

VALUING PLACE:

The Rank Foundation's Approach to PLACE-BASED FUNDING

INTRODUCTION

The Rank Foundation has been involved in place-based funding for over 16 years. We started to look at the potential benefits of concentrating funding, knowledge, and expertise in one place following the disturbances in Burnley; In 2003, we funded a cluster of community initiatives working alongside the police. This focused model produced several unplanned and unforeseen outcomes, not only attracting significant other funding, but building capacity and generating fresh initiatives within the wider community. Our place-based journey continued with modest programmes in Blackpool and Corby, helping to shape an aspiration to launch a more ambitious, longer term, and impactful programme.

A joint initiative between the Rank and Esmée Fairbairn Foundations was launched in Hull in 2013, but preparations began two years prior. Our initial plan was to work in a very focused and structured way, partnering predominantly, but not exclusively, with organisations in the social sector. We took an asset-based approach that would build capacity, support local leadership, and develop a strong, local network that encouraged sharing, learning, and collaboration. We are now in year 6 of our funding, with a plan for transition now agreed. Subsequent programmes were launched in Dundee (2015) and Plymouth (2018). We continually refine and mature our approach as we leverage the lessons learned from each initiative.

This paper, Valuing Place, has been written by our independent evaluators. It tells the story of the last eight years, with a model that follows a systematic approach, built on extensive reconnaissance and the gathering of local intelligence, working alongside a variety of partners in a mission-focused way; where the collective effort is designed to add value, creating a multiplying or magnifying effect, and where the outcome is greater than the sum of each part.

Part of this journey has been the development of a wider philosophy of engaged philanthropy, where the combination of financial, social, and intellectual capital, built around a strong relational core, helps to increase impact across our chosen areas of interest. Implicit to this is the employment of an experienced field executive: proactive, enterprising, curious, and resourceful.

We recognise that this is just one way of doing business. But the reflections, characteristics, and lessons learned should be of interest to others as we look to contribute to the wider learning on valuing and developing 'place'. This report tells the story thus far: it is not an end in itself. The learning process will continue, and we will look to commission a more detailed impact report over the next 12 months, as we look to conclude our funding in Hull and Dundee whilst continuing our efforts in Plymouth and beyond.

DAVID SANDERSON, CAROLINE BROADHURST & KAI WOODER

“We know that funding a number of projects within a local community, backing great leaders and spending time within that community, before and throughout the funding period, creates a 'magnifying effect', where the sum of our investment is much greater than the individual part... However, we see each place as unique, with grassroots leaders addressing indigenous problems within different statutory, voluntary, commercial and faith-based structures

DAVID SANDERSON, CEO



OUR 'CRUST' MODEL



CAPITAL

financial, intellectual and social



RELATIONAL

based on detailed reconnaissance, building relationships and leadership in place



UNIQUENESS

valuing, respecting and understanding what is special about a place



STRENGTHS-BASED

looking for what's working, and building on it



TRUST

building mutual trust

BURNLEY

Rank explored the potential of a place-based programme in Burnley, following the riots, with a 6 year programme working with the police and a range of community initiatives, concentrating knowledge, funding and expertise in one place. David Sanderson is brought in to oversee the programme.

“The collaborative aspect of Rank's place-based funding started here”

TIME TO SHINE

The Time to Shine Programme enters its first pilot year.

Dundee, Hull and Plymouth have all subsequently gone on to benefit from the internship (later, leadership) programme.

HULL - PHASE 1

In line with the Foundation's anniversary, the decision was made to work 'on the ground' in Hull - Lord Rank's birthplace.

The Rank Foundation invest in the Hull Community Development Programme (HCDP) with the Esmée Fairbairn Foundation.

HULL COMMUNITY DEVELOPMENT PROGRAMME PHASE 2 IS LAUNCHED

PLYMOUTH

Based on the success and evaluations of Hull and Dundee, The Rank Foundation identifies Plymouth as the next place-based programme. There is particular emphasis on supporting leadership and enterprise, and the programme is established as Plymouth RISE - Rank Inclusive (Growth) Social Enterprise.

The Plymouth RISE Programme begins.

2003

BLACKPOOL

Rank starts working in Blackpool.

“The relationship between Blackpool Carers Centre and The Rank Foundation began in April 2009. Since then, we have enjoyed the benefits of the 'pebble in the pond' approach.”

- Michelle Smith,
Blackpool Carers Centre

2009

RANK STRATEGY CHANGE

The Foundation started to plan a new strategy that looked to build on our relational, long term approach, focused on greater collaboration and sharing. The 'engaged philanthropy' model emerges, recognising the combined value of intellectual, social and financial capital.

2012

2013

40TH ANNIVERSARY OF THE RANK FOUNDATION

2015

2016

DUNDEE - PHASE 1

With experience in Hull, the Foundation knew that funding a number of projects within a local community, backing great leaders and spending time within a community creates a 'magnifying effect', where the sum of investment is greater than the individual part.

Dundee Community Development Programme begins.

2017

DUNDEE COMMUNITY DEVELOPMENT PROGRAMME PHASE 2 IS LAUNCHED

2018

2019

DUNDEE CELEBRATION EVENT

Rank and the Winston Churchill Memorial Trust host a showcase event in Dundee at the newly-opened V&A in Dundee, celebrating the achievements of the DCDP over the first phase, from 2015 to 2018.



HULL

PROJECTS:

PHASE 1
21
£1.5M

PROJECTS:

PHASE 2
9
£836K



DUNDEE

PROJECTS:

PHASE 1
21
£2M

PROJECTS:

PHASE 2
20
£749K



PLYMOUTH

PROJECTS:

28
£1.5M



MISSION:

HULL

Through restorative practices and building on the confidence, resilience and capacity of those organisations we support, phase II will create the conditions for us to leave a lasting, sustainable legacy in Hull, through a dynamic programme that is underpinned by a spirit of enterprise and community leadership.

DUNDEE

A place-based programme designed to create positive change through strengthening resilience & promoting collaboration, underpinned by a spirit of leadership, enterprise & care.

PLYMOUTH

Through a consultative process, the emphasis of our work in Plymouth is around growing a vibrant and diverse social enterprise sector that leads the way in resolving deep-rooted social problems: to reflect current interests, to take on board Rank's strategic focus on leadership and enterprise and to maximise financial resources in the context of other funders in the city.

FEATURED PROJECT: OAK ROAD FISHING POND, HULL

In 2012 the Oak Road fishing pond, situated in a public park between two large council estates, was badly neglected. The Rank and Esmée Fairbairn programme provided an initial grant of £50k as part of an asset transfer deal between the local authority and the Hull & District Angling Association (H&DAA). Using local resources, the site was significantly improved: weeds removed, donated trees planted, banks reinforced, bio diversity enhanced, footways created, fishing platforms built, and stock replenished. The project was delivered under budget and the balance was used to connect with community initiatives working with disadvantaged groups: Age UK, the police, youth clubs and the newly arrived eastern european population through Hull All Nations Alliance, another one of our funded projects.

Seven years on the project and the Association are flourishing. They have renovated another site within the city boundaries and undertaken a pioneering holiday-hunger angling scheme. H&DAA have continued to train angling coaches and they now have over 30 volunteers including a growing contingent of young people, who were previous participants. The programme is now self-sufficient and has become an exemplar model, with extensive partnerships across the community and the Oak Road pond has become a much cherished local asset.

RANK APPROACH: CHARACTERISTICS

1 RELATIONAL

- Dedicate time and management resources to identify potential organisations to work with
- Build collaborative, ongoing relationships with funding partners and the organisations being supported
- Facilitate the establishment of relationships between funded projects

2 PERSONAL

- Establish strong personal connections with the voluntary, public, and private sectors within an area
- Appoint a local Associate to act as a point of contact for organisations, facilitate networking, and develop further opportunities

3 VALUING PLACE

- Leverage experience from previous programmes, but tailor it to the needs of the area
- Identify those needs through spending time in the location, getting to know people, and discovering what their priorities are

4 CHALLENGING CONVENTION

- Gain an in depth and informed view of each place, enabling the identification of small and grass roots organisations that work closely with their beneficiaries
- In providing support to these organisations, contribute to the fulfillment of the Foundation's core objectives: to stimulate enterprise and leadership, Rank's primary mission

5 TRUST-BASED

- Develop mutual respect and trust with organisations supported
- Create opportunities for organisations to connect and build trusting relationships

6 STRENGTHS-BASED

- Seek out projects that align with the Foundation's objectives, with a view to building on their already established strengths
- People are a core asset; their capabilities should also be considered and opportunities offered to enhance them

7 MODELLING

- A holistic approach to supporting the voluntary sector, prioritising people and their personal and professional development, integral to Rank's core offer. This is not 'grants or funding plus'

8 SMALL-SCALE & GRASSROOTS

- Rank has chosen places of a scale where they can achieve meaningful impact. With a preference for working with small, grassroots organisations, helping to promote stronger, local collaboration and partnerships

9 LEADERSHIP

- Identify leadership potential from within those organisations Rank supports, and nurture it
- Leadership is a key priority, both in a place-based context, and in our Time to Shine, School Leadership, and Rank Aspire programmes

10 BUILDING CAPITAL

- Operate an engaged philanthropy model, investing in financial, social and intellectual capital, built around a strong, relational core



Valuing Place:

The Rank Foundation's Approach to Place-based Funding

A report by

Claire Edwards & Siobhan Edwards

March 2019

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1. Introduction

As the Rank Foundation launches a new place-based funding programme in Plymouth, phase 2 of the Dundee Community Development Programme (DCDP) and the final, transitional phase of the Hull Community Development Programme (HCDP), it seems like the right moment to reflect upon Rank's role in the development of the place-based approach to funding, and to define the Foundation's unique 'take' on it.

'Place-based' is now common parlance amongst funders. Indeed, the Association for Charitable Foundations (ACF) has recently established a Learning-Based Network on this subject, co-chaired by Rank and the Lankelly Chase Foundation. Rank does not, in any way, claim to have invented this kind of work, but Rank's Executive Team have come to recognise that they have taken a particular approach to working as a funder 'in place'. This is an approach which has evolved and developed through 'trial and error', discussion and reflection over the last 15 years in areas as diverse as Burnley, Corby, Blackpool, Hull and Dundee.

2. Evolution of the model

Rank started to engage with 'place' following the Burnley riots in 2001, when David Sanderson was brought in to manage a specialist projects budget and to explore how to move away from traditional ways of working with large and established organisations. The Henry Smith Foundation recognised that it lacked the local knowledge and connections to smaller community groups. In 2003, Rank's approach was to encourage the Prince of Wales' charities to integrate their efforts and collaborate more widely with local need, working with the police and a range of small, community-led organisations. An independent report by the Cass Business School cites the work as "impactful, replicable and place based". As David Sanderson notes, "The collaborative aspect of Rank's place-based funding started here."

In 2009, Rank started work in Blackpool. Michelle Smith, Chief Executive of Blackpool Carers, reported:

"The relationship between Blackpool Carers Centre (BCC) and the Rank Foundation began in April 2009 when the post of Information and Promotions Officer was funded. This coincided with my own new appointment as Manager within the organisation. Since then we have enjoyed the benefits of the 'pebble in the pond' approach ..."

Michelle goes on to identify the opportunities that arose through joint working and strong relationships, including:

- regular meetings with other organisations within the Blackpool Community Development Programme introduced local organisations to each other for the benefit of professionals and service users
- partnership working evolved with a greater understanding of each organisation's service provision and referral criteria
- opportunities for funding bids were created, e.g. BCC accessed funding from the Police for activities for young carers, received funding from Prince's Trust for the young adult carers' group, and from Esmée Fairbairn for a 3-year Family Worker post.

Rank made an introduction for BCC to the local Community Foundation, which proved rewarding in many ways, through direct grant funding and access to business development support. In addition, in 2010, Rank's *Time to Shine* internship programme allowed for the appointment of a Young Carers' Champion, Jaymelea Hurren. That year, Jaymelea won the Hero in the Community Award and went on to complete a Diploma in Community Learning, followed by a degree, all with support from Rank and BCC.

In 2012, Rank took the decision to address the widespread perception of the Foundation as primarily a youth-project funder. This decision led to a period of major strategic change within the Foundation, with governance and leadership "pushed up the agenda" and a new emphasis on 'real' partnership working and collaboration.

This three-year period helped to create the conditions for a new strategic focus for Rank, with place-based working at the centre, supported by a range of initiatives such as *Time to Shine*, GAP (now Rank Aspire Programme), etc.

In 2013, the 40th anniversary of the establishment of the Rank Foundation, the decision was taken to work 'on the ground' in Hull – Lord Rank's birthplace, and soon-to-be UK City of Culture. Crucially, on this occasion, Rank invested in the HCDP partnership with the Esmée Fairbairn Foundation (EFF), funding 21 projects and providing additional support in the form of local co-ordination. The Programme started with three main aims:

- To create the conditions for a restorative city that includes all residents, regardless of age, ability, upbringing, education or lifestyle
- To identify and support a range of services that offer greater opportunities to improve quality of life, with a focus on those most at risk of exclusion from society
- To co-ordinate a partnership of service providers and other stakeholders that, as a whole, will collectively contribute to improving the life chances and experiences of the residents of Hull.

A local co-ordinator was appointed to facilitate contacts and networking, and quarterly Steering Group Meetings were set up.

Phase 1 of the Hull Community Development Programme (HCDP) was evaluated in 2015. A more focused, phase 2 programme launched in April 2016, in partnership with EFF, with funding awarded to nine projects, three of which were new to the programme. Steering Group Meetings continued, as did support from the Local Co-ordinator and Assistant. Hull Activity Grants were introduced, prioritising applications aimed at increasing opportunities for engagement and social connectedness.

In late 2018, as HCDP draws to a close, an external evaluation is being commissioned. Plans for transition away from a formal programme are also being put in place.

In 2015, Rank set up the Dundee Community Development Programme (DCDP), recording, in the evaluation brief, the evolution of the Foundation's approach to place-based funding:

“We know that funding a number of projects within a local community, backing great leaders and spending time within a community, before and throughout the funding period, creates a ‘magnifying effect’, where the sum of our investment is much greater than the individual part ... However, we see each City as unique, with grassroots leaders addressing indigenous problems within different statutory, voluntary and faith-based structures.”

Through DCDP, Rank funded 21 projects across a diverse range of community organisations with a total budget of around £2 million.

“We have employed a Rank Associate, based locally, who will co-ordinate steering group meetings and other events, ensure organisations adhere to the conditions of the grant, spot opportunities for networking and creating new partnerships and ‘trouble-shoot’ short-term or emerging problems.”

In late 2017, Rank invited DCDP projects to make a case for further funding in phase 2 of the programme. A total of 15 projects are being funded for a further two years, including joint projects such as that put together by Amina and V&A Dundee. This joint project aims to increase the opportunities for Muslim and other ethnic people to actively engage as visitors, participants, employees, and volunteers at the V&A, delivering inclusive programmes that are co-designed with the community.

In October 2018, Rank and the Winston Churchill Memorial Trust (WCMT) hosted a showcase event in Dundee at the newly-opened V&A, celebrating the achievements of the DCDP over the first phase, from 2015 to 2018. Speaking at the event, David Sanderson and Caroline Broadhurst referred to Rank’s emerging narrative around place-based funding, distilling the key characteristics of the Trust’s approach down to:

- Capital – financial, intellectual and social
- Relational – based on reconnaissance, building relationships and leadership in place
- Uniqueness – valuing, respecting and understanding what is special about a place
- Strengths-based – looking for what’s working, and building on it
- Trust - building mutual trust

The acronym, CRUST, connects to Lord Rank and his early career as a miller.

In mid-October 2018, Rank launched the Plymouth place-based programme, with an emphasis on supporting leadership and enterprise in place.

3. Rank approach: Key Characteristics

From our work as evaluators observing work on HCDP and DCDP, and from in-depth conversations with the Rank Executive Team, we have identified a set of key characteristics that define Rank's place-based approach:

1. Relational
2. Personal
3. Valuing place
4. Challenging convention
5. Trust-based
6. Strengths-based
7. Modelling
8. Small-scale & grassroots
9. Leadership
10. Building capital

These are explored in more detail below:

3.1 Relational

"Implicit to this approach is the deployment of a mission-focused executive in the field, working pro-actively, being enterprising, curious and relational. You can't operate this way from a desk."

Relationships are key to the effectiveness of the approach, and operate at a number of levels:

- Reconnaissance – connecting with people, organisations, and gaining a sense of the place. David Sanderson calls this crucial stage "kicking the tyres"
- The 'unusual suspects' – Rank is looking for people and organisations who want to work with them, and are open to further connections
- Taking time – Rank builds and maintains these relationships over time, to get to know people
- Collaborative – unusually, Rank also prioritises relationships with other funders. Rank works collaboratively, involving other funders in its plans at an early stage, where possible, e.g. EFF in Blackpool and Hull
- Networking – this is key to the relational approach, and to building 'social capital'. In its reconnaissance work, Rank engages with well-networked people and organisations, and then appoints a home-grown Associate to continue that networking approach
- Structures – central to the Rank place-based funding programmes is the development of relationship between funded projects. This networking is supported by the work of the Associate, the circulation of a quarterly project-based newsletter, and attendance at quarterly Steering Group meetings

3.2 Personal

The Rank Foundation is a family Trust; by its very nature, the Trust is personal. Family members take key positions on the Board and Lord Rank's personal interests and values inform the funding, e.g. faith-based initiatives and the use of 'film for good'.

Part of the story of Rank's engagement with place-based is about the appointment of key personnel, specifically David Sanderson as a 'changemaker' and the co-incidence of new strategy development 2010-13 with the appointment of a new member of the family, Joey Newton, Lord Rank's grandson as Chair.

In reflecting on our conversations with the Rank Executive Team, we were struck by the fact that one of the drivers for this work could also be the team's personal experiences and backgrounds. Both Caroline and Kai have strong and continuing relationships with particular and distinct places, Belfast and Liverpool respectively. David, as a military man, has moved around the UK and world all his life; he references his Army work in post-conflict Namibia as being particularly important to him.

As an Executive Team, their working life is peripatetic – they spend a great deal of time out and about visiting people in *their* places of work. They have a London office, but they work mostly from home or, more often, 'on the road'.

Key to the reconnaissance process is the personal engagement of the Executive Team, out in the 'field' meeting people, carrying out informal, relationship-based due diligence, and building strong personal relationships with the voluntary, public and private sectors within a place.

This personal relationship continues throughout the life of the programme with regular attendance by the Rank Executive Team at Steering Group meetings and other local events. As evaluators, we hear how much this is noticed and appreciated by the funded projects.

Another key part of the model is the appointment of a local Associate who builds and maintains relationships 'on the ground' and is the first point of contact for the projects in the area. The Rank Associate is 'of the place' and knows it well: Dave Rawding was a senior policeman in Hull; David Dorward was Chief Executive of Dundee City Council; Phil Davies, in Plymouth, was Principal and Chief Executive of City College Plymouth. Using this approach, Rank shows respect to the particularities of the place and its people, shows that it values the place, and avoids the tensions that can arise when a funder 'parachutes in'.

3.3 Valuing place

The Rank team seem to bring an innate understanding of the importance of the physical place, its history and the people within it. When developing a programme, they spend time in the place, getting to know people and what matters to them. There is a respect for the uniqueness of the place and a curiosity about it.

In looking at the places Rank funds it seems that that they are interested in cities that 'are on the periphery' but have proud histories and a strong sense of themselves. These are places that are seeking ways to re-energise themselves.

The Rank team talk about looking for the right moment, of "catching the wave" – to invest, and to work with the energy and forward motion that is already present in a chosen 'place'.

There is a modesty in the Rank approach; the team do not assume to know the place and what it needs. The Rank team bring skills and experiences, as well as learning from other places, to facilitate conversations that open up possibilities for collaboration, connection and enterprise, but they do not 'lift and shift' successful models from elsewhere.

In the funding world, there is much talk of 'engaged philanthropy'; Rank's personal and relational approach ensures that such engagement is much more than rhetoric.

3.4 Challenging convention

Trusts and Foundations have more freedom and control than other organisations in the voluntary sector. Some Trusts and Foundations take a fairly traditional, patriarchal approach to funding, favouring familiar projects that they know well and fund in the same way, year on year. Rank has chosen a less-traditional and conventional path.

As we have mentioned, Rank employs an Executive Team based in the field who spend most of their time visiting people and places rather than sitting behind a desk. Rank takes the view that its job is not to do the desk research and rely on indices of multiple deprivation to find out about a place and its needs. Instead, the Executive Team listen, ask questions, explore and discuss together and with others. Their work is very 'live' and informed by real conversations with real people.

Many funders seek to fund projects that are innovative, making it hard for organisations to find the funds they need for core work. Rank tends to see things differently, seeking out small and grassroots organisations that are working closely with their beneficiaries, often in marginalised communities or working on marginal issues. Rank supports these organisations with core funding and a range of other kinds of support, including opportunities for funded internships, training and leadership development.

Rank believes that this is an effective way to fulfil their core objectives as a Trust: to stimulate enterprise, leadership and care.

3.5 Trust-based

Trust is the basis as well as the outcome of the relational and personal approach – it is built and maintained. The Rank team believe they must earn trust, rather than assuming it will come automatically because they are a funder with power, privilege and money. Rank is interested in developing mutual respect and trust.

By requiring funded organisations to attend Steering Group meetings, Rank creates the opportunity to build trust between the Executive Team and the funded organisations, but also among the projects in the programme.

In Dundee, we have heard how the meetings short-cut the process of collaboration, with organisations "finding each other" and working together in "unexpected ways" as a direct result of what they have seen and learned at Steering Group meetings.

Grantees often comment on how unusual Rank is as a funder. Grantees feel they can have a conversation with the Rank team when things go awry, or plans change; that Rank trusts them, and allows them to change course in their work, if they need to.

3.6 Strengths-based

Rank takes an asset-based approach to its project selection process and to the way it works with the organisations 'in place'. It looks for strengths and provides funding and other support that enables these assets and strengths to be enhanced and built upon. Central to this is a belief that people are a core asset.

As evaluators, we have heard the Rank team talk about the fact that they back specific people and teams. At times, they have decided not to fund organisations where they have not felt confident about the people at the helm.

We have noticed that this focus on people can present a challenge to the Trustee boards of some of the funded organisations, who are not used to funders working in this way. We have heard of the Rank Executives being prepared to engage directly with a Chair and Trustees to support key personnel when dealing with significant challenges in a funded charity.

There is an optimism in the Rank approach; they come to a place with a positive attitude, seeking out the good things that are already there, and exploring ways in which they can support development. This approach goes along with a commitment to 'doing with' not 'doing to'.

3.7 Modelling

The strategic review process which began in 2012 helped the Rank Executive Team to see that they needed to model the behaviours they endorse through their funding, including collaboration, openness and honesty. This has meant committing to behaving in ways that are congruent with the Trust's beliefs and attitudes; 'walking the talk' not just 'talking'.

The term 'funding plus' is often used by funders, but it is not always clear what the 'plus' element really amounts to. Rank is explicit about its engaged philanthropy approach which not only offers financial support, but also intellectual and social capital – money and investment; curiosity, ideas, discussion and exploration; relationships, connecting and networking.

By helping people to develop as individuals, with access to training opportunities, bursaries and qualifications, Rank is modelling a holistic approach to supporting the voluntary sector. They prioritise the people and their personal and professional development in ways that the voluntary sector often struggles to do for itself.

Rank's involvement in the development of the HEY100 leadership programme in Hull, run by Clore Social Leadership Programme and funded by the Lottery, is a clear example of how its approach can lead to the development of wider opportunities for people and places. In the new place-based programme in Plymouth, Rank is looking to catalyse leadership development opportunities for local social entrepreneurs.

3.8 Small-scale & grassroots

Rank has learned, from experience, that given the size of their funds and their small Executive Team, they need to choose places of a scale that Rank can successfully work with. Hull and Plymouth are cities with populations of around 250,000, while Dundee has around 150,000.

In addition, Rank tends to select to fund smaller organisations who have a clear and strong relationship with their beneficiaries. When Rank has worked with larger or national organisations in a specific place, it has often found that the relationships and connections are not as strong as with other organisations in the programme. Also, the focus of attention of larger or national funded organisations is wider, and not always in a useful way; other priorities prevail, and the engagement with, and commitment to the place, can be less strong.

Rank's experience in Burnley demonstrated that funding the 'usual suspects' does not always work in tackling underlying, ingrained issues within a community. Rank's response was to "put in cluster funding, talk to people on the ground about what they needed" and provide "an opportunity to connect with a town in a meaningful way".

Many funders talk about supporting grassroots organisations but find it difficult to do, in reality. Rank's personal, relational, 'on the ground' approach allows for a closer connection and more nuanced understanding of what might actually be helpful, e.g. funding and support for Hull All Nations Alliance (HANA), an organisation that works with a wide range of minority ethnic groups, many of whom come to Hull from Eastern Europe.

Achieving a truly 'bottom up' community development programme involves meaningful co-production. This is not what Rank does or claims to do. However, it does actively support co-productive methodologies where they exist or develop, as in funding the advocacy work of Advocating Together in Dundee.

Through the Hull Activity Grants, Rank is now providing seed-funding for grassroots, small scale initiatives that are emerging in the final stages of the HCDP.

3.9 Leadership

Leadership is one of the twocore areas of interest for Rank as a Trust, and has always informed its work with young people, schools and communities.

In Hull and Dundee, Rank has selected projects for funding through identifying people who are, or could be, leaders in their communities. These are often community activists, charity founders and managers, and social entrepreneurs already making change happen on the ground. Sometimes, these are young people with little experience, but great passion and drive for change.

Rank sees its role as tapping into existing networks, identifying and unlocking leadership potential and empowering 'good' people to act.

Rank's *Time to Shine* programme has been running for eight years and, over this time, has helped to support hundreds of (mostly) young people through a year's paid internship in a voluntary sector organisation enhanced with training and development opportunities such as action learning and mentoring. In 2018, some of the interns in Northern Ireland, funded by Lottery NI, are 'returners' – mature people returning to work or moving to work in the voluntary sector after a career elsewhere.

In 2017, Rank piloted the Rank Aspire Programme for young leaders, known as RAP. The programme is about providing quality opportunities for young people as leaders of change in their community. The aim of the programme is to increase young people's social mobility through supporting access to education, training and employment opportunities in the voluntary sector, and through this to increase their potential for future employment and success. For the wider sector, Rank hopes to enable more dynamic communities and a vibrant and diverse work force.

Also, in 2017, Rank supported the launch of HEY100, a leadership programme for social leaders in Hull and East Yorkshire.

Rank has recently developed a RankNet Steering Group to support the development of the Trust's online community, and a Social Leadership Action Group who are involved in designing the annual conference. These groups signal Rank's intention to devolve leadership of key activities to a more grassroots level. The Rank Conference, in October 2018, focused on enterprising leadership and heard from leaders at every level of the voluntary and community sector, including an inspirational keynote speech from Eve Poole whose work focuses on the 'craft' of leadership.

As part of the new strategy signed off in 2018, Rank is making 'leadership' a more explicit focus of its work through the Rank Aspire Programme, *Time to Shine* and in its place-based work.

3.10 Capital

Over the years, Rank has developed and started to articulate an 'engaged philanthropy' approach that they describe as distinctive, but not unique. This involves a focus on 'capital', in its different forms:

- **Financial Capital:** Rank provides regular grant funding, but will often work with organisations or places for six years or more, with flexibility in funding including options for repayable grants. They have also introduced catalyst grants to stimulate local enterprise.
- **Intellectual Capital:** Embracing everything from sharing good practice, paid and supported internship programmes, advice, education, training and support, access to significant development and leadership bursaries, steering group meetings, external evaluations and review; these are integral to the way they do business.
- **Social Capital:** Access to formal networks from the Rank Fellowship to RankNet, the wider Rank network including an annual networking conference, leveraging additional support from pro bono advice to the creation of 'added value' across the UK; this sits at the very core of Rank's engaged, relational approach both within a place-based context and beyond.

4. Essentials of model

We have identified the ten key characteristics for Rank's place-based approach, as above. From these, the Rank Executive has distilled five essential characteristics of the approach that must be developed for successful work of this kind.

In our view, these are applicable for all funders interested in this kind of work:

- **Capital** – financial, intellectual and social
- **Relational** – based on reconnaissance, building relationships and leadership in place
- **Uniqueness** – valuing, respecting and understanding what is special about a place
- **Strengths-based** – looking for what's working, and building on it
- **Trust** - building mutual trust

In the case of capital, we see this linking strongly to the strength-based approach, which looks for assets not deficits. Both approaches seem particularly important given the current climate of austerity and uncertainty where it can be so easy to focus on what has been taken away or is lacking, rather than identifying and building on existing strengths and assets as foundations for growth and development.

Relating and connecting is essential to the success of this work. It is vital to get to know people and be physically present in the place, and this then works in tandem with the valuing of place, and what is unique to it. Being 'on the ground', and taking an appreciative, valuing approach, allows relationships to build and strengthen, and for leaders to be identified and nurtured through peer support.

All of this work requires trust and mutual respect, both of which can be built and developed over time. Place-based work takes time and commitment.

5. Context

5.1 Time & place

The work of Rank and its approach to 'place' cannot be considered without reference to this 'bigger picture', including issues of the financial crisis, austerity, and referendums on Scottish Independence and leaving the European Union.

These issues continue to have a dramatic impact on society as a whole and on communities across Britain. Research by 'Hope not Hate' in its recently published report, 'Fear, Hope and Loss: a study of the drivers of hope and hate' reveals stories of societal division over a decade of heightened uncertainty and change; stories of isolated coastal towns; areas once reliant on a single industry and now losing out to globalisation, and an increase in local, organised extremism. some of the stories behind the divisions in our society.

The ten years since the financial crisis has seen Rank's role as a funder evolve and adapt to the new realities. In grasping the need for truly localised approaches to the social problems within communities, it has developed a powerful role as a convenor and connector.

In purposefully choosing places that have both complex issues and evidence of creative people working to address them, Rank promotes a much-needed sense of optimism. Its funding approach validates the work of people and organisations working at the margins.

The focus on collaboration and connection puts relationship building at the heart of the development programmes.

Blackpool, Hull, Dundee and Plymouth are all places that have been adversely affected by years of austerity and uncertainty.

To focus on Dundee, as an example, business leaders and academics recently issued a warning on the impact of Britain leaving the EU, specifically of a 'no-deal' outcome to Westminster government talks. They referred to concerns for the status of EU students, collaborative research, cross-border trade, taxation and the labour market.

In facing the social challenges of Dundee and making an impact, Rank's approach recognises that the people and organisations delivering change are key. Central to Rank's objectives are the people delivering them. Rank's openness to the possibility that a project's delivery and focus might need to change because of what they have learned from the people using their services is critical to the project's ability to be responsive and adapt and adjust as required.

In the summer of 2018, Chief Superintendent Anderson, Divisional Commander for Tayside Police referred to "survival shoplifting", when commenting on the 23% increase in this crime in Dundee. In making this direct link to poverty, he acknowledged the huge challenges faced by the city, the DCDP and its projects. Indeed, the opening of the new V&A was marked by a poster campaign by anti-austerity protesters who challenge the 'trickle-down effect' of such a development in a city where 28% of children live in poverty and 42% experience fuel poverty.

The DCDP recognises the realities of life for many of Dundee's citizens. Funding of the Foodbank and the 'ripple' development of the 'Dundee Bairns' project (which has provided over 100,000 free meals to children) highlight these enduring issues. Their 'success' in providing food parcels, care packages and meals is not lost on the project staff. As Ken Linton, manager of Dundee Foodbank has said, "my job is to do myself out of a job"; Ken doesn't see that as a likely prospect in the near future. Jacky Close of Faith in the Community plays a key role in the Dundee Fairness Commission and has been supported through Rank's funding of her post as a Community Development Co-ordinator. Central to the work of the Commission is the role of the Commissioners with 'lived' experience – an example of genuine, grassroots participation.

In developing the DCDP, the Executive Team actively sought the stories and ideas from people working at the margins, those with direct contact with Dundee's poorer neighbourhoods and communities. Its funding for the V&A project specifically focused on community outreach, to facilitate a real connection between the waterfront development and the wider community.

In funding over the medium term, five to six years instead of the more usual two to three, Rank makes a financial commitment that enables projects to take the time needed to develop meaningful engagement with the people they support and build the networks that can support longer term sustainability

5.2 Other funders

An interest in place-based working the world of philanthropy, has a long history in the US and more recently in the UK, both in terms of action and research.

Examples from the UK include the Joseph Rowntree Foundation (JRF) place-based programme in Bradford, which ran from 2004 for ten years. Independent reviews of this work identified issues with long term impact for the research-based project, while highlighting positive ways in which JRF's work helped to strengthen local partnerships; provide safe spaces for debate; gave voice to "previously unheard groups" and increased understanding of local communities. Key successes were based on JRF's long-term commitment to Bradford, and role as both a "critical friend" and an "honest broker".

The Northern Rock Foundation showed "commitment to one geographic region" and through this "develop[ed] long-term programmes and in-depth relationships with voluntary organisations ... enabling voluntary organisations to grow and improve their services and led to nationally significant advances in support for vulnerable people." Reasons for the demise of Northern Rock are complex but include the impact of the financial crisis in 2008.

Community Foundations have long been working 'in place' and Rank is now working closely with Two Ridings Community Foundation, the community foundation for North & East Yorkshire, in Hull and York. Two Ridings has the aim of helping donors and local philanthropists reach the small, frontline charities and community groups that are making a difference in North & East Yorkshire. In 2017/18, it distributed over £1m in grants to over 300 grassroots organisations and has over 30 active funds supporting a variety of causes and needs. Asked about the importance of 'place', the Chief Executive commented:

"... place is at the heart of everything that the community foundation does. It works locally wherever possible to support groups to access funds and understand the issues in the area. With an area as diverse as North & East Yorkshire, it often only makes sense to work at a district, town or city level. In 2018, as part of its Vital Signs research, [Two Ridings] launched place-based funds for York and the Harrogate District and has aims to develop similar place-based funds for other parts of the region."

In recent years, funders (and others) have commissioned and contributed to research into place-based funding. It is not the place of this report to revisit or attempt to summarise the extensive literature, but we would like to reference a few examples of useful resources.

In 2009, American activist and commentator, Janis Foster Richardson, argued passionately for what place-based funding should be:

"I want more recognition that you can't be a hands-off funder in a place-based world. I want to see that you are seeking relationships with the people in your place as active citizens rather than passive players or problems to be fixed through professionalized services. Somewhere in your bag of tricks, I want to see work that builds meaningful relationships with people who are traditionally not at the strategy table, and I want to see grants that reach beyond the professional grantseekers and go all the way to the block level. Somewhere in your strategy for change, I want to see that you're clear that you can't be place-based without having the people who live in that place squarely in the middle of that picture."

This feels like a call to action that Rank, amongst other funders, has heard and acted upon.

A recent report for the Department of Culture Media and Sport (DCMS), attempts to define the field:

"The phrase 'place-based giving scheme' has been employed in this report to describe a multitude of schemes operating in defined geographical areas. The terminology and definitional differentiation within this space is quite nuanced and still developing, since there are multiple forms which are very much shaped by local circumstances and different approaches. This report has opted to include a variety of schemes that involve bringing together resources to benefit the community in a collaborative way in a defined geographic location with the intention of tackling local issues in a new way. Beyond that, approaches range from those resembling asset-based community development, those doing 'systems change', and localised grant-making, to giving schemes intended to corral local donations."

This research argues for subtlety and variety in approaching place-based funding:

"Among interviewees, there was a strong desire to see more place-based giving being developed, as long as that development is done sensitively and place-based schemes aren't seen as a 'magic bullet' with which to solve all the country's ills. The vast majority felt very strongly, however, that there isn't and shouldn't be a single model for place-based giving because by its very definition it needs to be tailored to the particular place it is based in. This means that each scheme has slightly different needs."

Before this, in 2015, a thoughtful report commissioned by the Baring Foundation, talked about the need to develop an ecology for the social sector and the value of funding 'community anchor' organisations.

In 2016, the Institute for Voluntary Action Research (IVAR) worked with a range of funders to research and publish a useful framework for place-based funding, and in 2018, published an historical review of place-based funding commissioned by the Lankelly Chase Foundation. This latter research provides a useful overview of some of the issues of place-based funding:

- Place based approaches **take time** – to understand an area and build relationships – and this needs to be reflected in both practical plans for implementation and expectations about progress.
- **Clarity** about role and rationale is essential – as well as **focus** in order to be realistic about what can be achieved.
- It is important to **work at different levels** in order to link the very local with the wider system in which it is embedded.
- **Relationships** are critical – this includes building effective relationships with partners as well as being aware of relationships locally and how your presence might affect them.
- The challenges of demonstrating **impact** are well documented – much can be learnt but it will always be a leap of faith, to some degree.
- Change needs to be **embedded** in the whole local system and not depend on one or two people.

6. Learning

David Sanderson likes to call Rank's initial work in place as "kicking the tyres". This metaphor captures the non-traditional, experimental way in which Rank approaches its work. It does not develop a theory and apply the theory on the ground; rather, it takes a pragmatic, exploratory and relational approach. This is learning by doing, talking and walking alongside people and organisations embedded in a place.

Rank's place-based approach has evolved over time, through experience in a range of places, and through reflective conversations within and beyond the Executive Team, including with the external evaluators.

Rank and EFF appointed an evaluation partner to work with them in Hull, from the start of the HCDP. The initial arrangements did not prove successful, but a new evaluator, Siobhan Edwards, was brought in to engage with projects and review the programme in the final months.

For Dundee, Rank undertook a tendering process, with Siobhan Edwards and Claire Edwards appointed in November 2015 to evaluate the DCDP.

This evaluation has used Theory of Change as its approach. This involved a two-stage process. The first stage involved working with the Executive Team and a Trustee to capture the vision for the programme. The second stage involved a day's facilitated process with all the DCDP projects, to identify six outcomes. These have provided the framework for ongoing reflection and evaluation.

We revisited the Theory of Change with all DCDP projects in the second year of the programme, and in January 2019, will be running a new Theory of Change session with all phase 2 projects. The Theory of Change for DCDP phase 2 will focus more explicitly on the three forms of capital, and how Rank's support can build financial, intellectual and social capital in Dundee.

Using Theory of Change as an approach helps to promote engagement between the funder and funded projects. It helps to build a shared understanding of what 'engaged philanthropy' is, as well as creating a shared vision of outcomes and how they can be achieved.

In our view, the Theory of Change approach does not significantly change the dynamic of power between funder and funded. However, Rank's commitment to being 'on the ground' (in the form of a Rank Associate), to regular attendance at Steering Group meetings (by the Rank Executive, Trustees, etc.) and to an open dialogue with funded projects about what is and is not working, all help to make Rank's approach more engaged, flexible and transparent than that of some other funders.

7. Where next

Over the coming year, Rank aims to share its learning about place-based working with funders and other audiences (such as academics) on platforms in UK and the wider European context.

The learning from the place-based work will feed into the Rank-funded PhD in 'engaged philanthropy' at the Centre for Philanthropy & Public Good, St Andrew's University.

In October 2019, Rank will be holding its annual conference in Leeds, with 'valuing place' as the key theme. This will be a crucial moment in Rank's journey as a place-based funder and an opportunity to widely share the learning and reflections to date through workshops and other activities with representatives from Hull, Dundee and Plymouth, as well as other funders.

Claire Edwards & Siobhan Edwards
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