



Annual Report and Financial Statements 2022-23

Year ended 31st March 2023

360 Giving Trading as 360Giving

c/o Sayer Vincent, Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Charity Registration Number. 1164883

Company Limited by Guarantee. Registration (England and Wales): 09668396.

Annual Report 2022-23



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Introduction

Welcome from the Chair

2022-23 has been a big year for 360Giving. An ambitious new 2022-25 strategy was implemented 'Unleashing the Impact of Grants Data', marking a step-change for the charity. We have built on the momentum from previous years, and have worked to shift funders from sharing data to using it, creating a transformation in data culture and practice.



This annual report marks the end of the first year of a new phase for 360Giving and it is an honour to lead the charity through this time of change. I'd like to thank the Trustees and the team for all their advice in supporting, steering and championing the charity, and also for supporting me as I adjust to this new and important role as Chair. I would also like to thank grantmakers who have published their data, and our partners and collaborators who've helped us to reach our goals. Finally, I'd like to thank our funders (listed on page 34), without whom the innovative work of 360Giving would not be possible.

I am looking forward to the years to come as Chair, as 360Giving continues to create meaningful, transformational change in the grantmaking sector and improve charitable giving.

The Trustees (who are also Directors of the charitable company for the purposes of the Companies Act) present their annual report together with audited financial statements of 360 Giving (trading as 360Giving) for the period ended 31st March 2023.

Fozia Irfan

Fozia Irfan OBE, Chair

Message from the Chief Executive

2022-23 has seen a step-change in the ambition and achievements of the organisation. It has been a year focused on influence, impact and engagement as we transitioned into the new strategy towards realising 360Giving's vision for UK grantmaking to be informed, effective and strategic.

At the end of the year, there were **247 funders** sharing data on over **846,000 grants** worth **£213 billion**, with over **35,000 people** accessing the data in the 360Giving tools alone. This mass of open, comparable grants data has enabled 360Giving to show what can be done with the data, to inform decision-making and influence better grantmaking practice in the UK.

Examples of this included the two deep dive analysis reports during the year, on [Specialist Legal Advice Providers](#) analysis and the [Sector Infrastructure Funding](#) research. These reports and the roundtables which followed supported an increased understanding of the picture leading to more informed grantmaking and greater collaboration between funders, as well as demonstrating the importance and impact of the shared data.

We have also delivered significant changes to the 360Giving Data Standard to respond to needs. This included changes to be able to record grants to individuals anonymously in the 360Giving data to support improved understanding of the grantmaking picture, especially in relation to the Cost of Living crisis, the inclusion of regranting categories to reflect developments in funding practices, location scope to better understand the geographical focus of a grant, and further embedding the DEI Data Standard work that started in previous years.

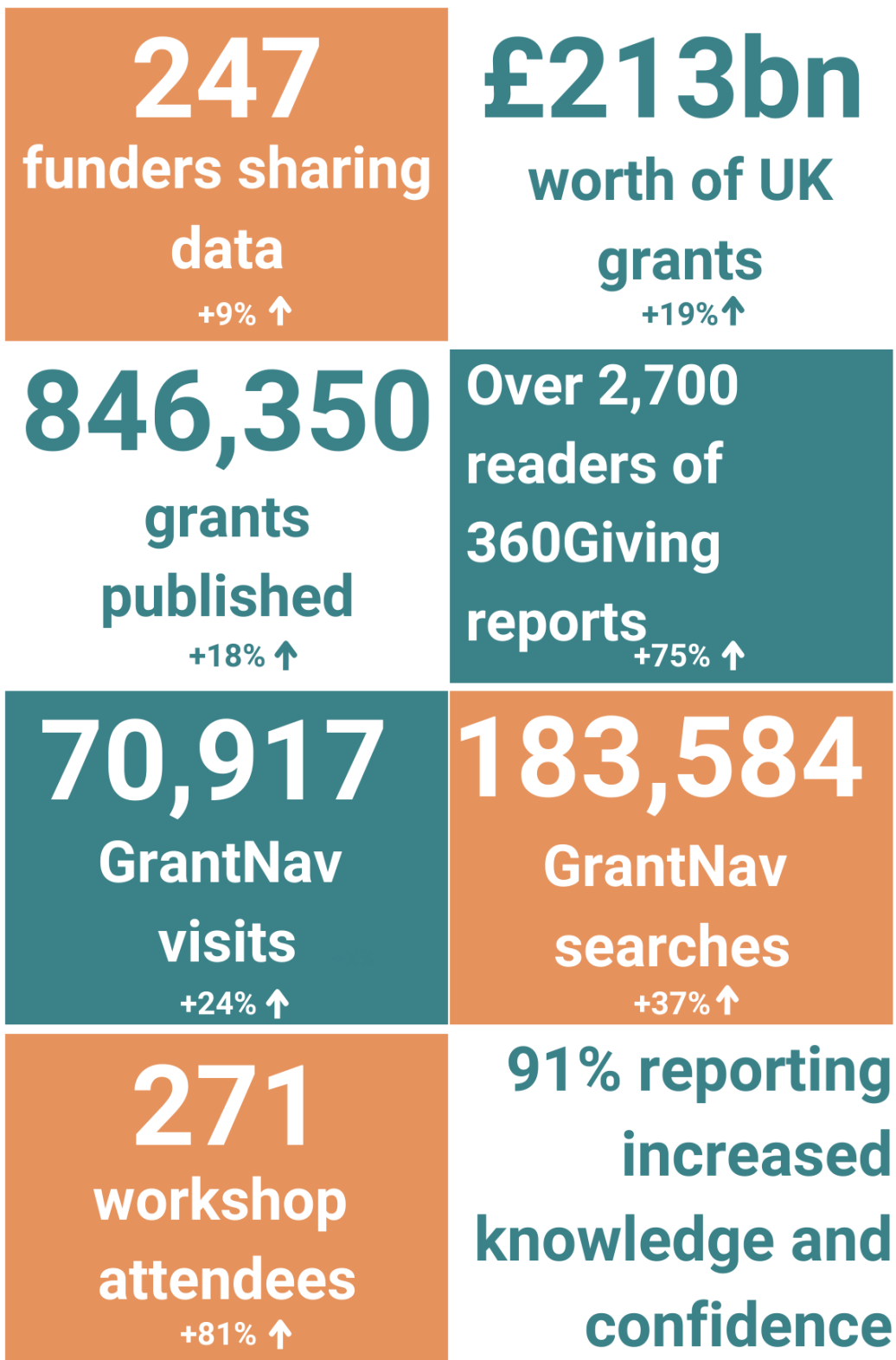
I am really proud of what has been achieved this year and I want to thank the team for their hard work in challenging circumstances. The strong delivery during the year sets a firm foundation for further developments to come in the 360Giving strategy.

Tania Cohen

Tania Cohen MBE, Chief Executive

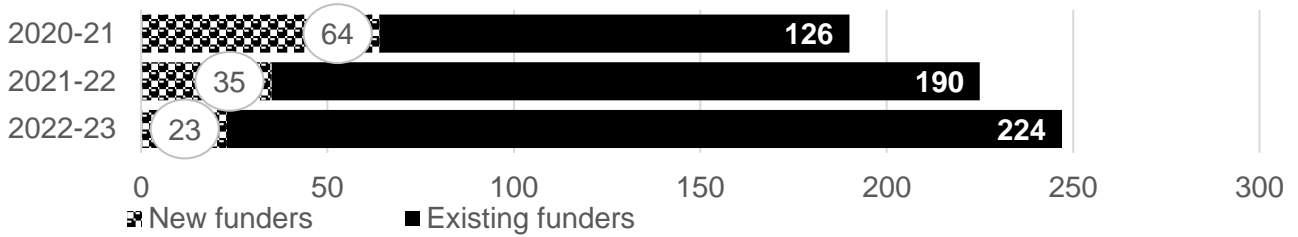


Our year in numbers

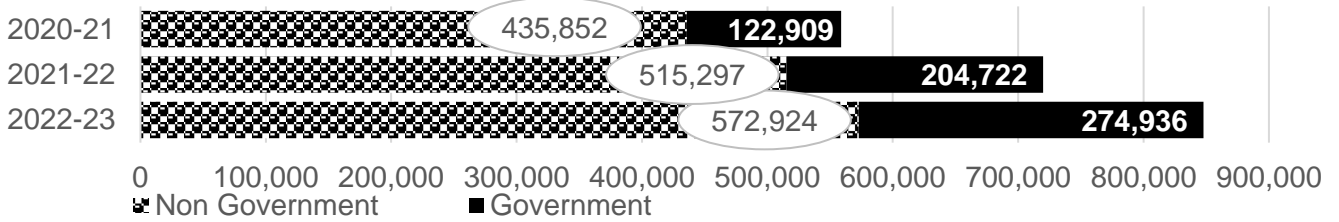


Highlights of progress over the year

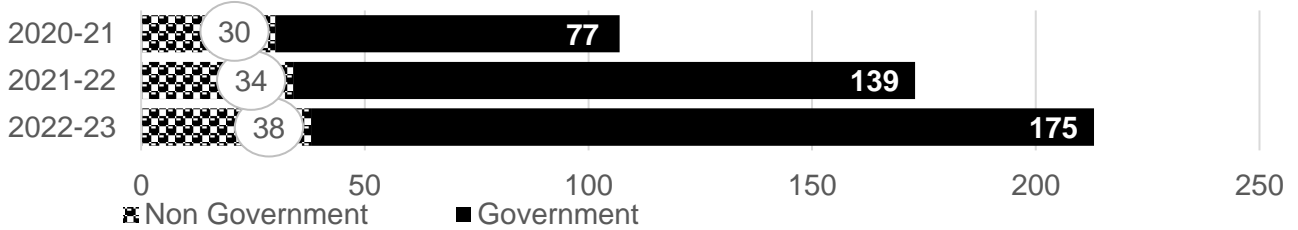
Number of funders sharing data



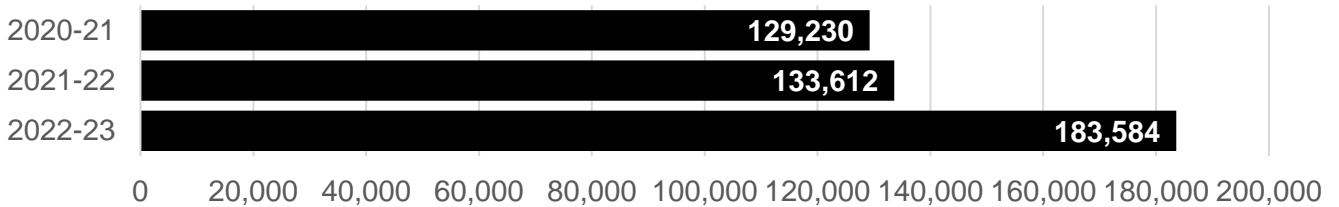
Number of grants published



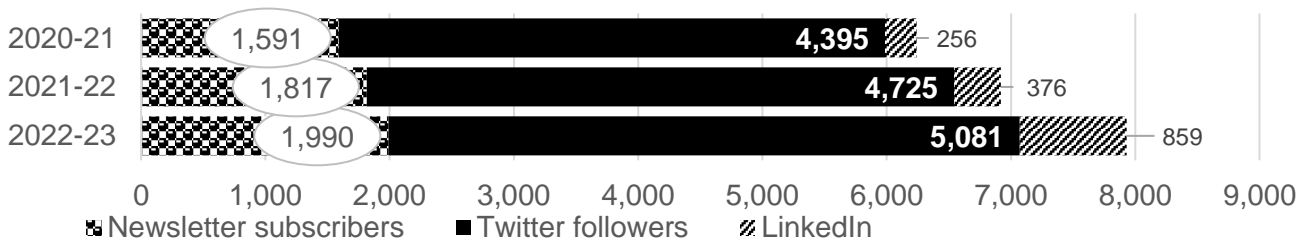
Value of grants published in £bn



GrantNav searches



Social media reach



About 360Giving

360Giving is a unique initiative. We aim to inspire best practice in grantmaking and want to leverage open data to help achieve this.

Our mission and vision

Our vision is for grantmaking in the UK to become more informed, effective and strategic.

Our aim is for more money to go to where it is needed most to support communities and good causes through a more informed understanding of the grantmaking picture.

Our mission is to help UK funders publish their grants data in an open, standardised way, and support people to understand and use this data to improve charitable giving.

Our approach

Everything that we do, and everything we intend to do, as an organisation is embedded in our five core values. These principles are ingrained into our culture, practices and priorities.

Purposeful – We have a bold and ambitious aim for grantmaking to be more effective and strategic, by inspiring funders to use data in their decision-making. We're focused on driving meaningful change in philanthropy for charities and improving outcomes for communities and good causes across the UK.

Open – We champion open data for the public good. We help funders make grants data open and provide free, open-source, tools to make it more accessible, so others can use it to target resources where they're needed most. We are open in our approach: we share ideas, challenges and lessons with others, and are open to feedback and committed to improvement.

Curious – We're inquisitive and we believe in using evidence. We inspire and enable people to use 360Giving data to better understand the voluntary sector. We support funders to use data to inform their decisions, share insights and learn from each other.

Collaborative – We exist at the intersection of philanthropy, charities, data and tech. Through facilitating data sharing and insight in philanthropy, we work with funders, charities, researchers, analysts and developers to achieve our objectives, and strive to support them to deliver theirs.

Inclusive – We make data, our tools and support accessible to all. We prioritise people over tech, use clear language in explaining what we do, and strive to respond to people's needs – whatever their level of knowledge or digital skills.

What we do

We support funders to publish their data using the 360Giving Data Standard. This enables them to share information on who, where and what they fund in a way that others can access and use for free.

We also help people to access and use the data and have created tools to make it easy to explore, download and visualise. Because the data is standardised, it can be looked at and analysed all together, helping us to see and understand grantmaking across the UK.

Our story

360Giving was founded in 2015 by philanthropist Fran Perrin because she wanted better information to inform her funding decisions.

It is more important now than ever before for funding to be distributed strategically, as the needs of society far outweigh the available grants. Yet historically, there has been limited transparency in the philanthropy sector of how grantmaking organisations spend their money, making it hard to identify shared opportunities and challenges or to assess UK grantmaking and its impact on society as a whole.

However, 360Giving has made a significant contribution to changing this. Over the last few years, publishing open grants data has become normalised and is expected practice for UK grantmakers. This means there is now a critical mass of open, comparable information available on UK grants.

The UK's leading funders – from national lottery funders and major foundations, to central and local government, to local community foundations and small family trusts – 247 organisations have joined the movement, publishing their grants data openly to help make grantmaking in the UK more informed, effective and strategic. Over £200bn of grants data can now be accessed and analysed, for free, with our tools and well over 35,000 people a year access and use this data.

It's now possible to see the grants given by different funders all together. We are creating real and meaningful change in the sector. We need to build on this momentum and use our learning and the tools we have developed to get UK funders to shift the norm from merely sharing data to using it.

The data has transformed the knowledge base of the sector, and now is the time for a permanent shift in data culture and practice.

Our Products and Tools

360Giving Data Standard – The [360Giving Data Standard](#) is a uniform and consistent way to describe grants data. Publishing data using this Standard format means it's easier to find, understand and analyse funding across the UK.

GrantNav – [GrantNav](#) is our flagship search-engine for grants data. Explore and download data about where funding goes and how much is given – across billions of pounds of grants – for causes and communities across the UK.

360Insights – [360Insights](#) is a tool to help you understand funding better. Combine and visualise 360Giving, charity and location data to see an overview of grants by geography, recipient types and funders.

Data Quality Dashboard – The [Data Quality Dashboard](#) shows the data quality of 360Giving data as a whole and for each individual publisher. It provides insights into the key features that make the data useful for analysis to help publishers to identify opportunities for their data to be improved.

Data Quality Tool – The [Data Quality Tool](#) assesses key information about grants data to check whether it is valid against the 360Giving Data Standard format, as well as giving helpful feedback on any data quality issues.

Cost of Living Grants Tracker – The [Cost of Living Grants Tracker](#) is an interactive dashboard to track cost of living crisis response grants. Explore and visualise cost of living response grants as they're published by funders using the 360Giving Data Standard.

COVID-19 Grants Tracker – The [COVID-19 Grants Tracker](#) was launched during the pandemic and pulls together and visualises data published by funders in the 360Giving Data Standard about grants they made in response to the pandemic.

Data Registry – The [Data Registry](#) is a list of all the funders that currently publish their grants data in the 360Giving Data Standard, with direct links to their data sources.

Resource Library – The [Resource Library](#) is a collaboratively-built list of resources that can help funders, or people interested in grantmaking, to find, use and benefit from data.

Complete Guide to Publishing – A [comprehensive guide](#) to help funders through the process of openly sharing their grants data in the 360Giving Data Standard. It covers the three main stages of this process: planning, preparing and publishing.

Strategy goals

360Giving has four core goals that describe the outcomes we want to achieve towards our vision of grantmaking in the UK to become more informed, effective and strategic. Further information is available in our strategy: <https://www.threesixtygiving.org/unleashing/>

Goal 1: Increase relevant data available for informed decision-making (more data)

Our focus is on retaining and proactively recruiting funders in priority groups to fill gaps in key funders sharing data and support more meaningful insights into UK grantmaking. We have also prioritised streamlining the publishing process to make it more efficient for funders to publish their data, and enhance the guidance and support tools available to support funders to do so.

Goal 2: Improve the quality and depth of data for increased usefulness (better data)

We have made significant progress over recent years in increasing the volume of grants data available, but more focus is now needed on improving data quality and timeliness. We have been working towards this through automated communications and reporting to support the timeliness of publication, enhancing the scope of data available, and by providing a mechanism for grantees to request amendments to data published about them. We are also working to improve the depth of data available through developments to the 360Giving Data Standard.

Goal 3: Enhance data use for greater effectiveness (improved data use)

With more data available, we're focused on increasing the number of people accessing the data to realise its impact through the development of existing tools and the creation of new ones. We're also aiming to improve skills, knowledge and confidence to use the data through our training and workshops programme, and we're developing partnerships and services to increase analysis and shared data use.

Goal 4: Lead and influence practice for impact (more impact)

A key focus is on increasing the amount and variety of analysis we do proactively to inform decision-making and inspire practice. We're sharing learning, challenges and lessons, as well as successes, with other civil society organisations, and we're growing our partnerships and advocacy work to ensure a supportive environment for 360Giving's aims and mission.

Strategic report

Achievements and performance

Overview

2022-23 has been a pivotal year for 360Giving. With the civil society and philanthropic sectors still feeling the effects of the Covid-19 pandemic and more recently the Cost of Living Crisis, this year has not been short of challenges. In fact, it has further highlighted the importance of our work to provide a more informed picture of UK grantmaking and improve charitable giving across the country.

The new strategy marked a new phase for the organisation – in the inclusive and collaborative way that it was developed, a shift in the activities and operating model, but most of all in our outcomes-focused approach. It is this focus on outcomes that has allowed us to be dynamic in the delivery of the strategy and has supported us to increase our impact during uncertain and challenging times; demonstrating our purposefulness as an organisation. For example, in response to the Cost of Living Crisis, we were quickly able to create a [tracker](#) to respond to requests from funders to be able to easily see the grants being provided.

For the first time since it was launched, there have been a number of substantial updates to the 360Giving Data Standard this year. We developed a partnership with the Association of Charitable Organisations (ACO) to anonymously include grants given to individuals in the 360Giving Data Standard, to support an improved understanding of the grantmaking picture. We also made it possible to share grants for onward distribution (regranting) to reflect developments in funding practices, included location scope to better understand the geography of grant delivery, and further embedded the DEI Data Standard.

We launched new mechanisms to increase the ease and efficiency of publishing 360Giving data and to reduce the reliance on manual support by the Helpdesk team. These processes aim to support the publishing process to be self-servicing, offering flexibility to funders and making it possible for 360Giving to support more publishers within current resources and focus on proactively recruiting target funders.

Part of the strategy also included implementing a stream of earned income into our funding sources, which was a shift to 360Giving's business model. While we are still majority grant-funded and we aim for our core publishing support and access to 360Giving data to remain open and free with the support from our grant funders, we launched a brand new programme of paid training for 2022-23 to support our longer-term sustainability and extend our reach and impact. This programme has been a success, and we plan to further increase the number of paid-for services we offer over the next few years. We also

increased our paid consultancy services to support the diversification of our income and plan to build on this in future years.

In addition, we increased our free workshop programme, including the very popular 'Introduction to GrantNav for Charities' workshops to support more people to access and use the data, complemented by enhancements to our tools to make the data easier to access and understand, reaching new audiences.

A key goal in our new strategy is for our research to support funder decision-making and inspire practice in the sector. This year we worked with The Access to Justice Foundation to produce a report on [Specialist Legal Advice Providers](#), and Paul Hamlyn Foundation commissioned us to produce research on [Sector Infrastructure Funding](#). Both these reports were extremely well received by the sector and demonstrated the impact we can now have using the data.

Another highlight this year includes achieving the Neurodiversity Inclusivity Confidence Award, as part of our commitment to inclusivity. We chose to focus on neurodiversity for the period of the strategy, as this was an area where we felt we could make the greatest impact in relation to our work. We implemented improvements to the accessibility of our services and shared learning with funders to support the inclusion of neurodivergent individuals within their organisations, which was warmly received.

Overall, 2022-23 has been a year of change for 360Giving. We have been able to build on previous successes to implement a number of significant changes and create a permanent transformation in data and culture practice, as we begin to unleash the impact of grants data.

Headline targets and milestones

Below is a summary of how we have performed against the headline targets and milestones set out in our previous annual report. Green status indicates that the target has been achieved and amber that an element of the target was not met or was achieved after year-end.

Target	Goal	Result	Status
270 funders publishing grants data by end of March 2023.	Goal 1	We ended the year with 247 funders sharing grants data, but with 25 funders close to publishing, we anticipate that we will achieve this target by June and this is largely a phasing issue. We are continuing to see momentum towards more funders sharing their data	Amber
30% of funders publish and update independently.	Goal 1	20% of funders published and updated their grants data independently in 2022-23, but we only implemented self-servicing processes fully at the end of March due to the need to prioritise	Amber

		the cost of living response support, which affected this result. Again, we anticipate that this will be achieved early in the new financial year	
Implement three new categories or features into the 360Giving Data Standard.	Goal 2	We have successfully made substantial developments to the 360Giving Data Standard and implemented four new features that enable the sharing of: grants given to individuals, grants for onward distribution, data on location features and further technical implementation of the DEI Data Standard. These are significant changes.	Green
At least 33,000 unique visitors/users of 360Giving's data tools.	Goal 3	While we have exceeded this target with 54,575 unique visitors reported in the analytics monitoring tools, we have established during the year that it is a less reliable metric due to increased use of cookie restrictions by users skewing the results. However, there has still been a strong increase in the use of the tools, for example, the number of searches on GrantNav increased by 37% and number of visits increased by 24% so we can be confident that the target was reached even if we can't be confident of the exact number reached	Green
At least 100 people attend 360Giving's learning events.	Goal 3	We exceeded this target with 271 people attending 360Giving's learning events in 2022-23. This is in part due to the popularity of sessions leading to additional sessions being added to the schedule. 91% reported increased confidence and knowledge as a result of the sessions	Green
Over 400 people read 360Giving's reports and analysis.	Goal 4	We exceeded this target with 2,734 readers across all our reports, with the most popular being Specialist Legal Advice Funding (773) and the Sector Infrastructure Funding (1,522)	Green
60% of funders publishing their open grants data self-report using 360Giving data or analysis to inform decision-making.	Goal 4	50% of funders sharing open grants data reported using 360Giving data or analysis to inform their decision-making in 360Giving's outcomes survey in March. However, this rose to 75% of CEOs and directors. There is more that we need to do to support the use of the data at different levels of organisations. This is something that we plan to explore further.	Amber

Progress on our goals and plans for the future

During 2022-23 we made significant progress towards achieving the goals set out in the 2022-25 strategy. Here we have outlined the actions that we have taken, how we have worked with others, and what we have learned and our plans for 2023-34.

Goal 1: Increase relevant data available for informed decision-making

Goal 1a: Retain and proactively recruit funders in priority groups

Achievements and progress

We ended the year with 247 funders (2021-22: 225) openly sharing 846,350 grants (2021-22: 720,019) using the 360Giving Data Standard, which is a 9% increase in the number of funders and 18% increase in the number of grants since last year. The total value of grants shared reached £213 billion this year (2021-22: £173bn). We saw 23 funders sharing their data for the first time this year, which is short of the 35 new funders last year and means we did not reach our target of 270 funders sharing data by March 2023, but based on the current publishing pipeline we anticipate that this goal is achievable by June.

We made significant progress in engaging with funders of grants to individuals this year, agreeing revisions to the 360Giving Data Standard, developing new publisher guidance and tools, and hosting a workshop to support them to start preparing and sharing their data.

Reflections and learning

Our focus on developing processes to streamline the publishing process and enable more self-servicing, a need to prioritise the Cost of Living response support and grants to individuals, combined with vacancies in the team, meant there was a lack of capacity for extensive proactive funder recruitment during the year so it is positive that we did welcome new funders, despite our reduced targeted approaches.

A reflection from the past year has been the number of new foundations that have contacted 360Giving about publishing their grants data before making their first grants. This highlights the extent to which sharing open grants data through 360Giving is now considered expected practice in the sector, and shows the growth of our profile in recent years, as even brand-new grantmaking organisations are aware of 360Giving.

As the implementation of new features to allow for sharing of grants to individuals' data in the 360Giving Data Standard was not completed until late December, funders were not able to get started with preparing data until early 2023. Reaching consensus on the categories and the approach to implementation in the 360Giving Data Standard took longer than we had planned. However, with full and detailed guidance and tailored support for grants to individual funders in place, we are confident that we will start to see this data being shared in the coming months.

Plans for the future

In 2023-24 our focus is on filling the gaps in key funders to support more meaningful insights from the data. This includes missing large funders that are impacting our understanding of the overall picture, particularly lottery distributors and key place-based funders, such as community foundations and local giving schemes. Larger funders of grants to individuals and funders which distribute regranted funds are also a focus, along with funders involved in collaborations with strategic importance, particularly arts funders. We will also scope out an approach towards recruiting more local authorities to publish to inform plans for 2024-25.

We will achieve this through more proactive recruitment initiatives to funder segments, increasing Helpdesk support and advice for embedding publishing into organisations, developing a retention strategy and approach, and a partnership with a funder network to pilot tailored recruitment and support approaches.

Goal 1b: Improve ease and efficiency of data publishing

Achievements and progress

A big focus for the year was on improving the ease and efficiency of the publishing process to support 360Giving to work with more funders within our capacity and be more responsive to funders. This involved improving our publisher guidance for increased usefulness and accessibility, supporting self-registration for new funders and self-servicing of the publishing process to reduce the manual interventions needed.

We also made revisions to our Helpdesk support, introducing publishing workshops to reduce the need for as much 1-1 support from the 360Giving Helpdesk for standard queries, while also making it easier for funders to book 30-minute 1-1 publisher support calls for anything more complicated. This has proved to be a popular and convenient mechanism for people to receive support, with 28 calls held in the last quarter alone. We delivered five 'Introduction to Publishing' workshops to support both new and existing 360Giving publishers to understand the publishing process. These workshops have been a success, with 68 attendees, and 89% reporting increased knowledge and confidence as a result.

96% of respondents to our customer survey agreed or strongly agreed that 360Giving's publisher support makes it easier to publish their organisation's grants data. Overall respondents to the survey rated publishing data at an average of 3.5 for ease of publishing the data – where 1 is very difficult and 5 is very easy – so a 3.5 is between neutral and easy. Of those that found it difficult, the main barriers reported were their own internal systems and databases, and their own time and capacity to prepare the data.

Reflections and learning

We experienced delays in the implementation of self-servicing mechanisms for publishing data due to continued supplier issues, as our Salesforce partner closed to new projects in

July because of a lack of capacity. In January, we were able to engage a new supplier to complete this development. External dependency on suppliers has been a challenge this year, but with tighter management of suppliers with our dedicated Product Manager, and further embedding of project management tools to manage expectations, we will be better able to understand when plans need to be adjusted.

Plans for the future

Improving the ease and efficiency of sharing data is a priority to enable us to support growing numbers of active publishers within the capacity available. We will achieve this through promoting self-servicing and automation of the publishing process, with 1-1 support becoming the exception, which will allow for more targeted and efficient support. We will also build on existing introduction to publishing workshops to offer a practical 'how-to' workshop, alongside more tailored online guidance and additional services such as data cleaning. We will also explore work with grantmaking database providers, both to make publishing easier, but also as a recruitment mechanism.

Goal 2: Improve the quality and depth of data for increased usefulness

Goal 2a: Increase the quality of data

Achievements and progress

We made significant progress in recent years to increase the volume of data available, but in 2022-23, and for the remainder of the strategy, the focus has been to develop the quality and timeliness of the data by investing in our tools and publisher guidance. At the end of the year, 40% of funders had shared grants which were distributed in the last six months, an 18% increase on the previous year, and 62% used five or more recommended Data Standard fields in their grants data.

Publisher data quality scores, based on data quality in terms of usefulness of the data increased slightly to 72% (70% in 2021-22) and the number of funders with a majority of recipients with external organisation identifiers saw a slight drop, but remains high at 90% (91% in 2021-22). A project for 360Giving to address the challenges around using organisation identifiers, especially for small or informal groups where little or no official or registration data is available, took its first step via a discussion of the issues and considerations at the 360Giving Data Standard Stewardship Committee. This prompted useful ideas and offers to contribute to a working group. The project was launched in May 2023.

We made improvements to the Data Quality Tool to make it easier for users to understand the results the tool provided in a non-technical way and to the Data Quality Dashboard, to enable users to select multiple funders in the tool.

Finally, we began a project for grantees to request amendments to incorrect 360Giving data shared by funders through a simple form. This was delayed due to difficulties securing a new CRM supplier and we anticipate that the project will be rolled out in May 2023.

Reflections and learning

This year we found that our existing monitoring measures were not optimised to track our targets, which was challenging. However, we've worked to improve monitoring for this goal which has helped us to understand the quality issues in the data and better inform our work on data quality. We have learnt that thinking about data quality in a more granular way will be most useful going forward, and next year we plan to prioritise automated reporting and communications to support the timeliness of data publication and drive improvements to increase the usefulness of the data shared.

Plans for the future

In 2023-24 we will focus on developing the quality and timeliness of the data through automated communications and reporting, and making improvements to the Data Quality Tool and Data Quality Dashboard, including merging the Dashboard with the Data Registry and providing support for publishers to get the most out of these tools. We will also develop and integrate the 360Giving API with internal dashboards to enhance monitoring and communications. We will promote additional paid-for services to enhance data quality, including data cleaning. We hope that requests from grantees to make corrections to the data will increase the quality and usefulness of the data. We also plan to start a project to address the organisation identifiers issue for charities and organisations who are either exempt, excepted or non-registered; this will address duplicates in our current model.

Goal 2b: Enhance the scope of data available

Achievements and progress

In 2022-23 we made substantial developments to the 360Giving Data Standard to increase the scope of the data available - the most significant changes to the 360Giving Data Standard since it was launched.

We partnered with the Association of Charitable Organisations to set up a steering group for sharing grants to individuals' data using the 360Giving Data Standard. We worked with this group, complemented by user interviews and surveys with wider stakeholders, to develop categorisations for describing these grants and agree on how the anonymity of grantees would be maintained. The proposed update to the 360Giving Data Standard to add fields to enable the publishing of grants to individuals' data was approved at the Stewardship Committee meeting in November and implemented subsequently.

We also implemented a regranting update to the Data Standard, which went live in December. This update introduced a new optional field which is used to indicate if a grant is intended for onward distribution. Providing a way to indicate when a grant is intended for

redistribution improves the visibility of regranted funds and will support better analysis of 360Giving data in the future. This feature was in response to developments in funding and increased collaboration between funders, with five 360Giving publishers already sharing regranted information in their grants before the year-end.

An upgrade to the Standard to include a new location scope field in 360Giving data was also approved and implemented at the end of March. This update will mean that funders can share data about the geographical scope of the funded work, and a proactive campaign to encourage take-up will be scheduled in the first half of 2023. This supports an improved understanding of where the activities are taking place and not just where the recipient organisation is registered, and helps to distinguish between local projects and those with a larger regional, national or even international scale.

Another significant update to the 360Giving Data Standard to enhance the scope of data available has been embedding the DEI Data Standard extension into the 360Giving Data Standard. This year we developed an extensions mechanism in the Data Standard in order to enable the sharing of DEI Data Standard data and the validation of the data by the Data Quality Tool.

The Stewardship Committee welcomed four new members in 2022-23, all of whom work at grantmaking organisations. With more members of the Committee from funders or data users, we have been able to better engage our users and meet the needs of stakeholders when managing the maintenance and development of the Data Standard. Further, we have made efforts to simplify how we describe technical concepts to be more accessible for a non-technical audience and to gain more useful input from the Committee.

Reflections and learning

There have been two key reflections as a result of our activities under this goal. Making significant changes to the Data Standard for the first time since its launch in 2016 has required more time than expected. While user participation and research have been incredibly helpful in ensuring that we recognise user needs in relation to the Data Standard, it did take longer than anticipated. Getting buy-in from our technical partners, along with testing a variety of implementation approaches and considering the general principles for future Data Standard updates have all impacted the time that it took to implement improvements. This contributed to limited data appearing in the new feature fields due to completing the majority of technical work in the final quarter, and a lack of time for publishers to prepare data using the new features within the financial year.

Having implemented a variety of different changes during the year, we have an improved understanding of both the technical requirements and time required to make these updates, and a clearer approach and models of working for future developments.

Plans for the future

We will increase the usefulness of the data and reduce ambiguity by developing the 360Giving Data Standard itself. This will include adding new Data Standard features to 360Giving tools to support sharing new types of data and developing new reports and dashboards for the new data fields. We will also launch campaigns to support the take-up of these new features. Another priority for goal two is the development of thematic extensions or categorisations in the Data Standard and tools, in collaboration with funder networks. We also plan to enrich the data available in 360Giving tools with further external datasets and improve the accessibility of new types of data, for example by creating data dictionaries and maps.

Goal 3: Enhance data use for greater effectiveness

Goal 3a: Increase people accessing the data

Achievements and progress

According to the analytics platforms we use, we ended the year with 54,575 visitors to our tools, with a total of 49,687 GrantNav visitors (2021-22: 32,955). However, this year we faced a challenge in the way we report users of our tools. Particularly, our ability to accurately count unique users has been affected by increasing numbers of people rejecting cookies or using browsers with cookie blockers, meaning repeat visitors are more often counted as new users. As a result, the number of unique users is likely to be over-inflated and figures are less comparable to previous years. However, we are still confident that we have achieved significant increases in users with a 24% increase in total visitors to GrantNav to 70,917 (2021-22: 57,183) and a 37% increase in searches on GrantNav to 183,584 (2021-22: 133,612).

We made enhancements to GrantNav including updating the funder and recipient list pages to make them more responsive, to increase visitors' understanding of organisations and their identifiers, and to improve the search location functions handling in response to publisher needs.

Less visible changes were also made to support the new features of the Data Standard (grants to individuals, regranting, location scope and DEI Data Standard) although there wasn't enough data available for these to be easily visible in the tools and dashboards by year-end. We also improved the efficiency of our Datastore which is used to run our tools and provides bulk access to the data for researchers and third-party sites and platforms.

In 2022-23 we developed a new mechanism to increase people accessing the data via third-parties: 360Giving widgets. 360Giving's new widget builder went live in February and was soft-launched to interested publishers, allowing funders to embed 360Giving data from GrantNav or visualisations from 360Insights into their websites. This will increase the visibility and usage of 360Giving data as well as adding value to funders who share their

data. Esmée Fairbairn Foundation and Trust for London have already put the widget on their websites. Wider promotions will follow this initial pilot.

Finally, to encourage the use of up-to-date 360Giving data, make research and analysis easier, facilitate the creation of tools by others, and support integration of 360Giving data by grantmaking database providers, we started work to develop an API to allow other systems to directly read 360Giving data in real-time. This will be rolled out early in 2023-24.

Reflection and learnings

360Giving's tools have evolved and developed over time which has led to inconsistencies in the treatment of data in different tools. This came to a head this year as more tools became integrated with each other and it is important to be aware of when we carry out further integrations in the next year of the strategy.

Another learning and consistent challenge affecting our work this year has been capacity. Although we have achieved a lot and reached the targets under this goal, some were reached later in the year than planned. However, the outcomes-based approach to our plans and strategy has enabled us to be flexible and prioritise our work in response to external challenges and internal dependencies.

Plans for the future

A key priority in 2023-34 is to encourage people to access the data to realise its impact. We will achieve this by promoting widgets to embed 360Giving data into funder and network websites; improving the Cost of Living Grants Tracker, developing thematic trackers and bespoke dashboards, and making incremental developments to tools to enable users to benefit from the new features of the 360Giving Data Standard. We will also promote the API to integrate it with grantmaking databases and explore access through other platforms. Finally, we will scope out R and/or Python packages to increase researchers using 360Giving data in the future.

Goal 3b: Increase skills, confidence and knowledge to use the data

Achievements and progress

As an advocate for a more data-informed sector, 360Giving wants to support people to have the skills, knowledge and confidence to get the most out of the data – but also needs to be mindful of our own sustainability as an organisation.

This year we successfully piloted an earned income approach to our training and consultancy services, and built a strong reputation for the value of our work to support funder collaborations and inform funding decisions, particularly through the Specialist Legal Advice Providers and Sector Infrastructure Funding reports.

We held 15 workshops in 2022-23 compared to four in 2021-22, with a total of 271 attendees. We hosted a mixture of free online workshops on using GrantNav and

understanding the 360Giving publishing process and five online paid-for workshops. The most popular of these were workshops on 'Intersectional data analysis', which sold out within 30 hours of being put on the website, and 'Analysing grants data using Excel'. We also held our new full-day in-person data analysis training, 'Data in a Day', with positive responses from all 11 attendees: 100% reported a better understanding of analysing grants data and 91% said they planned to take an action or do something differently as a result of the training. We plan to re-run this training in 2023-24. Overall, for paid-for workshops, 92% reported increased knowledge and confidence, which was well above our target of 75%. In 2023-24 we will look at further defining our paid-for training offer and building up the number of sessions that can be run cost-effectively, as well as offering them to funders as 'in-house' training for their teams or members.

Our free workshops have also been successful, with 91% reporting increased knowledge at GrantNav workshops, and 89% at Introduction to Publishing workshops. We also hosted two GrantNav workshops tailored to charities which received a high number of signups without proactive promotion, signalling an appetite and value of providing support directly to charities.

We have continued to host quarterly meetups for Data Champions Alumni in partnership with DataKind UK, and two meetups of the Data Specialists group, a newly refreshed network for people working with grants data in funding organisations to grow connections with peers, work on shared data problems together, get advice and hear from each other on data projects.

In the latter half of the year, we rebranded Office Hours (1-1 pro-bono support) to 1-1 Data support sessions to support people wanting to use 360Giving data and made them easier to book. We held 14 Office hours in the first part of the year and 11 Data support sessions in recent months - compared to ten Office Hours in 2021-22. There are clear benefits to providing a space for others to come to us for exploratory conversations, to share our expertise to prevent common errors and data misinterpretation, and to encourage and support the use of the data.

Reflection and learning

Our peer-development programme Data Champions was postponed after the programme's facilitator resigned. Consequently, we took the decision to drop the programme in 2022 and focus on its redesign and relaunch as a paid-for programme in 2023-24. There is a challenge in a small organisation of doing things in-house and spreading ourselves too thinly, or working with partners and consultants and being dependent on external suppliers. In March 2023 we expanded our team with an additional post of Data Support Lead to support our training, consultancy and analysis activities to reduce our dependence on external providers who might not be available when we need them.

We haven't had the number of submissions to, and use of, our Resource Library that we had hoped for. This tool was designed to encourage the funding community to engage and share their own resources, facilitating better data use. We plan to redevelop the Resource Library and better integrate it into our website, guidance and resources to make it easier to access and signpost to and more front of mind.

Plans for the future

Increased data use is another important priority for 2023-24, as we shift the norm from funders sharing data to using it. We want to support people to have the skills, knowledge and confidence to get the most out of the data. In 2023-24 we will develop our workshops and training programme, including our in-house offer; refresh the Data Champions personal development programme; build on our peer networks; increase our pro-bono 1-1 support and consultancy services, and develop the Resource Library to share knowledge and uses of data, as well as our own resources.

Goal 3c: Increase analysis and shared use

Achievements and progress

We have continued to promote shared data use through our collaborative analysis and research. We worked with the Access to Justice Foundation to publish a report analysing funding for '[Specialist Legal Advice Providers](#)'. The report covered trends in the size and scope of the sector, income sources, and examined the relationship between funder collaborations. This research has been read by over 700 people in 2022-23. It resulted in discussions with stakeholders around how legal advice providers can be better supported, and caused an increase in funders considering how they can better support specialist legal advice providers. Further, the report led to three legal advice funders sharing their data for the first time and increased funder collaborations to make more effective use of funds available. This research highlights how tangible outputs from the data encourage funders to prioritise sharing and using 360Giving data.

Our second shared data project was a tailored analysis report commissioned by the Paul Hamlyn Foundation on '[Voluntary Sector Infrastructure Funding](#)'. The report looked at the role of infrastructure organisations in the sector, how funding for these organisations has changed over the last decade, and highlights the challenges around this funding. This research was exceptionally well-received by infrastructure organisations and funders, and provided valuable context to inform funder strategy development, encourage collaboration and influence funding approaches. The report was read by 1,522 people in March alone and 360Giving has had significant engagement with stakeholders on it including roundtables of funders, policymakers and infrastructure organisations. It has been cited in media coverage and in press releases and research. This is a huge step for 360Giving and has a significant impact on achieving our goal to make funding practices more informed and strategic.

We also increased shared data use this year through smaller analysis projects, such as developing and sharing our ‘Who funds with who’ visualisations for specific funders to show different funder collaborations.

Reflections and learning

There are growing demands from funders for analysis and data support – and we are already seeing that we are having a greater impact with our own deep-dives than just supporting others.

We haven’t always had the capacity to be as responsive as we would have liked to enquiries and so have increased our capacity in this area with a new Data Support Lead post from March 2023 to expand our offer.

Plans for the future

We will do more to support increased analysis in 2023-24, including additional paid-for services, such as data enrichment and bespoke analysis reports for individual funders. We will also take a more active role in cross-funder data use and support collaborations and networks through partnerships with membership organisations and funder networks, with more active support for the data needs of collaborations and partnerships; development and packaging of our consultancy and analysis offer – including more tailored analysis reports; data enrichment service roll-out and developments to our geographical strategy and insights approach.

Goal 4: Lead and influence practice for impact

360Giving played a key role in providing information that can be used to give context and support decision-making in the sector. We worked to drive good open data practice in furtherance of our aims and to create a supportive data environment through influencing the policy frameworks, raising awareness of the importance of data for decision-making and supporting other sector data initiatives.

Goal 4a: Inform decision-making and inspire practice

Achievements and progress

The ‘Specialist Legal Advice Providers’ and ‘Voluntary Sector Infrastructure Funding’ reports played a significant role in informing decision-making and practice in the grantmaking sector. They have inspired funders to use the data more themselves as well as to apply the models used to their own analysis.

In 2023-24 we will do more deep-dives and think pieces on the sector to stimulate the market and grow partnerships with other sector bodies who will benefit from increased data available for analysis.

50% of funders who responded to our survey self-reported using 360Giving data or analysis to inform their decision-making – but this increased to 75% for people at the Chief

Executive or Director level. Use of the data will remain a priority for the coming year, including how we can make it useful to people at different levels within their organisations.

Reflections and learning

Similarly to Goal 3, increased capacity in-house with a new Data Support Lead has ensured that we can be more proactive in our analysis, and the recruitment of a new Marketing and Engagement Manager will mean we are able to focus more on this goal, particularly building our partnerships and collaborations.

Plans for the future

360Giving has a key role to provide information that can be used to provide context and support decision-making in the sector. This coming year we will be focused on increasing proactive analysis by publishing a snapshot of the data to support a better understanding of the 360Giving dataset. We will also carry out deep dives on thematic areas to stimulate the market and refresh the specialist legal advice analysis with an additional year of charity data, and including funders who have now shared their data as a result of the first report. We also plan to partner with other sector bodies who will benefit from this increased information being available.

Goal 4b: Develop, lead and share good data practice

Achievements and progress

In 2022-23, the number of external events 360Giving spoke at increased greatly, with 27 speaking engagements. In total we reached over 820 people from speaking engagements, many of which led to follow-ups, supporting us to achieve this goal of developing, leading and sharing good open data practice. We also presented to five funders' forums throughout the year, suggesting that there is a continued interest in our work, prompted by the sharing of grants data being expected practice in the sector and increased relevance of information sharing for funder networks. Our Chief Executive Tania Cohen produced a guest blog this year as part of NPC's 25-year anniversary celebrations, "[What more can be done with data](#)" with over 500 readers.

Another area where we have had a strong impact in developing and leading responsible practice in the sector is in supporting the roll-out of the DEI Data Standard. We continued to work with the DEI Data Group to promote the shared framework to categorise organisations either led by, or targeting and supporting, groups experiencing structural inequity. We have also supported individual funders and other funder initiatives on the collection of equity data, including Funders Race Equality Alliance. The DEI Data Standard collaboration on ACF's Funder Collaborative Hub website, with materials developed by 360Giving, was the [most viewed collaboration opportunity of the year](#), with 4,728 views in 2022 alone, demonstrating continued interest from the sector and reach of the good practice we have shared.

Another area where we are leading practice is in the development of a mechanism for grantees to request corrections to funders' grants data about them as part of our work to share good data practice, to be launched publicly at the start of next financial year. By enabling grantees to request changes to data published about them, we have taken steps to address the inherent power imbalances in our current model and in funder-grantee relationships, as well as supporting improved data quality and showing leadership on responsible open data practices in the grantmaking sector. This development also supports greater ownership and responsibility by publishing organisations for their data. The ability for the people who the data is about to request changes is not seen in other data standards, but we feel this is important and will be leading practice in this area.

We have also shared our practice and learning from being awarded the [Neurodiversity Inclusivity Confidence Award](#) with other organisations and seek to continue to develop in this area. Our blog shares our journey and there has been high interest in our inclusion and wellbeing assessment template.

Reflections and learnings

A learning we have taken from the activities under this goal is the need to balance our workplans with the high number of speaking events. External events have helped us to reach wider audiences and grow our profile, but we have needed to be strategic to ensure that the events we speak at help us to deliver our aims, as the time and resources needed to engage in external events is challenging given our limited capacity.

Plans for the future

Our priorities for this goal are to support sharing good data practices between funders; to promote responsible open data practices, including delivering the grantee corrections mechanism; embed equity and inclusion practices in all our services, tools and the 360Giving Data Standard, including continued promotion of the DEI Data Standard and developing an extensions mechanism to support publishers sharing this data; develop a more structured approach to sharing learning with others, including data, philanthropy and civil society organisations and to support the development and interoperability with other data standards.

Goal 4c: Championing a supportive environment

Achievements and progress

Our work cannot be done in isolation, and there is a need for policy, advocacy and engagement work to promote a supportive environment for data availability and use.

We have been involved in a number of consultations and working groups and have engaged policy makers and influencers, including the Charity Commission for England and Wales, Department for Digital, Culture, Media and Sport, Department for Levelling Up, Housing and Communities, Office for National Statistics, Government Grant Management Function, Institute for Government, Data Collective, and Local Government Association.

We have also supported a number of grantmaking practice and reform activities, including Foundation Practice Rating, IVAR Open and Trusting, ACF Foundation Giving Trends, Law Family Commission on Civil Society, Modern Grantmaking, New Philanthropy Capital Open Philanthropy, and Philea. We have an interest in creating a supportive environment for philanthropy practice as well as data.

Reflections and learning

We had a vacancy in the Marketing and Engagement Manager position for much of the year which limited our capacity to proactively engage policy stakeholders or do as much as planned on specific policy issues. We hope to recruit a new Marketing and Engagement Manager in 2023, whose focus will be on 360Giving's policy, advocacy and engagement work to promote a supportive environment.

Plans for the future

Our work cannot be done in isolation, and there is a need for policy, advocacy and engagement work to promote a supportive environment for data availability and use. In 2023-24 we will prioritise the availability and expansion of registers and other complementary data for linking and enrichment, influencing government data quality (including timeliness of publication), supporting other sector data initiatives to maximise data use and contextual data information for decision-making, particularly through the DCMS Data Group and contributions to the SORP consultation and other Charity Commission consultations on areas relevant to grantmaking and complementary data.

Wider organisational progress

Organisational development

The steps taken to invest in our organisational development in previous years meant that we were fit to adjust to the changes in culture and new ways of working as a result of the 2022-25 strategy. Using an outcomes-based approach to our work has enabled us to be flexible and prioritise based on impact. Consequently, we are now more user-focused and responsive to needs, dynamic in our response and are improving our accessibility in smarter ways. We also further embedded our project management tool to better coordinate our work, and have a clearer understanding of how the teams' projects intersect with each other and different staff members' roles in those projects.

We've invested in our cyber security to ensure we are adhering to best practices. We renewed our Cyber Essentials accreditation and commissioned a specialist agency to execute penetration and vulnerability testing for all of our websites, tools and servers.

360Giving transitioned to being a fully remote organisation from the end of March 2023. Staff were well supported during this transition, but there will inevitably be ongoing adjustments to ways of working over the coming months.

There have also been significant staff and governance changes. We recruited and inducted new Stewardship Committee and Board members, including a new Chair and Treasurer, and have worked closely with the Board to develop staff and Board working relationships. In addition, we appointed a new Data Support Lead, putting us in a stronger position to deliver the 2022-25 strategy. Further staff turnover in recent months means that we ended the year without a full team in place and with ongoing capacity challenges.

Plans for the future

With the new strategy has come a shift in 360Giving's practices, mindset and culture and we are still adjusting to these changes. There will be significant marketing and business developments. We will need to invest in design for brand development and new platforms needed for managing fee-based services. We will implement a content strategy and adopt an account management approach to work with our audience in a more holistic way. We will also need to invest time in establishing new partnerships. Our systems and processes will undergo further developments, with our CRM being enhanced to facilitate customer relationship management and launching a new customer service phone system. We will also be prioritising team culture and development, including training for staff to deliver the changes to the business model, supporting staff wellbeing to adapt to changing working practices and on-boarding new staff through team development exercises, as well as internal capacity building.

Diversity, inclusion and wellbeing

360Giving is committed to embedding diversity, equity and inclusion in every aspect of the organisation's work and culture. As part of the new strategy, we set DEI aims to:

1. Ensure an inclusive culture that values diversity in how we treat each other, those we work with and users of our services
2. Ensure that our programmes, tools and resources are accessible, inclusive and meeting the needs of a diverse range of stakeholders
3. Increase awareness of equity considerations in the use of grants data and support the practices of others
4. Ensure that DEI and wellbeing considerations are actively part of all our internal practices and decision-making to maximise our impact

With such a small staff team, it is impossible to be representative or diverse across every characteristic. So, for the period of the 2022-25 strategy, we chose to focus on neurodiversity, as this is where we feel adjustments can have the most impact in relation to our work.

This year, we focused on achieving the Neurodiversity Inclusivity Confidence Award with the Positive Psychology Autism Centre. This award is a recognition of how far we have embedded inclusion in our work and our ongoing commitment to inclusion. We also shared

our learning with funders to support the inclusion of neurodiverse individuals within their organisations in one of our [most-read blogs](#).

We undertook a number of initiatives to support internal staff wellbeing and to help people to be at their best. We also continue to provide staff with additional support through an Employee Assistance Programme, designed to help deal with personal and professional problems that could be affecting home or work life, health and general wellbeing.

As well as looking at our internal needs, we have also implemented changes to our services and programmes to reflect our learning. This included extending our DEI policies, making accessibility improvements to our website, tools and publisher guidance and prioritising facilitating the sharing of DEI data in the 360Giving Data Standard including user guidance to support this. We have continued to support the DEI Data Group and have been keen advocates of this important work.

Diversity and inclusion monitoring

We have an internal development programme to support our continuous improvement. This includes an anonymous diversity and inclusion survey each year as a snapshot of our position.

360Giving doesn't have an HR database and as a result, special category information is not stored in a personally identifiable way in the records. Monitoring takes place in aggregate in our recruitment processes and through annual surveys such as the one whose results are reported below, completed in March 2023.

Figures here include staff and Trustees together, as our number of staff is too small and publishing this information alone would risk making individual members of the team identifiable.

Diversity

We are too small an organisation to set specific targets for diversity without it becoming a tokenistic exercise, but feel it is important to monitor diversity and be aware of potential biases in our inclusion and decision-making.

We have a reasonable level of diversity overall – although recognise there is room for improvement. Both the Board and staff team are significantly over-represented with higher levels of education and class factors than the overall population.

Identities/characteristics	March 2023	2021-22
Under 45	46%	82%
Female and non-binary	77%	64%
LGBTQ+	23%	18%
Disabled	31%	27%
Communities experiencing racial inequity	46%	36%
Attended UK State School – Comprehensive	38%	45%
Highest level of education below degree level	0%	0%
First generation to go to university	38%	27%

It should be noted that this is just a snapshot. At the time of completing the survey we were recruiting for three staff posts, one Trustee was on parental leave and two Trustees will be standing down in June 2023 and one in November 2023.

We will continue to review and improve on our practice to embed DEI across all our areas of work. We recognise that there is room to recruit from a broader pool of talent particularly those without formal higher education qualifications. To this end, since early 2021, we have used the Applied platform for all staff recruitment to try to reduce bias through anonymous application processes and structured assessment processes. Strong writing skills are essential criteria for all the staff roles and we have found this effective to take a competency-based approach while testing written communication skills at the same time. This has increased our staff diversity overall, but we continue to all be graduates – and in fact, 62% of overall Board and staff survey respondents had at least one Masters’ degree or a Doctorate.

We will continue to explore recruitment options to improve our practices as vacancies arise, as is viable within our budget and capacity.

Inclusion

Trustees and staff members were asked to rate their agreement with the following statements where 1 is Strongly disagree and 5 is Strongly agree:

- I feel like I belong at 360Giving
- I feel I can be myself and express my identity in my role at 360Giving
- I feel 360Giving has an inclusive culture where diversity is valued
- I feel respected and valued at 360Giving
- I believe that 360Giving is a safe and supportive environment
- I would feel comfortable sharing with the CEO or the Chair if I required an adjustment
- I would recommend 360Giving as a great place to work/be a trustee

- If I have a concern about harassment or discrimination, I know where to lay my complaints

There were high levels of agreement on the inclusion statements, but as always, room for improvement. Numbers are too low to be statistically significant, but average scores were slightly lower from Trustees across all factors from last year at an average of 4.3 (2021-22: 4.7), and slightly higher for staff across all factors at an average of 4.7 (2021-22: 4.5).

No staff or trustees reported seeing or experiencing any unwelcome comments or conduct, or any discrimination.

Future plans

In 2023-24 we will be looking primarily at the accessibility of our tools to access the data and particularly our website, with plans for a full website redesign. The focus on inclusion, accessibility and our values in 2023-24 will include improvements to the accessibility of the publisher guidance and other Data Standard documentation; increasing open and inclusive engagement mechanisms, including improvements for the online 360Giving Forum and other feedback mechanisms; carrying out user research on design to assess needs; promotion of a new mechanism for grantees to request corrections to the data and undertaking further accessibility testing to make improvements to tools and training.

Challenges and learning

There are three themes to our reflections over this reporting period.

Resourcing and capacity

This year we have been faced with both internal capacity issues and external supply issues which have affected the delivery of our plans. We have been particularly affected by staff turnover in the last two years, and uneven workloads for certain staff have impacted capacity. Similarly, with a completely new Board in place, we need to invest time in team-building and developing Board and staff working relationships.

Recruiting consultants to support us to have flexible capacity has also been a challenge. Our CRM partner closed to new projects in July and consultants we had been working with, or planning to work with, moved to permanent contracts in other organisations or didn't have the capacity to work with us so we haven't always been able to get the support that we needed when we needed it. We are dependent on suppliers and consultants, particularly Open Data Services Co-operative for our technical support and consultants for analysis and development, and it is difficult to manage changes in quality, timeliness and culture. Further, some of our work is specialist, affecting our ability to buy in extra capacity when it is needed.

As a result of this, we have increased our staffing establishment and will have a Data Support Lead in-house and are exploring how we work with other suppliers.

Recruitment has been very challenging for some roles. In particular, we have had a vacancy in the Marketing and Engagement Manager role for a while. It is very challenging to recruit people who have the right skills and experience and are interested in data and our niche part of the sector.

Evidencing our impact

As an organisation with openness at its core, we want to remain completely transparent and open in our work, but this year we have recognised the challenge this poses in measuring our impact. The increase in cookie restrictions has affected our ability to monitor tool users accurately, meaning our monitoring information is decreasing in its reliability, and our impact is either under or over-reported, which means we cannot use these results to optimise our tools. While part of this is beyond 360Giving's control, we are mitigating this by developing alternative mechanisms to measure our impact including user research, narrative evidence and monitoring based on different statistics.

Change management

360Giving has faced a significant amount of internal change this year – in ways of working, Board members, staff and even a physical change in moving out of the office. We have also delivered a lot of changes externally to our work – to the 360Giving Data Standard, to our tools, to our training programme, to our support and services and more. We have been dynamic and responsive but still prioritised the strategy outcomes.

While the changes have been well-managed individually, collectively they risk feeling relentless. Combined with ending the year still recruiting to three staff posts and one person only in post for a few weeks, we need to make time for a period of consolidation in early 2023-24.

Priorities for 2023-24

Our 2022-25 strategy, 'Unleashing the Impact of Grants Data' has four key goals towards our vision:

1. Increase relevant data available for informed decision-making
2. Increase the quality and depth of data for increased usefulness
3. Enhance data use for greater effectiveness
4. Lead and influence practice for impact

The strategy marks a step-change in our maturity as an organisation, and in our ambition. We want to see a permanent shift in culture and practice for data-informed decision-making to be a central element of grantmaking.

2022-23 was about making the transition and investing in our infrastructure so that we have a firm foundation to build on, and 2023-24 will be focused on consolidating these

changes and developing on what we've achieved in 2022-23 – as highlighted in the key activities for 2023-24 outlined in the analysis of our achievements and plans above.

2023-24 will see a focus on embedding and rolling out the high levels of change implemented or planned in 2022-23. These include:

- **Changes to our business model** - Further piloting of new approaches to enhance and define our commercial offer and promote this externally.
- **Increased focus on using the data** - Investment in dashboards and data visualisation to engage people in the data and especially for the networks and partnerships for commercial packages.
- **Commitment to inclusion** - A core value of 360Giving, we will increase our accessibility and openness across the organisation.
- **Change management** - We need to adapt to internal and external developments.
- **Growing partnerships** - We will invest in relationships and partnerships with funder networks and organisations.
- **Inform decision-making and inspire practice** - We will showcase our work and the impact it can have on creating change in the funding sector.

Key measures and milestones for the year ahead

Key areas from the strategy that we will focus on in 2023-24 so that we can build on our successes and achieve our goals include:

Goal 1: Increase relevant data available for informed decision-making

- 325 funders publishing grants data by end of March 2024 (March 2023: 247)
- 60% funders reporting that it is easy to publish data (March 2023: 50%)
- 45% of funders publishing and updating independently (March 2023: 21%)

Goal 2: Improve the quality and depth of data for increased usefulness

- 75% of publishers achieving a “good” quality score (March 2023: 72%)
- 25 publishers adopting new Data Standard features or extensions (March 2023: 5)

Goal 3: Enhance data use for greater impact

- At least 85,000 visits to 360Giving's data tools (March 2023: 79,512)
- At least 200 people attend 360Giving's learning events (March 2023: 271 - but included some exceptional events)

Goal 4: To lead and influence practice for impact

- Over 600 people read 360Giving's reports and analysis (March 2023: 2,734 - included exceptional response to infrastructure report)
- 60% of funders publishing their open grants data self-report using 360Giving data or analysis to inform decision-making (March 2023: 50%)

Risks and uncertainties

360Giving maintains a risk register to identify and record the principal risks we are exposed to and confirm that systems are in place to manage those risks. The Board, staff team, and Finance Committee review the risk register periodically, monitoring risks and, where possible, taking steps to mitigate them by ensuring management implements controls and obtains insurance where appropriate.

The main risks faced by the organisation are:

Risk	Mitigation
<p>Internal capacity Issues Spread too thinly or uneven workload for individuals - lots of products and stakeholders with the diversity of earned income activities. Loss of key staff - been significantly affected over the last 2 years by vacancies and staff turnover. Skills mix - Increasing earned income will place high demands on managers - both in balancing the managing versus doing (strategic and operational) and new skills to manage increasingly commercial requirements</p>	<p>Further embedding of project management tools. New structure and increased capacity will reduce dependence on individuals (when everyone is up to speed), particularly the CEO Skills and knowledge sharing for short-term cover Ongoing investment in staff development and wellbeing. Investment in leadership development Ruthless prioritisation and more dynamic decision-making. Be quick to drop activities not performing as well Acknowledging and investing in the change and culture management to support the earned income focus</p>
<p>External dependencies Dependent on consultants and suppliers so harder to manage some of these changes in quality, timeliness and culture Difficulty getting surge capacity - some of what we do is quite specialist. We aren't always able to buy in the extra capacity when we need it</p>	<p>Tighter management of suppliers with a dedicated Product Manager role Further embedding project management tools - and prioritisation between projects Understand when we may not be able to deliver a new activity and manage expectations Continue to maintain relationships with suppliers</p>
<p>Commercial challenges Pressure of building the earned income while also maximising impact when we have significant grant income may spread ourselves too thinly</p>	<p>Prioritise the strategic outcomes and delivering on agreements - contracts and grants Establish project and resource management processes to not overcommit to consultancy work Invest time in getting the Data Support Lead up to speed to increase flexible capacity</p>

<p>Demonstrating our impact A big challenge for us is remaining completely open while being able to measure the impact of our work. This challenge is increasing with the growing prevalence of cookie blockers meaning our tracking and monitoring information is decreasing in reliability and we are under-reporting our impact</p>	<p>Develop our user research and survey mechanisms to increase feedback Use more case studies and narrative evidence to share the impact of our work Develop alternative measures not based on a number of users</p>
<p>Governance and Board Performance We have had a significant change in the membership of the Board and the Stewardship Committee over the last 18 months - and at the same time the organisation has been going through, and continues to go through a significant period of change. There are risks inherent in periods of change</p>	<p>Investment in Board development and team building Stewardship Committee development and succession planning Mid-strategy review scheduled for autumn 2023 to ensure we are still on track and there is a shared understanding of priorities</p>

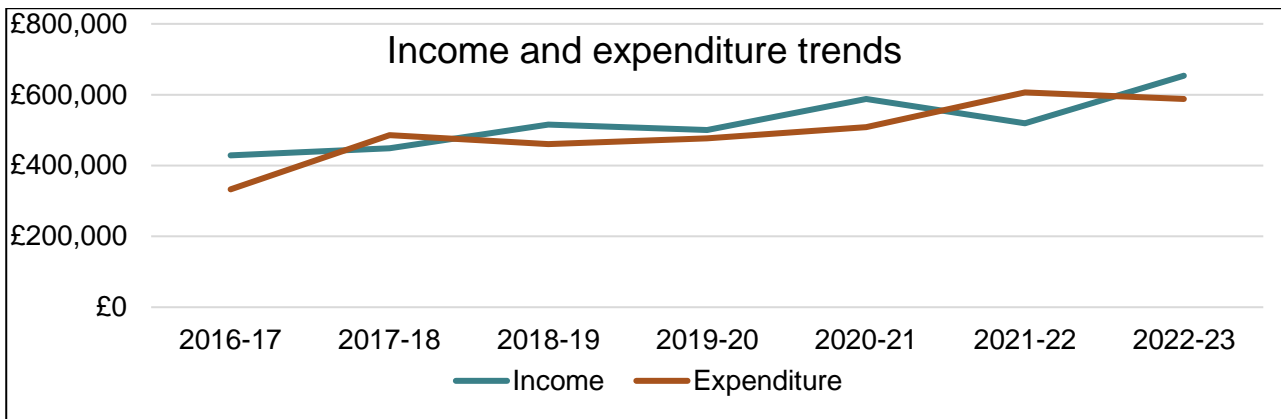
Financial review

Results for the period

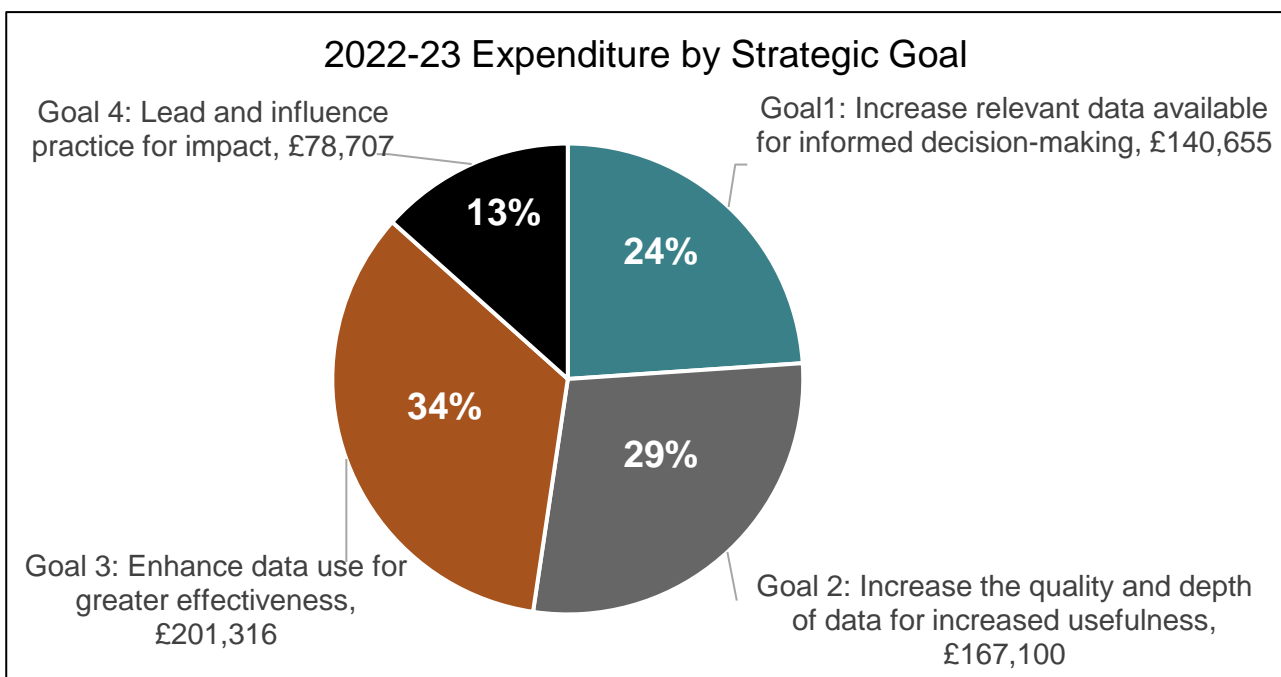
Total income for the period was £653,655 (2022 – £518,900). Total income included grants and donations of £635,975 (2022 – £516,846), including unrestricted donations of £445,000 (2022 – £350,000), monies received for specific projects of £132,470 (2022 – £162,846), partnership contributions of £30,505 and a Gift in Kind of donated office space valued at £28,000 (2022 - nil).

Expenditure totalled £587,778 (2022 – £606,450) resulting in an overall surplus of £65,877 (2022 – a deficit of £87,550), comprising a surplus on unrestricted funds of £93,087 (2022 – deficit £13,194), a deficit of £27,220 on restricted funds (2022 – deficit £19,556) and there was no expenditure from designated funds (2022 - £54,800).

There is a longer-term trend in organisation growth, although expenditure dropped slightly in 2022-23 due to vacancies during the year, and there are some fluctuations in the receipt of payments in previous years. Outputs and outcomes have grown disproportionately to the expenditure.



Expenditure reflects the balance of activities outlined in the performance above for our four goals



We disproportionately invested in Goal 2 through the development of the data standard, and in Goal 3 in the development of the tools and expansion of the training and consultancy offer, in order that we can have a firm platform for Goal 4 in future years. In addition Goal 4 was more significantly impacted by staff vacancies.

The charity's balance sheet at 31st March 2023 shows total funds of £243,086 (2022 – £177,209), all in unrestricted general funds (2022 – £149,989 unrestricted, £27,220 restricted). The charity's free reserves are equal to the balance of unrestricted general funds.

The balance is higher than planned due to vacancies in the staff team and capacity issues in suppliers leading to postponing of some activities planned for the last quarter of 2022-23, delaying the expenditure to 2023-24.

Reserves policy

The trustees have a policy of ensuring that they hold in free reserves adequate funds to allow for the orderly wind-down of the charity should that ever prove to be necessary. The amount required for this is currently estimated to be £159,695.

At 31st March 2023, the level of the general fund or free reserves was £243,086 (2022 - £149,989), which exceeds the target reserves balance. This is partly as a result for some activities being planned for February/March 2023 being delayed until May/June 2023 due to capacity issues. The excess funds will be used to cover these delayed activities and increased budgeted operating costs for the year ended 31st March 2023 arising from a higher staff complement and costs for the year 2023-24.

Reserves of £243,086 represent 3.65 months of the planned expenditure for 2023-24.

Going concern

The trustees have assessed the position of the charity as a going concern in preparing this report and financial statements and have made this assessment in respect of a period of one year from the date of approval of these financial statements, based on the expected level of activity during 2023-24 and the first half of 2024-25 and income already secured. The charity had net current assets at 31st March 2023 and few recurring and fixed costs. The coronavirus pandemic has not hindered the charity's operations in any meaningful way. The trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern, and the charity will have sufficient resources to meet its liabilities as they fall due.

Fundraising

The charity does not have any dedicated fundraising roles and does not undertake public fundraising activities. We adhere to the Code of Fundraising Practice with respect to the grants that we apply for and receive. No complaints were received during the year.

Principal funding sources

We thank all our funders, without whom our work would not be possible. Funders in 2022-23 were:

- Esmée Fairbairn Foundation
- National Lottery Community Fund
- Indigo Trust
- Paul Hamlyn Foundation
- Tudor Trust
- Pears Foundation
- Greater London Authority

Trustees' Report

Structure and governance

Legal Structure

360 Giving, operating under the name 360Giving, is constituted as a company limited by guarantee registered in England and Wales (number 09668396) incorporated on 2nd July 2015, and registered as a charity with the Charity Commission (number 1164883).

It is governed by a Memorandum and Articles of Association. The maximum liability of members in the event of a winding up is £10. At 31st March 2023, there were nine members who are all trustees and directors of the charitable company.

Charitable Objects

The constitutional objects are restricted to the following:

The promotion of the voluntary sector for the benefit of the public by encouraging, supporting and assisting grant makers, grant recipients and funders to adopt an open online common standard for the reporting of grant information thereby assisting donors and funders to more effectively make charitable donations and to more effectively target their grant-making by identifying gaps in provision.

These are embedded in our vision and reflected in our strategy and activities.

Public benefit

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

360Giving's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives. The trustees confirm, in the light of the guidance, that these meet the public benefit test and that all the activities of the charity, described in the Strategic Report, are undertaken in pursuit of these aims.

This report demonstrates how our activities during the year, and strategy, have delivered our charitable objects and demonstrates that the requirements to identify public benefit have been met. Our strategy and plans for 2023-24 show our commitment to continuing to deliver public benefit in the years ahead.

Appointment of Board members

The Board of Trustees comprised nine Directors as at 31st March 2023. In accordance with the charity's Articles, new directors are appointed by ordinary resolution of the Directors. All Directors are appointed for an initial tenure of three years, with the possibility of being

offered one extension of a maximum of three years. All Directors are required to sign a declaration of interests and confirm that they meet the requirements outlined in HMRC's guidance of fit and proper persons and Charity Commission Automatic Disqualification rules. They are subject to the same Terms of Reference and Code of Conduct. They are also covered by the organisation's disclosure policy, whistleblowing policy and privacy policy.

Trustee induction and training

New trustees complete an induction programme with the Chief Executive and Chair before attending their first Board meeting to brief them on: their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the strategy and recent financial performance of the charity. A full information and induction folder is available to all Trustees including reference documents, policies and past performance reports, meeting papers and minutes.

Trustees receive presentations from the staff team on all areas of their work and Trustees are encouraged to attend relevant training and events that facilitate the undertaking of their role.

The members of the Board of Trustees who served as trustees (and directors of the company) during the period and up to the date on which this report was approved were as follows:

- Francesca Perrin, OBE (Chair, to 5th July 2022)
- Fozia Irfan, OBE (Chair, from 5th July 2022)
- Geoffrey Chapman (Treasurer, to 9th November 2022)
- Lucinda Palfreyman (Treasurer, from 9th November 2022)
- Danil Mikhailov (Vice-Chair)
- Manny Hothi (to 9th November 2022)
- Jonathan Cracknell (to 19th June 2023)
- Bonnie Chiu (to 19th June 2023)
- Farah Ahmed
- Jo Kerr
- Thrisa Haldar
- Adam Lopardo (from 9th November 2022)

No trustee received any remuneration for their services during the period (2022 – none). Expenses of £50 were paid by the charity on behalf of one trustee for childcare costs relating to attendance at a trustee meeting (2021-22: £60) and expenses of £278.50 were reimbursed by the charity to two trustees for travel costs (2021-22: nil)

Role of the Board, management and decision-making

The Board is responsible for setting strategy and the general management and supervision of the work of 360Giving.

A Chief Executive has been appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance and employment.

Trustees receive regular updates on the organisation's activities and delivery. They meet quarterly at formal Board and Finance Committee meetings at which they review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and specifically the Chief Executive meets regularly with the Chair.

In 2020 the organisation undertook a review of governance against the Charity Governance Code for large charities and implemented improvements to practice and documentation as a result. All elements of the code relevant to the organisation have now been applied and governance effectiveness is regularly reviewed and enhanced following the annual Board Appraisal process.

The 360Giving Data Standard is governed by a Stewardship Committee which is independent from the Board of Trustees, but makes recommendations to 360Giving and the Board. The Committee is directed and governed in line with its Terms of Reference. Committee members are appointed following an agreed process. It is their role to oversee and account for the appropriate and timely maintenance of the Standard, including what upgrades are required and the process for making them. New members were recruited and inducted to the committee in 2022.

The Committee meets two to four times a year to discuss the Standard schema, look at how it is being used and consider any proposed changes or upgrades. This is a voluntary committee with representatives from grantmakers, users of 360Giving data and open data and standards experts.

Key management personnel

The key management personnel of the charity in charge of running and operating the charity on a day-to-day basis comprise the trustees and the Chief Executive. The trustees receive no remuneration. The remuneration of the Chief Executive is set through analysing and benchmarking against the average rate paid in the sector on recruitment, with annual cost of living increases applied as with other staff, in line with the remuneration policy.

Statement of Trustees' responsibilities

The trustees (who are also directors of 360 Giving for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. It was approved by the Board and signed on its behalf by:

Fozia Irfan

Fozia Irfan, OBE (Chair)

Approved by the Board of Trustees on 19th June 2023

Independent Auditor's Report

Independent auditor's report to the members and trustees of 360 Giving

Opinion

We have audited the financial statements of 360 Giving (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on 360 Giving's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity

operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Judith Miller (Senior statutory auditor)

19th June 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Financial Statements

Statement of Financial Activities

Year to 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Income from:					
Donations	2	473,000	-	473,000	350,000
Charitable activities	3				
Goal 1 – more data		7,500	48,988	56,488	65,138
Goal 2 – better data		12,505	47,741	59,246	32,569
Goal 3 – improved data use		13,690	24,494	38,184	54,854
Goal 4 – insight/influence		12,582	12,247	24,829	16,331
Interest received		1,908	-	1,908	8
Total income		521,185	132,470	653,655	518,900
Expenditure on:					
Charitable activities	4				
Goal 1 – more data		80,779	59,876	140,655	133,418
Goal 2 – better data		112,193	54,907	167,100	151,613
Goal 3 – improved data use		171,378	29,938	201,316	242,580
Goal 4 – insight/influence		63,738	14,969	78,707	78,839
Total expenditure		428,088	159,690	587,778	606,450
Net income / (expenditure)	10	93,097	(27,220)	65,877	(87,550)
Transfers between funds	10	-	-	-	-
Net income and movement in funds	10	93,097	(27,220)	65,977	(87,550)
Reconciliation of funds:					
Total funds brought forward		149,989	27,220	177,209	264,759
Total funds carried forward		243,086	-	243,086	177,209

For Companies House purposes, total income is £625,655 (2022: £518,900) and total expenditure is £559,778 (2022: £606,450), which is total income and expenditure as shown above, both net of gifts in kind of £28,000 (2022: £nil).

All of the operations undertaken by the charity during the above two financial periods are continuing operations.

The notes on pages 47 to 56 form part of these financial statements.

Balance Sheet

At 31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Current assets					
Debtors	8	1,774		169	
Cash at bank and in hand		252,576		221,825	
		254,350		221,994	
Creditors					
Falling due within one year	9	(11,264)		(44,785)	
Net current assets			243,086		177,209
Total net assets			243,086		177,209
Represented by:					
Restricted funds	10		-		27,220
Unrestricted general funds			243,086		149,989
			243,086		177,209

Approved by the Board of Trustees of 360 Giving, Company Registration Number 09668396 (England and Wales), and signed on their behalf by:

Fozia Irfan

Fozia Irfan, OBE (Chair)

Approved on 19th June 2023

The notes on pages 47 to 56 form part of these financial statements.

Statement of Cash Flows

Year to 31 March 2023

Statement of cash flows	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	30,751	(91,794)
Change in cash and cash equivalents in the year		30,751	(91,794)
Cash and cash equivalents at the beginning of the year		221,825	313,619
Cash and cash equivalents at the end of the year	B	252,576	221,825

Notes to the statement of cash flows for the year to 31 March 2023

A Reconciliation of net movement in funds to net cash provided by operating activities	2023 £	2022 £
Net movement in funds (as per the statement of financial activities)	65,877	(87,550)
Adjustments for:		
Decrease/(Increase) in debtors	(1,605)	(169)
Increase/ (Decrease) in creditors	(33,521)	(4,075)
Net cash provided by (used in) operating activities	30,751	(91,794)
B Analysis of cash and cash equivalents	2023 £	2022 £
Cash at bank and in hand	252,576	221,825
Total cash and cash equivalents	252,576	221,825

The notes on pages 47 to 56 form part of these financial statements.

Notes to the Financial Statements

1. Principal accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

a) Basis of accounting

The financial statements have been prepared under the historical cost convention with items initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

The accounts are presented in sterling and are rounded to the nearest pound.

b) Public Benefit Entity

The charity constitutes a public benefit entity as defined by FRS 102.

c) Assessment of going concern

The trustees have assessed the position of the charity as a going concern in preparing this report and financial statements and have made this assessment in respect of a period of one year from the date of approval of these financial statements, based on the expected level of activity during 2023-24 and 2024-25 and income already secured. The charity had net current assets at 31 March 2023 and few recurring and fixed costs. The coronavirus pandemic has not hindered the charity's operations in any meaningful way. The trustees have concluded that there are no material uncertainties related to events or conditions that

may cast significant doubt on the ability of the charity to continue as a going concern, and the charity will have sufficient resources to meet its liabilities as they fall due.

d) Income recognition

Income is recognised in the period in which the charity is entitled to receipt, the amount can be measured reliably and it is probable that the funds will be received.

Donations and grants are recognised in the period in which the charity becomes legally entitled to the income, it is probable the income will be received, and that income can be measured with reasonable certainty.

Restricted grants are apportioned to charitable activity goals on the SOFA based on the aims of the grant and activities included in the restricted costs.

Income relating to commissioned projects is recognised in line with the performance of that project. Where income is received in advance of work having been performed the income is deferred to the extent that the work is yet to be undertaken.

Income relating to events is recognised on the date the event took place – and in the case of a series of events, the date the first event took place.

Income relating to commissioned projects and events is allocated to charitable activity goals based on the aims of the activities delivered.

e) Expenditure recognition and the basis of apportioning costs

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. Expenditure comprises direct costs and support costs.

Expenditure on charitable activities includes all direct and indirect costs (including support and governance costs) associated with furthering the charitable purposes of the charity through the provision of its charitable activities.

Support and governance costs are apportioned to charitable activity goals based on an estimated proportion of staff time.

All expenditure is stated inclusive of irrecoverable VAT.

f) Fixed assets

Fixed assets worth over £2,000 will be capitalised.

360 Giving does not currently have any fixed assets worth over £2,000

g) Pension costs

The charity contributes to pension arrangements on behalf of its employees in to a defined contribution scheme. The cost of the contributions is charged to the statement of financial activities over the period in which the cost is incurred.

h) Taxation

Provision for corporation tax is not necessary as the company is a registered charity. No deferred tax provision is required.

Tax recovered from voluntary income received under Gift Aid is recognised when the related income is receivable and is allocated to the income category to which the income relates.

i) Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

j) Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

k) Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

l) Fund accounting

Unrestricted general funds are those funds which can be used freely to meet the charity's charitable objects.

Designated Funds are unrestricted funds that have been earmarked by the trustees for a specific purpose.

Restricted funds are monies raised for a specific purpose or restricted to a specific purpose by the donor. Expenditure on activities furthering these purposes is charged to the appropriate fund.

2. Donations

	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Grants				
Esmée Fairbairn Foundation	150,000	-	150,000	150,000
Indigo Trust	200,000	-	200,000	100,000
Tudor Trust	30,000	-	30,000	30,000
Paul Hamlyn Foundation	40,000	-	40,000	45,000
Pears Foundation	25,000	-	25,000	25,000
Gift in Kind* (office hosting)	28,000	-	28,000	-
Total Funds	473,000	-	473,000	350,000

*Esmée Fairbairn Foundation kindly hosted 360Giving in their office until March 2023. The office was only used for a few days in 2021-22 so not considered material to be valued, but was used year-round in 2022-23 for 2 or 3 days a week.

3. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Grants				
National Lottery Community Fund	-	122,470	122,470	162,846
Greater London Authority	-	10,000	10,000	-
Partnership contributions	30,505	-	30,505	4,000
Training and consultancy	15,772	-	15,772	2,000
Total Funds	46,277	132,470	178,747	168,846

4. Analysis of expenditure

	Notes	Charitable activities				Support costs £	Governance costs £	2023 Total £	2022 Total £
		Goal 1: more data £	Goal 2: better data £	Goal 3: improved use £	Goal 4: insight/ influence £				
Staff costs	5	77,381	77,381	77,381	46,429	30,952	-	309,524	261,291
Publishing, standard and tools		36,097	64,380	73,348	7,391	-	-	181,216	135,725
Programmes, training, analysis and data use		1,838	-	12,135	7,700	-	-	21,673	116,100
Comms and running costs		-	-	-	-	50,560	-	50,560	73,239
Governance costs	6	-	-	-	-	-	24,805	24,805	20,095
		<u>115,316</u>	<u>141,761</u>	<u>162,864</u>	<u>61,519</u>	<u>81,513</u>	<u>24,805</u>	587,778	<i>606,450</i>
Support costs		20,378	20,378	28,529	12,227	-	-	-	-
Governance costs		4,961	4,961	9,922	4,961	-	-	-	-
Total expenditure 2023		140,655	167,100	201,316	78,707	-	-	587,778	
Total expenditure 2022		133,418	151,613	242,580	78,839	-	-	-	<i>606,450</i>

Comms and running costs are the support costs of the charity and are made up of central administrative costs such as computers and software, banking costs, team expenses and communications costs that are not related to specific projects such as social media.

5. Staff costs

	2023 Total £	2022 Total £
Wages and salaries	253,041	219,201
Social security costs	29,715	24,640
Pension costs	12,785	10,463
Other staff costs	13,982	6,987
Total staff costs	309,524	261,291

The average number of employees analysed by function was:

	2023 Total £	2022 Total £
Charitable activities		
Goal 1: more data	1.6	1.8
Goal 2: better data	1.2	1.0
Goal 3: improved use	1.8	1.5
Goal 4: insight/influence	0.7	0.5
Governance	0.4	0.4
Average headcount/FTE	5.7	5.2

One employee earned £60,000 - £70,000 during the period (2022 - one).

Key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis comprise the trustees and the Chief Executive. The total employment cost of the key management personnel for the period was £81,219 (2022 - £77,856).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represent the payment of travel and childcare costs totalling £329 (2022: £60) incurred by three trustees (2022: one) relating to attendance at meetings of the trustees.

6. Governance costs

	2023 Total £	2022 Total £
Audit fee	7,260	6,300
Accountancy	12,515	13,735
Trustee expenses	329	60
Insurance	1,593	-
Board development and meeting costs	3,108	-
Total governance costs	24,805	20,095

7. Taxation

360Giving is a registered charity and is therefore not liable to corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

8. Debtors

	2023 Total £	2022 Total £
Prepayments	896	169
Accrued income	722	-
Other debtors	156	-
Total debtors	1,774	169

9. Creditors

	2023 Total £	2022 Total £
Trade creditors	2,009	32,501
Accruals	9,060	12,284
Other creditors	195	-
Total creditors	11,264	44,785

10. Funds

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Restricted funds					
National Lottery Community Fund	27,220	122,470	(149,690)	-	-
Greater London Authority	-	10,000	(10,000)	-	-
Total restricted funds	27,220	132,470	(159,690)	-	-
Unrestricted funds					
General funds	149,989	521,185	(428,088)	-	243,086
Total unrestricted funds	149,989	521,185	(428,088)	-	243,086
Total all funds	177,209	653,655	(587,778)	-	243,086

National Lottery Community Fund

The fund comprises money received for the delivery of the 2019-2022 strategy and to support funders to become more adept at gathering, interpreting, and sharing high-quality data in order to facilitate more collaborative, effective and strategic grantmaking.

Greater London Authority

The fund comprises £10,000 to support the development of the 360Giving Data Standard

11. Analysis of net assets between funds

	General Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Current assets	254,350	-	254,350	221,994
Creditors	(11,264)	-	(11,264)	(44,785)
Total	243,086	-	243,086	177,209

12. Liability of members

The charity is constituted as a company limited by guarantee. In the event of the company being wound up, the members are required to contribute an amount not exceeding £10.

13. Related party transactions

Francesca Perrin is the Chair of the Indigo Trust and Thrisa Haldar is the lead Executive. During the year £200,000 (2022 - £100,000) was received as a donation from the Indigo Trust.

Lucinda Palfreyman is an employee of Paul Hamlyn Foundation. During the year, Paul Hamlyn Foundation made a grant of £40,000 and commissioned analysis work totalling £7,000.

Donations of £2,945 each were received in April 2022 from Turn2Us and BBC Children in Need, employers of Trustees Jo Kerr and Fozia Irfan respectively.

14. Prior year figures

SOFA year to 31 March 2022

	Notes	Designated Funds £	General Funds £	Restricted Funds £	2022 Total Funds £	2021 Total Funds £
Income from:						
Donations	2	-	350,000	-	350,000	<i>355,000</i>
Charitable activities	3	-	6,000	162,846	168,846	<i>232,955</i>
Other income		-	46	-	46	-
Interest received		-	8	-	8	-
Total income		-	356,054	162,846	518,900	587,955
Expenditure on:						
Charitable activities	4	54,800	369,248	182,402	606,450	<i>508,392</i>
Total expenditure		54,800	369,248	182,402	606,450	508,392
Net income and movement in funds	10	(54,800)	(13,194)	(19,556)	(87,550)	79,563
Transfers between funds	10	-	-	-	-	-
Net income and movement in funds	10	(54,800)	(13,194)	(19,556)	(87,550)	79,563
Reconciliation of funds:						
Total funds brought forward		54,800	163,183	46,776	264,759	<i>185,196</i>
Total funds carried forward		-	149,989	27,220	177,209	264,759

Fund movement year to 31 March 2022

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Restricted funds					
National Lottery Community Fund	41,826	162,846	(177,452)	-	27,220
Equalities Data Project	4,950	-	(4,950)	-	-
Total restricted funds	46,776	162,846	(182,402)	-	27,220
Unrestricted funds					
Designated – Development Fund	54,800	-	(54,800)	-	-
General funds	163,183	356,054	(369,248)	-	149,989
Total unrestricted funds	217,983	356,054	(424,048)	-	149,989
Total all funds	264,759	518,900	(606,450)	-	177,209

Analysis of net assets between funds year to 31 March 2022

	General Funds £	Designated Funds £	Restricted Funds £	2022 Total Funds £	2021 Total Funds £
Current assets	194,774	-	27,220	221,994	313,619
Creditors	(44,785)	-	-	(44,785)	(48,860)
Total	149,989	-	27,220	177,209	264,759

Reference Information

Board of Trustees	Francesca Perrin, OBE (Chair to 5 th July 2022) Fozia Irfan, OBE (Chair from 5 th July 2022) Geoffrey Chapman (Treasurer to 9 th November 2022) Lucinda Palfreyman (Treasurer from 9 th November 2022) Danil Mikhailov (Vice-Chair) Manny Hothi (to 9 th November 2022) Jonathan Cracknell (to 19 th June 2023) Bonnie Chiu (to 19 th June 2023) Farah Ahmed Jo Kerr Thrisa Haldar Adam Lopardo (from 9 th November 2022)
Chief Executive	Tania Cohen, MBE
Company Secretary	Tania Cohen, MBE
Charity name	360 Giving (Trading as 360Giving)
Registered and principal office	c/o Sayer Vincent Invicta House 108-114 Golden Lane London EC1Y 0TL
Company registration	09668396 (England and Wales)
Charity registration number	1164883
Auditor	Sayer Vincent LLP Invicta House 108-114 Golden Lane London EC1Y 0TL
Solicitors	Bolt Burdon Providence House Providence Place London N1 0NT
Principal bankers	C Hoare & Co 32 Lowndes Street London SW1X 9HZ



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For help publishing your grants data, please visit <https://standard.threesixtygiving.org>

Say hello on Twitter at [@360Giving](https://twitter.com/360Giving)

Charity Registration Number. 1164883

Company Limited by Guarantee. Registration (England and Wales): 09668396.

