thank their most generous donors, for example by providing tickets for the opera, had to ensure that the value of their chosen 'thank you' gift was less than £500. Throughout our consultation, many charities told us that this limit does not enable them to adequately thank their donors, especially those making very substantial donations. In response, the Chancellor increased the limit for 'thank you' gifts under Gift Aid to £2,500 from April 2011.

Gift Aid on small donations

For the first time, from April 2013 charities will be able to claim a Gift Aid-style payment on small cash donations such as the change put into collection boxes, on donations of up to £5,000 per charity per year. This provides an additional incentive for people to give small cash donations, particularly to smaller charities for which the additional £1,250 they will be able to claim should make a significant difference. With HM Treasury, we will continue to explore opportunities to apply the new Gift Aid small donations scheme to ATM giving in coming months.

Modernisation

Responses from charities and community groups were enthusiastic about embracing new opportunities to engage more effectively with their donors and volunteers. There was also recognition that while many organisations are using sophisticated and pioneering ways to engage with givers of time or money, others needed support to be able to do so.

We are providing £30 million of investment in a **local infrastructure fund**, which will be delivered by the Big Lottery Fund, to improve support for frontline civil society organisations in England by helping both general and volunteering infrastructure organisations to modernise and improve the relevance of their services. Providing this type of support was a recommendation of the National Council for Voluntary Organisations (NCVO) Funding Commission (*Funding the Future* (NCVO 2010)). The fund's objectives are to:

- support the development of more efficient local hubs to offer better integrated support services for frontline civil society organisations
- support an effective online resource bank for frontline civil society organisations
- establish much stronger local partnerships between civil society organisations, local businesses and the local statutory sector.

The types of activity supported will include: developing new services and redesigning existing ones; establishing new partnerships, alliances, mergers and/or shared back office provision; staff training for new roles; and purchasing expert advice and support.

We recognise the value of good volunteer management, and want to use this fund to boost the quality of existing experiences for volunteers, creating a more effective hub for supporting people into valuable volunteering opportunities. It could, for example, provide one-off resources to train volunteer managers. We would also like to use the Social Action Fund to help train volunteer managers to support charities and to support ex-civil servants to volunteer.

Impact reporting

In addition to identifying the variety of opportunities to give, donors need to be able to decide which opportunities are right for them, and where they feel their money (and time) will be best spent. As we highlighted in the *Giving Green Paper*, a number of 'ratings' and comparison websites for charities, such as New Philanthropy Capital's Intelligent Giving function (www.philanthropycapital.org/about_npc/about_us/intelligent_giving.aspx), have launched over recent years, and the NCVO has urged funders to work together to develop and disseminate best practice in demonstrating impact. We anticipate that as momentum builds behind social action, demand for information sources like this will grow.

We know that impact reporting can seem daunting and expensive for many organisations. We are also aware that organisations want to articulate the benefits of their activities in a clear, comparable, numerically robust way. Over the summer, we will work with our strategic partners, charities, voluntary organisations, social enterprises, trusts and foundations, the private sector, investors and public service commissioners to identify what would help make impact reporting simpler, easier and cheaper for organisations, and more accessible to philanthropists, donors, investors and commissioners.

We will include impact reporting on the agenda at the Giving Summit in the autumn.

Supporting innovation and entrepreneurship

Case study

Regalo

The **Big Society Network** has announced that it will establish a new centre for promoting innovation in giving. Technology offers new opportunities to give and is being harnessed in new and exciting ways. However, this growing market does not have a focal point for research and development to help it grow.

Regalo has been developed in partnership with the **Nominet Trust** and **NESTA**, and will provide research and insight, advocacy and events, investment and business support.



We know, and responses to the consultation have also shown, that motivating people to give their time, money and skills to charity is a growing area of innovation and entrepreneurship.

Regalo will generate informed new ideas about how to increase levels of giving, and to incubate the best ideas by using combined expertise to find new partners to develop the ideas further. Although these funds are independent of government, we are pleased that their focus complements the aims of the Social Action Fund, seeking to help the most promising ideas to scale up and grow. Given the expertise that the founding organisations have in fostering and supporting innovative ideas to flourish, the specialised and targeted support that they can offer is particularly valuable.

Improving digital capability

Race Online 2012

Government is sending a clear signal that digital capability will help charities to deliver more for less; it increases charities' operational efficiency and effectiveness, thereby allowing them more resources to spend on end users. This gives them the resources and skills to seize the opportunities for giving time and money set out in this paper.

The Government-appointed Digital Champion, Martha Lane Fox, has called for a revolution in how government thinks about technology and she has built the Race Online 2012 campaign to ensure that everyone in the UK, especially the most excluded groups, can confidently use and access the web. As a result, 1,100 partners from across public, private and charitable sectors have joined Race Online 2012, recruiting 100,000 volunteer 'local digital champions' to pass their IT skills on in their communities.

Her work has found that there are beacons of good work within the charity sphere, some of which are highlighted in this paper. There are also charities that either underuse technology or lack the skills to use it effectively. This leaves some charities operating at a severe disadvantage, and will impede their ability to function even more in the future as the rest of society moves online.

Charities should be made aware of the numerous but underused sources of advice and support available to them, for example: software from CTT; free advice from iT4C; and high-quality refurbished hardware deals for less than £100 offered by Race Online 2012 partners such as Remploy and Microsoft.

Data on giving

We know that are significant limitations in the data currently available on giving levels and trends.

Although government is not able to address these issues alone, we are exploring opportunities to make the best use of government data to shed light on giving, and to see whether more data can be collected and made available. We are currently working across government to achieve this, including with HM Revenue and Customs and the Department for Culture, Media and Sport, and are engaging with the voluntary sector and social enterprises to better understand how and where government data can be most useful to them.

Opening up the government's physical estate

Case study

Inspired by the London 2012 Olympic and Paralympic Games, **somewhereto_** is a nationwide project to help young people find the space they need to do the things they love, within sport, culture and the arts. **somewhereto_** is run by Livity, a social enterprise, in media partnership with Channel 4 Education. The project is funded by Legacy Trust UK, an independent charity set up to help build a lasting cultural and sporting legacy from the London 2012 Olympic and Paralympic Games across the UK.

some-
where
to _____



What are we doing to support it?

We are keen to work in partnership with organisations and community groups that would benefit from access to our spaces. We have already started to do this. In December 2010, the Prime Minister announced that government will offer out-of-hours space in HM Government buildings to provide support to organisations working with families. We are now pleased to announce that rooms in the headquarters of the Department for Education are being made available on a trial basis to Relate in order to enable them to offer more counselling sessions for individuals and couples.

“This government initiative allows us to offer services in Central London – an area of high need, but also high costs for charities. Sharing resources makes great sense for everyone, as we can increase provision at popular times without increasing overheads, while the government gets more value out of its buildings. We are confident this partnership will be a great success, and we hope to see more partnerships being set up.”

Relate

We are also pleased to be able to offer space to the *somewhereto_* initiative. Young people will be able to access space in the Queen Elizabeth II Conference Centre, and Girl Hub in the Department for International Development.

Using government websites to support good causes

Some government websites receive large volumes of traffic. This is a valuable resource, which we want to use to help people access information about, and potentially donate to, good causes. This has been achieved before in the recent Disasters Emergency Committee appeal following the floods in Pakistan, but we want to do more to enable more charities to benefit.

To do this, starting 23 May 2011 we are going to trial an approach that will provide space on government websites to online donation platforms to use in order to promote charitable giving. We are going to start by enabling adverts to be placed on one of the highest-traffic government sites – Directgov. We will then consider expanding the scheme to other government websites following an evaluation, although we know that not all government websites will be suitable.

We want to ensure that people have choice, and that small charities are able to benefit. This means that during the trial, we will work in partnership with fundraising organisations that seek to provide a web-presence for large numbers of smaller charities with limited reach, as well as more established ones. This approach will provide the users of government websites with the information that they need to identify specific charities or appeals that are meaningful to them, either because they are based in their area or because they support a cause that is important to them. It will also enable us to monitor the impact on traffic to charity websites and the views of users of government websites.

Should the trial prove both popular and successful, it opens the opportunity to use our web-estate to promote and raise awareness of giving in different ways. Most simply, we can increase the number of organisations that are able to benefit. For example, we would also like to use more of our web-estate to highlight the successes of our Big Society Award winners. We can also invite organisations that think they could benefit from this space to express their interest and we can also expand the range of websites that are used in this way.

We would also like to review the content of Directgov pages relevant to giving. These pages already provide information to help people who want to give their time and money to their communities, but we think it will be possible to further develop these pages to help people find inspiring opportunities.

Encouraging better links with business

As we have highlighted elsewhere in this paper, we think that there are mutually beneficial opportunities for better links between business and charities, community groups and social enterprises. We are pleased to note that many businesses are already supporting voluntary organisations and social enterprises in a variety of ways – both financially and by enabling their employees to share their skills.

We are excited by the potential of Business Connectors to build stronger links between businesses and voluntary organisations at the community level, and to encourage businesses to engage with *Every Business Commits* more broadly.

Encouraging better links in communities

Near Neighbours will be investing £5 million over three years in four ‘hub’ areas of significant levels of deprivation, in order to make the best use of existing strengths and resources within those communities.

Developed by the Department for Communities and Local Government, in close partnership with the Church of England, the programme draws on the parish and schools infrastructure of the Church of England, its unparalleled reach into deprived communities, its long experience and its calling to serve all in local communities, regardless of faith. It aims to encourage selfless service and giving, not just by practising Anglicans but by all who live in a parish area.

The programme, which is being co-ordinated by the Church Urban Fund, will improve community cohesion by encouraging productive collaboration between people from different faith communities at parish level.

We are also encouraging faith communities to find new and innovative ways of sharing their experiences, facilities and resources with each other – achieving a greater impact through joint action.

4. What happens now?

As we stated in the Introduction, this paper marks the beginning of a process of engagement on giving, not the end of one. We want to continue to explore, develop and experiment with new models to increase giving by working with others across society – charities, foundations, social enterprises, philanthropists, businesses, communities and individuals.

In particular, we want to continue to hear ideas for increasing the giving of time and money, and we encourage those people with ideas to apply to the **Social Action Fund** or to make suggestions for, and submit entries to, the **Challenge Prizes** once these funds open for applications.

We will also be sharing more details about the **Giving Summit** over the coming months, and are keen to engage with people to develop the agenda for the summit, and to secure widespread participation in the event this autumn.

We will also be talking with many people about particular proposals, including:

- consultations on tax reliefs for gifts of pre-eminent works of art to the nation and input on the detail of our inheritance tax proposals
- our investigation into the barriers to offering payroll giving in SMEs, through the *Every Business Commits* forum
- the use of the government web-estate to support giving.

We would also like to hear from charities and community groups that would like to access HM Government buildings.

We look forward to working with the Devolved Administrations to explore whether the initiatives in this paper that sit in devolved areas suit their particular circumstances and need.

We recognise that the goal of significantly increasing giving in this country is a long-term ambition, and one that requires all parts of society to work together. We look forward to continuing to work together over the coming months and years to build an even more generous society.

Annex – Consultation summary

Introduction

In the *Giving Green Paper*, we set out our initial ideas for increasing levels of giving. We asked for views on a host of topics, from how to harness social media to increase giving to how charitable acts should be recognised and celebrated.

We received nearly 400 responses. We heard from individuals, communities, charities (large and small, national and local), foundations, social entrepreneurs and business. The overwhelming majority of respondents were positive about the messages in the Green Paper, enthusiastic about the new initiatives that were showcased, and passionate about the importance of achieving a step-change in giving. We used the consultation responses to shape our thinking and form government policy on giving.

Responses

We asked people to share thoughts and ideas around specific initiatives. Our questions were based around the GIVES framework used in the *Giving Green Paper*, and we have presented responses in the same way.

“We find much to commend in the Green Paper, in particular in its emphasis on creating an environment for social action, giving and volunteering.”

National Association for Voluntary and Community Action



Some questions solicited more responses than others. The following chart illustrates the number of responses to each consultation question as a proportion of the total number of responses. However, there were some themes that were particularly common among the responses. These included the following:

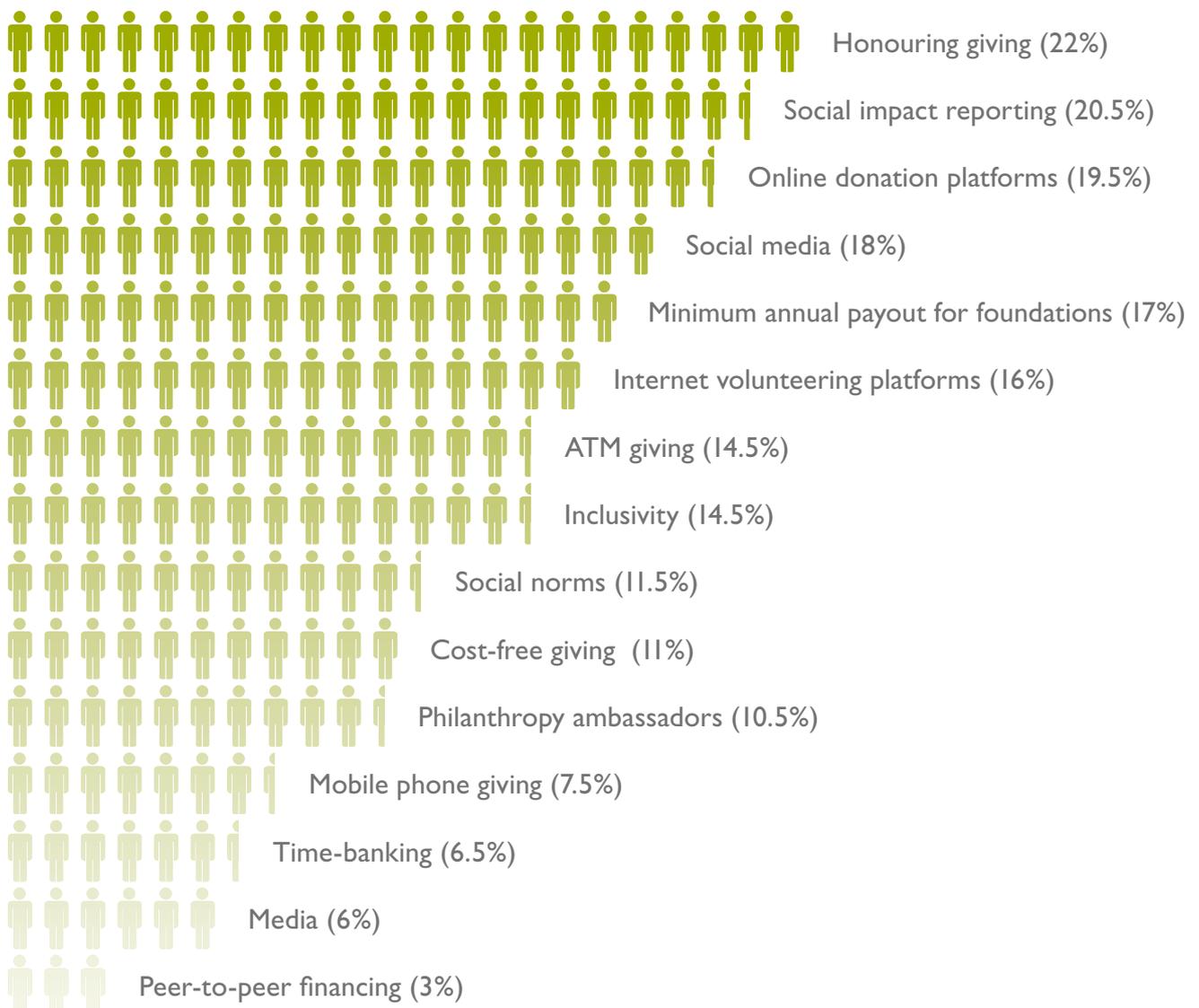
- **The importance of government’s role in promoting giving and in helping to bring together different groups of committed individuals.** In recognition of this feedback, we have committed to holding a Giving Summit. The summit will provide a platform for ideas generation, networking and decision-making.

- **Making sure that every charity has a voice.**

Responses stressed the importance of ensuring that small and local charities can compete on an equal playing field to the larger national charities. We are pleased to announce a range of measures that will benefit community groups, small and large charities alike. Community First is targeted at neighbourhood groups, for example, whereas the Social Action Fund will be open to charities of all sizes, as well as social entrepreneurs.

- **The need for investment.** We recognise the need for public and private investment to support social action. This is why we have committed over £40 million of funding over the next two years to support volunteering, giving and infrastructure via the Social Action Fund, Challenge Prizes and Local Infrastructure Fund.

Percentage of responses to each consultation question



G I V E S

Great opportunities

Question 1: ATM giving

We asked how we might make ATM giving happen in the UK and were pleased that ATM providers and banks came forward to offer their involvement in the development of this idea.

There was broad support for the scheme among the consultation responses and an appetite to know the detail of how it would work. The following points were highlighted to take into consideration:

- Consumer considerations, such as how to give ATM users choice over the charities being selected, minimising queuing times and ensuring that giving is optional.
- Minimising transaction costs to ensure that money donated reaches the charity, and is not swallowed up by administration costs.
- Whether or not Gift Aid will be applicable to such donations.

“The easier we can make it for people to donate, surely the better it is. Many donors give on impulse, so we need to make it as easy as possible and keep reminding people of the opportunities.”

Liverpool Charity and Voluntary Services

We have been working with **LINK**, several major banks and independent ATM operators to explore how ATM giving could work. We are pleased at LINK’s announcement that UK banks, building societies and cash machine operators have unanimously agreed to work together to enable charity giving at UK cash machines. We will also explore opportunities to apply the new Gift Aid small donations scheme to tech-enabled donations.

Question 2: ‘Cost-free’ giving

We asked for ideas for ‘cost-free’ giving. Respondents were excited about the potential of ‘cost-free’ giving technologies to generate extra funds and asked government to continue to promote these platforms. Respondents with experience of using such platforms identified the following barriers to ‘cost-free’ giving:

- It can be difficult for ‘cost-free’ platforms to compete with the larger, more established search engines.
- It can be time-consuming for charities to manage.
- ‘Cost-free’ giving can be a misleading phrase, because some fees are taken during the transaction, diminishing the return seen by charities.

While we recognise that ‘cost-free’ giving platforms may not be appropriate for all charities, government will continue to champion approaches that have the potential to increase giving.

Question 3: Online donation platforms

We wanted to hear about the opportunities for online donation platforms in the future. Respondents were enthusiastic about such platforms, with <http://localgiving.com> being frequently cited as one of the forerunners. However, some respondents were more cautious. Some noted that there are so many online giving platforms that it can be difficult for the public to know which are trustworthy. Although, charities felt that competition among providers was important in order to keep administration and donation handling costs low. Others highlighted the costs to charities of registering with the larger donation platforms, and were concerned that smaller charities may not benefit.

“In principle this is a good way of fundraising, but smaller organisations are less likely to have their own websites, or be able to take payments online. Many groups are not IT-literate themselves so they might not be able to take advantage of fundraising opportunities through digital media.”

Bfunded

We are trialling an approach that will enable online donation platforms to access space on Directgov. This should lead to an increase in traffic to these platforms, and will help potential donors more easily identify charities that they would like to find out more about.

Question 4: Mobile giving

We wanted to hear from mobile phone providers about what they are doing to make giving from mobile phones easier and more accessible. Respondents were optimistic about this as a growth area and were keen that we thought about how Gift Aid claims could be made on such donations and how transaction fees could be reduced.

“The opportunities for easier, smaller donations have been opened up through...0% transaction charges on SMS donations. The Government should encourage other mobile operators to follow suit as well.”

Association of Chief Executives of Voluntary Organisations and Raising IT

Like most respondents, we are excited by the potential of mobile giving and since the publication of the Green Paper we have issued a call for action to mobile phone providers to make giving through phones easier. But we do not want to stop here. We will use the Challenge Prize Fund to award a prize to the best new mobile phone application related to giving.

Question 5: Giving time in non-traditional ways

We wanted to hear how internet volunteering platforms, like www.slivers.com, can help people to give time in non-traditional ways. Respondents were enthusiastic about the potential for volunteering platforms to create attractive placements and draw in new volunteers. It was seen to be particularly amenable for global and remote volunteering, as well as being inclusive for groups who might otherwise face barriers to volunteering. Responses pointed out that:

- non-traditional volunteering should complement other means of volunteering, rather than replace it
- some organisations lack the capacity to deal with volunteers in this way
- care needs to be taken to ensure that managing these types of volunteering opportunities is not too resource-intensive for charities and community groups.

“Volunteering via the internet can be a great way to donate time, especially for those who find it difficult to leave their home to volunteer or live in remote areas. Many roles are suitable to virtual volunteering, including website design, campaigning or even teaching in India’s poorest slums via Skype. There is also the potential to showcase different types of volunteering via the internet that are more flexible and fit into people’s lifestyles, for example residential, micro and remote volunteering, as well as offering taster experiences for those new to volunteering.”

YouthNet

We recognise that not all organisations or volunteers will be able to benefit from this type of volunteering, but we think that it does provide great opportunities to get new volunteers involved in social action.

Question 6: Ensuring that giving is inclusive

We also wanted to hear how we could ensure that giving is inclusive to all. All the responses wanted to ensure that opportunities to give were inclusive, but some responses highlighted particular barriers to achieving this. For example:

- while new technologies enabled some groups to get involved, there were some groups who were unable to benefit, such as the digitally excluded
- there are additional costs involved in recruiting volunteers who have extra support needs.

“If volunteering opportunities are to be accessible to all, many organisations will have to be more flexible and better prepared for volunteers in the future.”

Community Service Volunteers

We are committed to our duties under the Equality Act 2010 and will continue to support all groups in society to take part in social action. One of the key groups that the Social Action Fund will support will be potential volunteers with additional support needs.

G I V E S

Information

Question 7: Social impact reporting

We wanted to hear about how charities could improve their social impact reporting. There was universal agreement on the need for social impact reporting and its potential to increase giving, although this was tempered with recognition that impact measurement is not the sole motivation for giving and that many donations are emotive rather than strategic. A number of specific issues were highlighted, including:

- the fact that defining and measuring social impact is very difficult and it will be challenging to develop measures that can be used across the whole voluntary sector – this is because different charities are working to achieve different types of social impact and this variation needs to be reflected in any social impact framework that is developed
- the need to monitor and record social impact can affect charities' ability to carry out their core business. This was especially true for smaller charities.

“It has to be recognised that every minute spent developing reports on social impact is a minute that cannot be spent effecting the change which charities are supposed to be reporting.”

Greenwich Mencap

We know that impact reporting can seem daunting and expensive for many organisations. We are also aware that many organisations want to be able to articulate the benefits of their activities in a clear, comparable and numerically robust way. We will work with our strategic partners, charities, voluntary organisations, social enterprises, trusts and foundations, the private sector, investors and public service commissioners to identify what would help make impact reporting simpler, easier and cheaper for organisations, and more accessible to philanthropists, donors, investors and commissioners.

G I V E S

Visibility

Question 8: Social media

We wanted to hear ideas about harnessing the power of social media to enable giving. There was excitement about the potential of social media, and a feeling that it is not currently being used to its fullest potential in the charitable sector. Those in favour saw it as a channel that fits in with people's lifestyles. There were, however, some consistent concerns, such as:

- training to use such tools is often expensive and so is out of reach for many charities
- to ensure inclusivity, social media needs to be used in conjunction with more traditional methods of engaging with donors and volunteers
- social media is good at increasing low-effort and small-scale donations, but do not help charities to tap into wealthier donors.

“Social media provides a natural channel for our supporters to get in touch with us and find out more about opportunities to give their time and money to our cause. We are reciprocating by helping them fulfil their desire to be a part of social action on behalf of Marie Curie Cancer Care. Our dialogue with our supporters encourages them to give their time and money.”

Marie Curie Cancer Care

Work being led by the Government's Digital Champion, Martha Lane Fox, has highlighted free or low-cost ways for charities to apply for IT equipment and training courses. For example, iT4Communities can help charities and community groups to access free IT support from professional volunteers.

Question 9: Working with the media

We also asked the media for ideas on how we could best assist their work. While we did not receive a high volume of response from media organisations, many respondents commented on the importance of the media in creating a positive image around giving. Local radio was mentioned as a useful medium to encourage increased social action.

“As a result of our public involvement initiatives, we have significant experience in delivering funding programmes in partnership with media partners. Our experience has been that television is a wonderful enabler in profiling community projects and inspiring people to engage, give time or money to those groups.”

Big Lottery Fund

We remain willing to support the media in their work on giving.

Question 10: Honouring giving

We asked you for ideas on how we should honour giving. A minority of responses had reservations about honouring giving, either seeing it as a role that sits outside of government, or as being unwanted by donors. Others felt that recognising donors, both big and small, was imperative, and came up with suggestions on how to do so, including:

- specific categories for volunteers and donors in the honours system
- introducing an accreditation scheme for volunteers that could be counted towards university entrance requirements
- using existing initiatives, such as Volunteers' Week, to honour giving.

“Abolish the ‘old boys’ club’ attitude to the honours system and establish a new honours system specifically aimed at philanthropy. This should include open recommendations from charity recipients with highly publicised case studies to be debated and discussed through public forums.”

Peter de Haan Charitable Trust

As part of the independent honours committee system, a new committee has been established which has the specific task of looking at candidates who can demonstrate a sustained philanthropic commitment to an organisation or area of activity over a period of several years. This is alongside onward investment in the Queen's Award for Voluntary Service and the Big Society Awards.

Question 11: Philanthropy ambassadors

We sought views on relaunching the Philanthropy Ambassadors programme. This was largely welcomed by respondents, with a substantial majority of people in favour of such a programme, many of whom thought it would be particularly valuable at local levels.

“We would welcome and echo calls by organisations such as the Institute of Fundraising to see the philanthropy ambassadors programme extended and given a higher profile.”

Arts Council

We recognise the value of such a programme and think it is a function best delivered outside of government. We will continue to explore how best this can be achieved and would be keen to hear from people interested in taking this forward.

Question 12: Creating a social norm to give

We invited views on whether we should establish social norms around the giving of time and money. Responses showed broad support for embedding social norms, particularly at a young age, but stressed that it was a long-term goal. However, respondents did not feel that the role of government was to set a minimum level of giving.

“It is not the responsibility of government to actually deliver the ‘nudge’ to change behaviour, but to work with the voluntary and community sector to develop the evidence base and allow individual organisations to work with communities to promote a culture of giving.”

NCVO

We agree that it is not the role of government to seek to impose a social norm of giving. We will continue to work in partnership with charities, community groups and social enterprises to support ideas that aim to encourage social action from the ‘bottom-up’.

G I V E S

Exchange

Question 13: Peer-to-peer financing

We asked about peer-to-peer financing, and the responses highlighted a number of best practice examples, including Giving Circles and the Funding Network. Respondents were largely positive about the potential role of government in the promotion of peer-to-peer financing and we were encouraged to seek to bring together the people behind different peer-to-peer lending platforms and the voluntary and community sector.

“Peer-to-peer financing and lending such as Zopa and Sponsume is an encouraging development, making space for innovative giving opportunities and we would welcome the promotion of these tools.”

Aquila Way

We will use the forthcoming Giving Summit to provide opportunities for peer-to-peer financing schemes to network with the voluntary and community sector.

Question 14: Time-banking

The *Giving Green Paper* expressed our enthusiasm for time-banking models and asked for thoughts on the most effective approaches. Time-banking approaches were broadly welcomed by respondents, however some raised concerns about the ease of claiming back time that they had accrued in schemes. Other respondents were uncomfortable with time-banking schemes that offered financial rewards for volunteering. Some organisations highlighted a number of lessons learned from operating time-banking initiatives, for example the importance of employing a skilled co-ordinator to administer and monitor schemes. Finally, the short-term nature of many funding opportunities was seen as a barrier to setting up time-banks.

“Having been involved in the running of a time-bank, we would caution that while they seem to be a wonderful idea it is extraordinarily difficult to get people to translate their goodwill into action. Often it was easier to find people who were willing to give time than it was to find people who wanted to be on the receiving end of the giving. It required a full time co-ordinator to run the scheme: matching people to jobs and promoting membership. There were also issues around safeguarding and ensuring that vulnerable people were properly protected.”

Voluntary Action South West Surrey

We will use the Social Action Fund to support time-banking pilots in a number of areas, so that we can better understand the range of time-banking schemes and learn which are the most successful. We will invite applications to run these pilots in the coming months.

G I V E S

Support

Question 15: Foundation giving

We asked for views on a minimum payout for foundations. The consultation responses, including the majority of responses from foundations, were against a minimum payout. People felt that this would compromise the independence of foundations and could, over time, risk eroding the long-term value of foundations' assets. However, respondents did offer constructive alternatives, such as working with the Charity Commission to do more to regulate payouts by foundations to ensure that their mission is aligned with their investment and spending.

We have listened to the consultation responses and will not be introducing a minimum payout for foundations at the current time.

Question 16: How government can support an increase in giving

In addition to our specific questions, we also asked for views on what else the government can do to foster increased giving of time and money. The response was again overwhelming, and we were able to draw out several important themes that will inform our future approach to giving.

Many of the points most commonly raised in this section of the general consultation build on policy proposals that we made in the *Giving Green Paper*, and that we have further developed in this paper. For example, this paper includes details of our package of **tax incentives** for donors, our ideas to boost **payroll giving**, our steps to support and expand **existing volunteering infrastructure**, our drive to reduce the **red tape** facing the charitable sector, and our plans to make the most effective use of our **networking and information-sharing capabilities** – that is, the convening power of government – to boost giving, and the ways in which **government will lead by example and open up its physical and web-estate** to encourage giving.

Beyond these areas, however, respondents made a number of other points that we outline and respond to below.

(i) Under-represented groups

While recognising that those with spare time and financial means will tend to remain the groups that give most time and money, many responses also stressed the potential to **boost volunteering and philanthropy by connecting with and empowering groups that are currently under-represented**. Various respondents pointed to the potential to better engage with:

(1) Schoolchildren

“[We recommend] that the Cabinet Office also points to, and endorses, the body of work that exists to support good practice among charities’ fundraising in schools. Doing this would help alleviate teacher concern and help ensure that young people do not feel exploited by charitable fundraising. This reduces the risk that young people become cynical about fundraising, which would defeat the long-term governmental aim around engendering a giving culture...”

Think Global

(2) Older people

“Later life is a time when many people wish to volunteer and make an active contribution to civic and community life... But only a minority participate... There are myths and burdens to volunteering that need to be removed. For instance, some voluntary organisations believe people over 75 cannot participate because they would not be adequately insured, when in fact more flexible insurance is available...”

Age UK

(3) Men

“We have seen that, at the moment, most of our volunteers are female. More could be done to encourage men to volunteer. Within our work, with disadvantaged children and young people, we could use more men as role models and mentors...”

Ormiston Children and Families Trust

(4) People with disabilities

“Our experience is that some groups face particular barriers in being able to give their time as volunteers. People with mental health issues, for example, may find it harder than others to locate volunteering opportunities or to be accepted as volunteers, due to the widespread social stigma surrounding mental health. The lack of funding for reasonable adjustments may make it difficult for disabled people to volunteer in the same ways that other people can, even though disabled people have just as much to offer as volunteers...”

Equality and Diversity Forum

(5) Ethnic minorities

“A number of the people developing new volunteer groups don’t have English as a first language and cultural communication can be an issue...”

Newcastle Council for Voluntary Services

(6) University and college students

“The Green Paper acknowledges that the role of government in encouraging social action is limited. It points to two groups that can play a critical role: ‘Communities’ and ‘Business’. We would argue that universities also play a substantial role in enabling social action within communities, which needs greater recognition in the forthcoming White Paper. Universities contribute knowledge, skills and assets in a variety of ways, and themselves benefit from this engagement...”

National Co-ordinating Centre for Public Engagement

(7) Faith communities

“...faith action audits across the nation document the huge contribution made by faith communities, not only to their own members, but importantly to the whole community. By making no explicit reference to this, or to the values promoted by faith communities, the Green Paper makes it difficult for ordinary people of faith to identify with its excellent proposals...”

Reverend David Primrose, Diocese of Lichfield

This paper outlines a number of different ideas for encouraging people to give at different stages of their lives. For example, the Go-Givers scheme aims to get children involved in fun forms of giving from a young age while the Department for Work and Pensions' 'active ageing' programmes emphasise the mutual benefits of volunteering in later life.

Our Social Action Fund will help to encourage giving in priority groups, including those highlighted in consultation responses.

We are keen to co-operate with established institutions such as universities, churches and other interested faith-based organisations, so that we can better support them to make more use of their assets and skills within communities.

(ii) The need for high-quality data and research

Next, responses stressed the **need for better data, measurement, and a sustained programme of research into giving preferences**, on the basis that giving can be better stimulated in future if we know more about precise patterns of giving, and variation in underlying motivations.

“The *Hidden Surrey* report was distinct because it was written from the point of view of a donor, anticipating the information that would be required to increase levels of local giving... people have been astonished by the levels of deprivation in a county like Surrey, once presented with clear statistics and comparisons between geographic areas, and the report is serving as a useful tool to promote local giving... A group of Community Foundations, including Surrey, have formed a working party to develop a format for a British version of Vital Signs [an annual 'health check' of the quality of life in Canadian communities]. We can build upon our experience in producing *Hidden Surrey* to provide both statistical evidence but also qualitative insights into areas of need.”

The Hazelhurst Trust

The Government does not believe that giving is an area where the state itself should conduct an extensive research programme. However, we are keen to work with charities, foundations, academic bodies (such as the Centre for Giving and Philanthropy), think-tanks and all other relevant stakeholders in a facilitating, convening and information-sharing capacity to ensure that we actively support research that others are undertaking.

(iii) The need for diverse forms of funding and support

Respondents also **stressed the need for diverse forms of funding and support**, including both technical support and improved access to networking and information-sharing opportunities – to enable capacity-building within the charitable sector. Some responses saw this support as best coming directly from government, while for many others, the key was to find ways to match charities' needs – for example, in terms of professional skills, such as tax advice and legal services – to eager suppliers, such as foundation donors and professionals willing to provide pro bono or low-cost support.

“...there are...a number of relatively easy and relatively cost-effective ways in which government can help support a giving culture... Providing support for training and capacity building within the charity sector – including fundraising, volunteer recruitment and management and developing new propositions or ‘asks’; underwriting risk and establishing an ‘innovation fund’ to encourage innovation in aspects of giving; help with trustee recruitment and development – including practical skills training to help improve their performance and effectiveness; and cutting volunteer bureaucracy and red tape where possible.”

The National Trust

This paper announces the provision of £30 million of targeted investment to support existing infrastructure (including volunteer infrastructure), alongside funding available for innovative ideas that have the potential to bring about a step change in giving.

We have announced new ways in which we can help to bring business and charities together to promote giving. For example, the Giving Summit and Business Connectors programmes will help charities to network with business.

Additionally, we are making it easier for individuals who want to share their professional skills with charities by seeking to reduce existing insurance barriers. Following the Hodgson review of red tape, a working group involving the Association of British Insurers and the charity sector has been established to address this issue.

(iv) Reliance on technology and new initiatives

Finally, responses **cautioned us against over-reliance on new technology and new initiatives** in areas where those innovations and schemes could compete with, rather than complement, long-standing trends in giving. In particular, respondents warned us against the following possible risks:

(1) Undermining the institutions and networks of the existing Big Society.

“There is already a well-developed support and development structure working on volunteering and giving; we urge government to support this and not to re-invent the wheel. This works at the local, the Yorkshire and Humber, and the national levels – all create a connected support system for volunteering.”

Volunteering in Yorkshire and the Humber

(2) Producing a surge in the supply of willing volunteers without the demand-side capacity to support them.

“The current drive to increase the number of people involved in volunteering comes with risks – primarily that the volunteering experience being offered is poorly thought-out and is not fulfilling or rewarding for the volunteer. There is also a risk that a sudden and marked increase in volunteers cannot be matched by a similar increase in the professional management... Professional management and support for volunteering costs money; currently the RSPB spends over £500,000 annually doing so.”

Royal Society for the Protection of Birds

(3) Over-emphasising relatively untested technological solutions.

“...there is a danger that seeking technological solutions to [boosting volunteering] may lead to a focus on mechanisms rather than the quality of the volunteering opportunity. The first priority should be to ensure that meaningful opportunities are the priority...”

Oxfam

(4) Phasing-out cheques and the donations that they facilitate.

“We wish to signal the importance of the cheque as a means of donation, both now and for the foreseeable future. Government discussions with the banks about the future of this payment method need to bear its importance for giving in mind.”

Salvation Army

We acknowledge all of these concerns and we will reflect on them as we continue to develop policies to increase giving.

We recognise that ‘traditional’ giving is the foundation of the Big Society, and our measures to support existing volunteer infrastructure and conventional forms of donation recognise this. We also think it is vital to grow the base of volunteers and donors, rather than simply asking those that already give to give more; new types of opportunity and methods of giving will help us to do this.

We recognise that many groups of cheque users are dependent on cheques, including the voluntary and community sector. The Government believes that cheques should not be phased out until suitable alternatives are in place. The Payments Council announced a set of commitments on 7 December 2010, including a clear statement that cheque facilities will continue to be available to customers until alternatives are in place.



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