

# Paul Hamlyn Foundation

Trustee Report and Financial  
Statements 2011/12



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# Paul Hamlyn Foundation

Paul Hamlyn was an entrepreneur, publisher and philanthropist, committed to providing new opportunities and experiences for people regardless of their background. From the outset, his overriding concern was to open up the arts and education to everyone, but particularly to young people. In 1987, he established the Paul Hamlyn Foundation for general charitable purposes.

Since then, we have continuously supported charitable activity in the areas of the arts, education and learning and social justice in the UK, enabling individuals, especially children and young people, to experience a better quality of life. We also support local charities in India that help the poorest communities in that country gain access to basic services.

Paul Hamlyn died in August 2001, but the magnificent bequest of most of his estate to the Foundation enabled us to build on our past approaches.

## **Mission**

To maximise opportunities for individuals and communities to realise their potential and to experience and enjoy a better quality of life, now and in the future. In particular, we are concerned with children and young people and with disadvantaged people.

The objects of the Foundation are to further such charitable purposes and to benefit such charitable institutions as the Trustees see fit.

## **Values**

In line with our founder Paul Hamlyn's values, we believe in giving opportunities by realising people's potential and in fighting prejudice.

We are interested in finding better ways to do things and help organisations to sustain and develop their work. We pay particular attention to long-term issues. We are not afraid to address issues which others may find challenging or unpopular. Whilst being willing to work in partnership with government, we are also prepared to challenge its (and other people's) established thinking. We believe independent foundations have an important role to play in society.

## **Strategic aims**

Our strategic aims for the six years 2006-2012 are:

- 1 Enabling people to experience and enjoy the arts.
- 2 Developing people's education and learning.
- 3 Integrating marginalised young people who are at times of transition.

In addition, we have three related aims:

- 4 Advancing through research the understanding of the relationships between the arts, education and learning and social change.
- 5 Developing the capacity of organisations and people who facilitate our strategic aims.
- 6 Developing the Foundation itself to be an exemplar foundation, existing in perpetuity.

### **Programmes**

We seek to achieve our first five aims by establishing three partly overlapping programmes for our work in the UK: arts; education and learning; and social justice. Themes and priorities within each programme may change over time. Each of the three programmes has an Open Grant scheme and Special Initiatives, the latter targeted at issues we particularly want to address to achieve long-term improvements in society. We have a separate programme for our work in India.

We expect the programmes and the work we support to have an impact at the levels of individuals, organisations, communities and policy.

### **Grant-making information**

Full information on the objectives of each programme, their themes and priorities, eligibility and assessment criteria, application and grant-making processes is available on the Foundation's website. Eligible applicants are asked to submit online an outline application to the Foundation.

For further information, please see [www.phf.org.uk](http://www.phf.org.uk)

## Chair's statement

We support organisations that help individuals and communities to realise their potential and maximise quality of life. Many of these beneficiaries are facing particular economic difficulties at the moment. This year, through all our programmes, we have sought ways to meet the needs of grantee organisations that are themselves often facing financial challenges.

An important additional strand of activity has been to focus on analysing the impact of our grants, and developing our evaluation processes. This area recurs as a theme within our 2011/12 Yearbook, and will come to shape our activities more as we look ahead.

In this Olympic year we are conscious of the many large public arts initiatives taking place through the Cultural Olympiad. This celebration of the arts in the UK is a powerful reminder of art's benefit to people and communities. We were pleased to announce in March our decision to increase our funding for individual artists and composers through the PHF Awards for Artists. Our contribution in this area is based on our belief in the value of the artist to society, and it is important for us to be supporting a group of artists through difficult economic times.

The year 2012/13 will hold particular significance for us all as it marks 25 years since the Foundation was first established. We will be marking the occasion with a small number of substantial gifts to organisations which we know can deliver significant change to individuals' lives, through art, education or other charitable activities. We will also, in the coming year, be developing our thinking around future strategy, seeking to build on the successes of our first 25 years.

It is therefore timely for us to produce 'Paul Hamlyn: An Oral History' – an audio documentary presentation drawing on a collection of interviews with many of my father's colleagues and associates. The History is available on our website.

Our move to Leeke Street in February was based on our wish to increase capacity for convening grantees and sharing learning – ways in which we believe we can increase the impact of our support and be more inclusive as an organisation. After 18 years at our old offices it marked a big change for the Foundation. Buying, refurbishing and then moving into the building were complex operations, overseen superbly by Lucy Palfreyman, our Director of Finance and Resources. We were pleased to welcome many of the people that had made our move possible to a celebration event in May, and look forward to welcoming many more colleagues to our new offices in the months ahead.

We were saddened to hear the news of the death of James Cornford, who was Director of the Foundation from 1994-97. Some of our staff have been with us long enough to have worked with James, and we will remember him, and his contribution to the Foundation's development, fondly. One of those long-serving members of staff, Fatima Joachim, retired at the end of 2011, and I thank her for her work over many years.

My thanks go as ever to the trustees who give so much of their time and expertise, and to the Director and staff for their commitment.

**Jane Hamlyn**  
Chair

# Director's report

We published our current strategic plan in November 2006. This report is the sixth we have produced under that plan, and in November 2012 we will be publishing a report on the impact of our work during this period. This includes both the work of the organisations we have funded and the Special Initiatives we have carried out, in partnership with others. Our trustees have been working closely with our Head of Impact and Evaluation Jane Steele, supported by research analyst, Paul Strauss.

Our strategic plan was due to end in 2012 but trustees decided to roll it forward for a year, recognising the need to reflect fully on the impact of our work, and also to give further time for the changes introduced in the light of the mid-term review of our plan to bed down. We have decided to repeat in 2013 the Grantee Perception survey which the Center for Effective Philanthropy carried out on our behalf in 2009/10. This will also help inform our future thinking.

The information about the impact of our grants and activities will also become a key part of the way in which we fulfil the legal duty placed on all charities to report on the benefit they provide to the public. The Foundation as a charity benefits from a reduced tax bill, which is why we report as fully as possible on how we deliver public benefit. Though the attribution of cause and effect for grant-making foundations is a challenging area, our work this year will provide the most detailed picture to date of our overall impact.

## **Published findings**

In other respects, 2011/12 was a big year for research and learning at the Foundation. Our Special Initiatives are always informed by the research we carry out before we implement activity, and in most cases they are also underpinned by a theory of change. This year we commissioned independent research on girls and the criminal justice system, which we hope will form the basis for a future Special Initiative. We also commissioned (jointly with the Baring and Nuffield foundations) the Centre for Charitable Giving and Philanthropy at Cass Business School to review UK foundations' funding for international development, which was published as 'Global grant-making'.

Under our Learning Futures Special Initiative we published a range of leaflets detailing methodologies and approaches to teaching and learning developed during the programme. Ongoing management of this work will pass to the Innovation Unit, our partner in Learning Futures' development, during 2012/13, from where we expect these findings to continue to reach new audiences and have continued impact. The year also saw the final stages of development for a report on the findings of our What Works? initiative, also under the Education and Learning programme. The findings offer powerful insight into how young people can be supported to continue in higher education and maximise their potential.

## **Resilience**

We are aware of the challenges faced by many organisations in a difficult funding climate – a theme echoed across each of our UK programme reports in our 2011/12 Yearbook. We continue to monitor the impact of the changes likely to result from the provisions of the Localism Act 2011 and the Government's Big Society initiative. We know that foundations' funding of organisations can provide vital stability. While most of our grants are awarded for

up to three years in the first instance, we have long aimed at increasing the level of follow-on funding to enable us to see through work that we know to be having a positive impact, and to support organisations we know to be doing good work to continue. Our Open Grants portfolio this year shows increased spending on these areas, across our three UK programmes.

We have also continued to develop our non-monetary support. This year we developed further the documents we issue when making a grant through our Open Grants schemes, including revised guidance on reporting and a new 'relationship agreement', designed to set the mutual expectations for engagement after the confirmation of a grant. It underpins the joint process of setting outcomes for the funded activity, and defines ongoing contact through the life of a grant. We believe these are important developments for ensuring consistency across our grantee relationships and for helping us to deliver enhanced value to the organisations we support – with the ultimate goal of securing greater gains in life chances for the individuals with whom they work. Full documentation is available from the Grant holders section of our website.

A further strategic aim of the Foundation is to support the wider philanthropic sector through our activities. Our Director of Finance and Resources, Lucy Palfreyman, was in February elected chair of the Finance, Investment and Resource Management Network, which consists of finance directors from large UK foundations. The group discusses emerging issues concerning various functions within foundations. Lucy, with some colleagues from the group, commissioned and oversaw the publication of a report by Richard Jenkins, *The Governance and Financial Management of Endowed Charitable Foundations*, published by the Association of Charitable Foundations.

We continue to seek to reach as broad an audience as possible for our work and have increasingly used Twitter alongside our website and newsletters to do this. We are encouraged by the levels of followers we have attracted, since this offers such a rapid means of sharing information and learning.

This year we welcomed several new members of staff, including Sachin Sachdeva, our new India Director. Sachin was previously programme director at the Rajiv Gandhi Foundation, leading its work on community education, and before that was senior programme officer for health at the Sir Dorabji Tata Trust, the premier independent foundation in India. He worked for many years as the founding executive director of Aravali, which helps NGOs in Rajasthan with training and other capacity building. Aravali is currently funded by PHF. Sachin is leading on the development of our next strategic plan for India.

The coming year will see us marking the Foundation's 25th anniversary. As we look forward to celebrating this milestone the occasion also provides an opportunity to reflect on achievements to date and, as we develop our ongoing strategic plan, to ensure we continue to have meaningful impact into the future.

**Robert Dufton**

Director

# Arts programme

**In last year's report, we observed that it had been a year of change. It is hard to say anything different about 2011/12.**

The public funding landscape has continued to shift, with fewer resources available to arts organisations and artists. While we welcomed some new or re-launched income streams – such as Arts Council England's new Strategic Funds or Creative Scotland's new funding categories – many local authorities have had to make drastic cuts to existing cultural provision. Across the country, 'good news' often meant that a long-established funding agreement was renewed for a year only. We saw two 'Henley reviews' published – first on music, then on cultural education – and though we support the recommendations they included, some of the commitments made by government or public services in their wake are not altogether clear or convincing enough.

The shape of the Cultural Olympiad did become much clearer as announcements were made and we indeed look forward to the flurry of projects that will culminate all across the UK this summer. We were also cheered to see a new independent charity, the Legacy List, set up to support the long-term cultural, social and physical regeneration of London's Olympic Park – providing a sense of longer-term planning.

Following the review of Arts Council England's portfolio of regularly funded organisations, many of our grantees have been working hard to agree key performance indicators to satisfy ACE's requirements. The Arts programme made significant grants to Dance United and Youth Dance England who had been, we believe, badly let down by not becoming National Portfolio Organisations last year. These organisations need to continue to play their part in ensuring a vibrant cultural life for those who most need it and we look forward to them finding ways to continue to thrive in the years to come.

## **New approaches to growth**

Given the financial circumstances, we had expected to see more applications from organisations that were re-thinking their operating models or considering merging with others. Interestingly, whilst numbers of applications to our Open Grants scheme have remained stable compared with last year, we saw relatively few innovative ways of tackling issues of resilience – let alone of growth – in the current climate. Obviously, this thinking did happen, but we did not see enough applications reflecting it and we have been somewhat disappointed not to find out about more people's ideas on these issues.

A notable exception was the Lincolnshire One Venues approach to joining forces and sharing resources to empower young people to become more involved in the artistic programming and running of the ten venues involved. The LOV application showed a refreshing and bold approach to genuine partnership-working and we hope that our funding will enable them to unlock the potential they think they can un-tap. We very much hope that we will see more requests come our way that show this type of resourcefulness. We also continue to look forward to receiving applications for work taking place outside of London, particularly in Wales, Scotland and Northern Ireland – perhaps, for example, in the context of Derry being 'Capital of Culture' in 2013.

### **‘Our Museum’**

This year has seen the launch of our latest Special Initiative, Our Museum: Communities and museums as active partners – the culmination of over three years of work with market-research company LUCID, Dr Bernadette Lynch and, most recently, Dr Piotr Bienkowski (who became the initiative’s Project Director in July 2011 when trustees approved just short of £3.2m for four years). With the support of a knowledgeable Steering Group chaired by Kate Brindley, the director of Middlesbrough Institute of Modern Art and an advisor to the Arts Programme Committee, we made nine grants to some of the organisations that had been part of the research that culminated last year in our report ‘Whose cake is it anyway?’

The focus of this programme is organisational change and we are now starting to develop in earnest the peer-support mechanisms that are an integral part of this initiative, as well as the training framework that will go alongside our financial support. This is an exciting development for the Arts programme and it will be the focus of a session at the Museums Association conference in Edinburgh later in 2012.

We undertook reviews of two Special Initiatives this year: the Awards for Artists, which reached the fifth year of a five-year block of funding; and the Breakthrough Fund, under which three of the 15 grants made came to an end during 2011/12. A consultant, Kate Tyndall, led both processes.

On the Awards for Artists, we interviewed 26 previous recipients (about 30 per cent of all recipients since the Awards’ inception) and analysed data since 2003 to look at the average age/earnings/location/gender of recipients. We also commissioned a mapping exercise of other awards and prizes available to visual artists and composers working in the UK. On the Breakthrough Fund, an interim strategic assessment considered the positioning of the Fund within the UK arts funding ecology and assessed its ways of working, as well the outcomes of each of the 15 grants.

### **Advocacy**

In 2011/12, we continued to sit on the Steering Group of the Cultural Learning Alliance as one of the founding members and financial supporters of the group. CLA had a very busy year advocating a clear set of recommendations prior to both Henley reviews being published – as a powerful and respected collective voice working to ensure that all children and young people have meaningful access to culture in this difficult economic climate. We were particularly proud to support ‘Imagine Nation: The Case for Cultural Learning’, a vital document that includes key statistics, facts, quotes and evidence that demonstrate how – and why – the arts and heritage have the power to transform young people’s lives. We very much look forward to our continued active association with CLA over the months to come.

Over the last year, we also established an informal group of arts grant-makers that meets regularly with senior members of the four Arts Council England’s regions – creating a forum where private and public funding bodies were able to discuss for the first time unfolding issues and strategies. This proved an invaluable ‘safe space’ which enabled meaningful exchanges with Andrea Stark, Moira Sinclair and their colleagues at ACE during a time of flux – for which we are grateful. We are very aware that ACE will need to embark quite soon on the reorganisation that is required by its reduced core funding and it feels appropriate that independent grant-makers should start to develop a better understanding of the challenges and opportunities that ACE is facing.

## ***Arts Special Initiatives***

### **Breakthrough Fund**

*Support for exceptional cultural entrepreneurs*  
£84,812 in 2011/12

The Breakthrough Fund aims to unlock significant developments and outcomes in the arts that would not otherwise be achieved. It responded to the compelling visions of outstanding individuals working across art forms and contexts in the role of 'cultural entrepreneur', offering transformational and timely support to them and their organisations to pursue these visions. There were three annual selection processes (2008, 09 and 10), which resulted in 15 grants totalling £3,879,765 – ranging from £83,000 to £360,000, with an average value of £255,000. During 2011/12, the first three of these grants completed (Felix Barrett and Colin Marsh/Punchdrunk Productions; Gareth Evans/Artevents and David Jubb/Battersea Arts Centre). The remaining 12 will conclude at various points through to 2015.

As planned, Breakthrough Fund advisor Kate Tyndall undertook an interim evaluation of the programme to make an initial assessment of the outcomes and impacts of the Fund's grants; consider the strategic role of this kind of support; and analyse the way the Fund was set up and run. She drew on a thorough analysis of nomination, application and grantee data across three years; research to identify notable UK and international comparators; phone and face-to-face interviews to establish perspectives on the programme and its place within the current UK context; and the evaluation and monitoring of all the grants.

This interim evaluation will be considered by the Foundation during the coming months and updated as further grants conclude. It will also incorporate, in due course, longitudinal reviews two years after the completion of each grant. We expect to start disseminating some of the learning emerging from this work during 2012/13, and will be developing a view on whether to renew or re-imagine the Fund.

### **Awards for Artists**

*Support for individual visual artists and composers*  
£416,462 in 2011/12

The Awards for Artists scheme supports individual artists to develop their creative ideas by providing funding with no strings attached over three years. The Awards are made on the basis of need, talent and achievement. In 2011, awards of £45,000, paid in three annual instalments, were made to eight recipients:

#### **Composers**

John Butcher, Larry Goves, Matt Rogers

#### **Visual Artists**

Janice Kerbel, Amalia Pica, John Smith, Sue Tompkins, Rose Wylie

During 2011/12, the Foundation undertook a review of the scheme to understand more about the impact it has had on the practice and lives of recipients; to update our knowledge of

other prizes and awards in the UK; and to ensure that the scheme is still relevant and needed. The review resulted in trustees agreeing, in September 2011, to continue the scheme for a further five years and to increase each of the eight annual Awards to £50,000.

Findings from a mapping of other awards and prizes available to composers and artists in the UK are published on a new website ([www.fundingforartists.org.uk](http://www.fundingforartists.org.uk)), where users can search for sources of funding for individual artists and composers. We hope the resource will be useful to the wider sector.

The mapping exercise further confirmed the truly unique nature of the Awards for Artists in the UK.

### **ArtWorks: Developing Practice in Participatory Settings**

*Support for infrastructure development in artist training and development  
£147,502 in 2011/12*

Artists are at the forefront of delivering much of the work that the Foundation funds through its Open Grants. To be most effective, artists need training that will help develop not only their own practice, but also the skills required to work in participatory settings such as prisons or schools. Although training opportunities exist, they are far from comprehensive. Lack of coverage in certain art forms, geographical areas and settings is affecting the quality of work being delivered. ArtWorks therefore aims to achieve a significant shift in provision, infrastructure and opportunity that will directly affect quality.

We are supporting five consortia of artists, arts organisations, employers of artists and training providers to develop new approaches to training and continuous professional development in participatory arts. Each 'pathfinder partnership' is addressing specific issues to develop a better understanding of what constitutes quality in participatory work and what artists need in order to deliver this level of work.

In 2011/12, the partnerships carried out programmes of research and consultation, and began to deliver action-research based activities. Cross-pathfinder learning is a critical element of the work.

In October 2011, with support from the Cultural Leadership Programme, we held an event attended by 80 people – 'Leading through Practice' – that considered how artists lead in participatory settings. We commissioned research on further and higher education provision that will audit the initial training available to support this work. We also launched an online resource that is being populated as the initiative develops. We hope this will assist the wider sector in developing practices.

Project director Dr Susanne Burns is working closely with the pathfinder partnerships and an evaluation team, led by Tamsin Cox from DHA Communications, to develop a framework for dissemination of the learning that is emerging from the initiative.

## **Our Museum: Communities and Museums as Active Partners**

*Facilitating organisational change within museums and galleries*

*£1,435,747 in 2011/12*

In July 2011, trustees allocated £3.2m to fund a new Special Initiative to support a process of development and organisational change within museums and galleries committed to active partnership with their communities, with the ambition of affecting the museum sector more widely.

Our Museum offers support for organisations to manage significant structural change. It is not about short-term project funding, but about facilitating organisational change so that participatory work becomes core, embedded, sustainable and less at risk of being marginalised when specific funding streams run out. In early 2012, grants were awarded to the following nine organisations: Belfast Exposed; Bristol Museums, Galleries and Archives; Glasgow Museums; Hackney Museum; Museum of East Anglian Life; Tyne and Wear Museums and Archives; National Museum of Wales; Ryedale Folk Museum and The Lightbox, Woking.

This initiative is enabling these museums and galleries to place community needs, values, aspirations and active collaboration at the core of their work; to involve communities and individuals in core decision-making processes; and to ensure that museums and galleries play an effective role in developing community skills, through volunteering, training and apprenticeships. The distinctive characteristic of Our Museum is a collaborative and reflective learning process through which institutions and communities share their experiences and learn from each other as critical friends. Our wider aim is to document and analyse principles and ways of working that bring communities and their values to the core of museums and galleries – and that can be applied to other institutions to achieve significant shifts in participatory practice within the sector nationwide.

Dr Piotr Bienkowski was appointed project director in July 2011 and is leading the programme's development and implementation, working closely with an evaluation team of Gerri Moriarty, Sally Medlyn and Helen Corkery. They will run a session focused on the initiative at the Museums Association conference in Edinburgh in November 2012, titled 'How can organisational change make you a better participatory museum?'

# Education and Learning programme

**The strategic aim underpinning the work of the Education and Learning programme since 2006 has been ‘to support innovative ways of increasing people’s education and learning’. In particular we have aimed to ‘support the development and dissemination and diffusion of new ideas that work in improving education and increasing the learning of people of all ages’. This past year has seen much of the work of our own Special Initiatives, and that of a number of grantees, progress from earlier development phases, to actively sharing learning and practice with the wider sector.**

Due to shifts in government policy and public sector cost-cutting measures, the sector has lost a number of key networks and agencies that previously helped to foster the sharing of best practice, particularly for schools. We remain committed to ensuring that the new thinking and practices that we are helping to develop are accessible to as many people as possible.

## **Teaching and learning**

Much of our learning this year has related to teaching and learning practice. Although we are clear that there continues to be a place for conventional, typically transmissive models of teaching in 21st century educational institutions, and that developing basic skills and core knowledge sets will remain important, these alone are not likely to be sufficient. In the words of our trustee Estelle Morris, we believe that “any 21st century education that stakes a claim to be relevant, engaging and leading to good-quality progression would surely look different to the one that served us so well some 30 years ago”.

With our focus on encouraging innovation, we are interested in understanding what sorts of differences are likely to be most effective in helping children and young people to engage with their learning, achieve better learning outcomes and become successful life-long learners and contributors to society. All of our Special Initiatives, and many of the organisations supported through our Open Grants, have contributed to this important area for educational enquiry.

Musical Futures has continued to address this specifically within the school-based music curriculum, while Learning Futures has tested cross-curricular approaches. Our What Works? Student Retention and Success programme has focused on practice in higher education. All three initiatives have published new resources this year that offer practical guidance to teachers and school and university leaders, together with key underpinning principles that help to illuminate the values and thinking behind the practices being advocated.

Under Learning Futures we have produced this year a series of publications that share several key approaches for enhancing student engagement and enabling schools themselves to become more engaged and engaging. These findings also have significant implications for wider issues of school organisation, structure and culture.

Research conducted under the What Works? initiative has consistently found that a strong sense of belonging lies at the heart of successful retention and success in higher education, and points to the academic domain as the area in which this should, as a priority, be nurtured. We shared our findings, and recommendations for how to ensure belonging, with over 250 university staff and leaders at a two-day conference in March 2012.

Our Learning Away and Musical Bridges Special Initiatives have also had a strong focus on teaching and learning practices, the former in the context of residential learning experiences, and the latter as a key element in strategies to improve students' experience of their transition from primary to secondary school. Both of these initiatives will, over the next year, begin more active dissemination of their learning and sharing of the best practice examples that we have seen developing in our partner schools.

### **Open Grants themes**

Through our Open Grants scheme, we awarded 44 grants, totalling £3,936,936, in 2011/12. These fall under three themes: Preventing and reducing the impact of school truancy and exclusion; Developing speaking and listening skills for 11-19 year olds; and Supplementary Education. We have introduced new funding priorities under two of these themes to encourage applications focused on some key areas where we hope our grants work can achieve a significant and strategic impact.

Under the Truancy and Exclusion theme we are now inviting applications with a focus on supporting young people through periods of transition, particularly from primary to secondary school and when they leave school or formal education. Under the Supplementary Education theme we are also encouraging proposals to support the post-16 progression of supplementary school pupils from Black and Minority Ethnic backgrounds. Secondly, we are keen to encourage the development of strong, sustainable partnerships between supplementary and mainstream schools, for the benefit of underachieving pupils.

It is particularly challenging to achieve high levels of commitment from both mainstream and supplementary school partners. We have been pleased to support several grantees that are leading the way in building and demonstrating the impact of such partnerships. Several of these grantees, including Shpresa, Amana, Enfield Voluntary Action, the Northamptonshire Association of Supplementary Schools and Languages Sheffield, attended a workshop at our offices to share effective approaches and discuss common challenges. Over the coming year all of our grantees will be invited to attend similar collaborative learning events to share their experiences and learning.

We will also be finalising a directory to showcase the programmes we have supported under our Speaking and Listening theme. This will outline the opportunities and resources that grantees can offer to help young people develop the communication skills to enable them to contribute successfully in the workplace and their community as they progress into adulthood. We have seen a good number of our Speaking and Listening grantees this year reach stages in the development of their work where they are actively scaling up their programmes or disseminating resources to help others replicate or learn from their work.

I CAN, for example, has expanded its Secondary Talk programme from an initial pilot in 14 schools to 35 schools across the country, where it is helping to ensure that staff across the schools are confident in developing students' communication skills. Through its Youth Amplified project, the Speakers' Corner Trust has developed a set of resources for young people and teachers/youth workers, focusing on how to develop skills of expression, building common cause and influencing others. Peace Child International, the English and Media Centre and the Geographical Association are other grantees committed to sharing the learning and resources from their speaking and listening work with others.

Through the work of our grantees and Special Initiatives, we hope that our commitment to developing new approaches to securing learner engagement and progression, and to ensuring that many more young people are confident and equipped with the skills they will need to help them succeed as 21st century workers and citizens, will continue to make a significant contribution as these approaches spread around the country.

## ***Education and Learning Special Initiatives***

### **What Works? Student Retention and Success Programme**

*Learning how best to ensure student success in higher education*

*£22,546 in 2011/12*

Significant resources have been invested over the past decade in attracting young people from under-represented groups into higher education. The goal of the What Works? initiative is to help build understanding about how best to support students once they arrive at university. The initiative's purpose is to ensure that as many young people as possible succeed in what is often a daunting new environment and learning context. The initiative has been jointly funded with the Higher Education Funding Council for England (HEFCE).

Twenty two higher education institutions, working in seven groups, have participated in the initiative by evaluating a range of interventions – such as personal tutoring, the use of student advisors, peer mentoring and induction activities – and researching the most effective practices to ensure high student continuation and completion rates. The three-year studies typically combined student survey data, qualitative research with students and staff, and analysis of institutional data. The studies were completed this year, at a time when profound changes in the higher education sector will make even more significant the strategies that universities employ to ensure all their students experience success.

Despite the diversity of evaluative methods and foci, findings and conclusions were remarkably consistent. All found that at the heart of successful retention and success is a strong sense of belonging for all students. Although some specific interventions were shown to improve retention rates by up to 10 per cent, it became clear that the key to boosting student retention and success lies not in any specific type of intervention but in ensuring that retention strategies are intentionally designed to foster student belonging and exhibit a core set of characteristics to help achieve this.

On average in the UK, only one in 12 students actually leaves higher education during their first year of study, but What Works? student survey data across several institutions found that

between one third and two fifths of students think about withdrawing from higher education. This is a significant minority and suggests that student entry characteristics, for example, may no longer be sufficient indicators of likely withdrawal.

This finding, together with increasing numbers of part-time, mature and home-based students has led us to our key recommendation: that proactive work to improve student belonging and engagement should be a priority for all university programmes, departments and institutions, and that belonging should be nurtured, as a priority, through the academic sphere.

Our What Works? report, 'Building student engagement and belonging in Higher Education at a time of change', sets out a series of recommendations for HEIs wishing to improve their practice in line with our findings, including a set of characteristics of effective interventions and approaches, and a set of strategic or institutional-level recommendations. In addition, a 'Compendium of Effective Practice: proven ways of improving student retention and success' has been published to provide more practical examples of successful interventions, drawn from the HEIs that have participated in What Works? and the wider sector.

Over the next four years, we will be supporting a second phase of this initiative, to be led by the Higher Education Academy and aligned with its series of institutional-level change programmes. HEA will work with a number of universities to test our recommendations from the first phase, with a focus on teaching and learning approaches and interventions integrated with academic programme delivery. A key priority will be to build a strong evidence base of impact, with a standard evaluation framework and methodology applied across the project.

## **Learning Futures**

*Developing teaching and learning to achieve breakthroughs in learner engagement  
£393,283 in 2011/12*

Learning Futures has now reached the end of the development and piloting phase that we have funded since late 2007. Our primary objective has been to develop and trial innovative methods of teaching and learning aimed at increasing students' engagement with their learning. In this we have joined a growing international movement of researchers and educators who have been looking beyond indicators of compliance as measures of engagement to a deeper sense of engagement, characterised by commitment, responsibility and a desire to prolong learning beyond the school gates and timetable.

Although we have only had two academic years of actively trialling approaches in our partner schools, their commitment and the combined expertise of our programme partners and staff, mean that we are able to conclude our funding of this initiative, confident in the depth of understanding achieved. We have published a clear set of practical pedagogical and wider organisational recommendations to enable other schools to learn from and implement the Learning Futures approaches.

These approaches – Project-based learning, Extended learning relationships, School as Basecamp and School as Learning Commons – are described in a set of pamphlets, 'Learning Futures: A Vision for Engaging School', 'Work That Matters: The teacher's guide to project-based learning' and 'The Engaging School: A handbook for school leaders'. This latter resource

sets out some key implications and resulting recommendations, relating to wider issues of school organisation, structure and culture, to maximise engagement. This approach, we would argue, needs to balance the traditional dominance of curriculum subjects as the main basis for organising the school. The recommendations also warn of the invisibility of professional practice in some schools, which greatly limits opportunities for teachers to learn in a sustained way from each other's teaching or collaborative reflection.

The schools with which we have worked are committed to extending and further embedding Learning Futures approaches, and we are pleased that the Innovation Unit will be proactively taking the initiative further and offering support to schools across the country that wish to learn from our work, to become more engaging schools. Further information on these opportunities and all resources are available at [www.learningfutures.org](http://www.learningfutures.org)

## **Learning Away**

*Achieving more through school residentials  
£127,968 in 2011/12*

Through this initiative, we aim to encourage schools to make a greater commitment to providing high-quality residential learning experiences for their pupils.

During 2011/12 we began to gather good evidence that residentials can have a strong, positive impact on academic achievement and a wide range of other pupil outcomes, including wellbeing, learner engagement, personal, social, employability and life skills.

Working with 60 partner schools, both primary and secondary, we will be building on this to further demonstrate that these experiences can transform the learning experience of pupils and can also help to transform schools, with lasting impact. This is most likely to be the case when residentials are closely integrated with the wider school curriculum, when they are designed and delivered by school staff and pupils themselves, and when they exemplify the formula proposed by Minnett *et al.* (2008) that 'powerful pedagogy + trusting relationships = student engagement'.

Learning Away teachers typically use highly pupil-centred strategies, with a strong emphasis on actively involving pupils in planning and making decisions related to their residentials to ensure relevant and personally meaningful learning opportunities. Secondly, the widespread use of practical, active, experiential learning approaches, often involving group collaboration and problem solving, is clearly proving significant in ensuring pupil enjoyment, motivation and engagement.

Many of our partner schools are also showing that high-impact residential learning does not need to be expensive or far from home. Several are investing in camping equipment and running residentials under canvas – some in remote locations, others in local parks or woodlands, and some in the grounds of their own or partner schools.

Over the coming year, the focus of our work will broaden from supporting the development of practice across our 60 schools, to a more outward-looking phase during which we will more actively share our findings and learning with the wider sector and seek to influence more schools to increase their commitment to residential learning. Through this initiative, we aim to encourage schools to make a greater commitment to providing high-quality residential learning experiences for their pupils.

## **Musical Futures**

*Transforming music education in schools  
£147,997 in 2011/12*

Musical Futures has now been running in secondary schools for seven years, with more than 500,000 students having benefited to date. The initiative is grounded in our belief that music learning works best when young people are making music themselves and when their existing passion for music is reflected and built upon in the classroom.

Our 31 Champion Schools have continued to exemplify the Musical Futures approach and ethos and between them ran 45 continuing professional development courses for music teachers, attended by more than 300 practising teachers and 240 teacher trainees during the 2010/11 academic year. We estimate that more than 150 schools in England are introducing Musical Futures to their music departments each year and that well over 1000 secondary schools are now using Musical Futures to help deliver their music curriculum.

During the year we launched pilot programmes in Scotland, Wales and Northern Ireland, working closely with a number of schools in each country to develop their Musical Futures practice and pave the way for the wider take-up anticipated during the next academic year.

We welcomed a report from Ofsted, 'Music in Schools: Wider still, and wider', which conveyed a deep understanding about what excellence in music teaching and learning should look like. One of our Musical Futures Champion Schools, Flegg High School in Norfolk, was chosen as the subject of one of six best-practice case study films that accompanied the report. The report also highlighted that too much music learning in school is inadequate or barely satisfactory. Musical Futures practice in schools also inevitably varies in its quality, and in its fidelity to our core principles. We will be working over the next year to try to improve consistency of delivery given the resources and structures that we have to support the programme.

## **Musical Bridges: Transforming Transition**

*Improving practice to support young people as they progress from primary to secondary music education  
£178,049 in 2011/12*

Musical Bridges aims to address, in relation to music education, the problems children often experience as they transfer from primary to secondary school, such as a lack of continuity of learning and progression.

This year we have completed an initial piloting phase of a continuous professional development (CPD) programme that brings primary and secondary teachers together to better understand effective practice and plan how to support transition. In the coming year we will be piloting this further via ten music services and working to finalise a CPD package to be made available to schools through the new music education hubs due to launch across England in August 2012.

During the year we published our 'Changing Key' report, setting out findings from a longitudinal investigation into pupils' experiences of primary to secondary school transition in music. Despite high musical aspirations being expressed by most new Year 7 students involved in the study, many began defining themselves as non-musical during their first year at secondary school.

Their often narrow views of what it means to be 'musical' highlight the importance of inclusive music education, in which schools value the widest range of students' musical engagement, both in and outside school. Our findings also suggest that many pupils would have benefited from more complex music teaching at primary school and from a better match between supply and demand in instrumental lessons at secondary school.

We have launched a website ([www.musicalbridges.org.uk](http://www.musicalbridges.org.uk)) to host resources and best practice examples. We will also be developing a musical biography resource for pupils to facilitate the sharing of information between primary and secondary school teachers. We hope to share our experience of this process to support efforts to take forward the recommendation, within this year's Review of Cultural Education by Darren Henley, for a national cultural education passport for students.

# Social Justice programme

**The Social Justice programme has a focus on supporting innovative responses to the challenges faced by young people at a time of economic uncertainty and rapid social change. It aims both to help those who are more marginalised and unable to access appropriate support, and to elevate their voices to have more influence over local and national decision-making.**

Our funding is not limited to a particular sector, client group or approach, but spans employability, education and training, refugees and migrants, gangs, youth offending, health and disability. It is intended to help people experiencing discrimination, violence, intolerance or limited opportunity.

## **Focus on innovation**

During 2011/12, the combination of economic recession and cuts to services have had a profound and negative impact on young people. Youth unemployment has grown universally but although commentators speak of a 'lost generation', the impact and longer-term effects will be felt more deeply in some social groups and geographical areas. The impact on young black men is a particular concern, as are the consequences for the mental health of young people more generally.

Many of the organisations working with these young people have had to scale down operations and staff. Some face closure. Although challenging, one response is to consider innovation – either by changing ways of doing things, or by doing different things entirely. We wish to help with this, and have supported organisations, through our Open Grants and Special Initiatives, to develop new forms of service or business models, or collaborative approaches.

Examples include Voice UK, which is pioneering approaches to supporting very vulnerable young people who have experienced crime or abuse; Interest Link, which has developed a befriending service to help young people with learning disabilities in the Scottish Borders; and 198 Contemporary Arts and Learning, which is trialling arts approaches to support integration of young Roma.

## **Youth participation**

Youth participation is a core value for us, and government's increased emphasis on recognising and developing 'community assets' may lead to further recognition of the contribution young people can make. That said, the prevailing public discourse about young people is negative, unfairly depicting them as feckless, criminal, and a threat to society. This view was given new life during the summer riots in England but more thoughtful analyses have concentrated on better supporting young people to escape intergenerational poverty and hopelessness. Listening to and involving young people in solutions to such problems is something we have supported, and will continue to support.

This year we helped Brook – which gives young people free and confidential sexual health information – to take a 'whole organisation' approach to embedding youth participation. Revolving Doors, which supports those caught up in crime, drugs and homelessness, has

further developed its young service user forum, members of which engage directly with policy makers. At a sector level, our further support for the Clore Social Leadership Programme seeks to deepen the impact that leaders committed to youth empowerment have across the UK. We are delighted to be supporting Sam Anderson and Jacqueline Williamson, founders of The Junction in Leith and Kinship Care in Northern Ireland respectively.

Where we think wider impact can be achieved, we will consider helping our grantees with aspects of organisational development – perhaps by supporting development posts, improving evaluation and understanding of impact, or developing and testing new business models. Our grants officers support, challenge, make introductions, and offer opportunities for peer learning or support for grantees. In this way we hope to contribute to the resilience of grantees, helping them weather the challenging funding conditions.

This year, Runnymede Trust and Refugee Youth have both been helped to bring in support to reshape their operations, helping them improve the chances of ongoing impact and sustainability. Dance United and Tender are being helped to build on past success, by developing new business models and income streams that will help them in the long term.

### **New Special Initiative**

This year we launched a Special Initiative designed to provide support for children and young people with irregular immigration status. The Foundation has supported refugee and migrant organisations for many years, but recently we have become more concerned about those young people who come to the UK and – often through no fault of their own – find themselves unable to return to their home countries, yet unable to work, study or even access the most basic services here. We are also concerned about the children of such migrants who are ‘undocumented’ and will face legal and other challenges on reaching majority.

Our Supported Options Initiative is a partnership with Unbound Philanthropy, and develops out of research we commissioned Oxford and City Universities to undertake – ‘No Right to Dream’. We will fund innovative advice and information services for young people in this position, including approaches using digital technology. We will also look closely at whether and how charitable foundations and others might contribute to supporting young people who may wish to consider a return to their country of origin. This is politically sensitive, but our view is that we must engage with the challenge of making this ‘option’ for young people viable, appropriate and humane. Throughout this work we aim to bring to the attention of a wider audience the lived experiences of these young people that are so vulnerable to exploitation and criminality, yet whose voices are so rarely heard directly.

We have also been part of a multi-funder collaboration working together to change the hearts and minds of the British public on immigration. Changing Minds is an informal, action-orientated network of eight foundations, with a further six attending on a regular basis. The collaboration emerges from a shared concern about hostile attitudes to newcomers to the UK, and in our case young migrants in particular.

We recognise that collaboration can be a means of achieving greater impact, through pooling resources and ideas. We continue to participate in the Corston Independent Funders’ Coalition, which is concerned about vulnerable women in the criminal justice system. Together with the

Ministry of Justice, the Coalition runs the Women's Diversionary Fund, which has made awards across England to support specialist, holistic, community based services (Women's Centres), built infrastructure to help develop those services, and begun work on an evidence base to identify the value of this way of working with vulnerable young women.

With other funders, we are also contributing to new approaches to increasing the financial resources available for effective service delivery. One example is the Social Impact Bond being used to finance interventions with young offenders in Peterborough.

### **The next 12 months**

Over the next year we will begin a series of events to bring grantees together to offer mutual support and the exchange of ideas about practice, organisational development, and achieving impact. We will also spend part of the year taking forward our development work around criminal justice, with the aim of establishing a Special Initiative on girls and young women who are either in, or in danger of entering, the criminal justice system.

## ***Social Justice Special Initiatives***

### **Supported Options Initiative**

*Special Initiative for children and young people with irregular immigration status, in partnership with Unbound Philanthropy*  
£713,852 in 2011/12

The Supported Options Initiative funds innovative approaches to getting trusted, independent advice and support to children and young people who have irregular immigration status.

Young people without regular immigration status may have been refused asylum but are unable to return home, may have overstayed visas, may have no papers, or may have been born here to parents without regular immigration status. Whatever the cause of their situation, they are often marginalised and may be vulnerable to exploitation or harm. A lack of legal status limits their choices and makes them more likely to be denied their rights. They are vulnerable to poverty, poor physical and mental health, exploitation and abuse.

Challenges for these young people vary considerably but include misunderstanding of their legal status and entitlements, a desire to avoid detection by the authorities, lack of appropriate services, mistrust in those that are available, isolation and a lack of social networks and support. They lack the sort of 'supported options' that other young people are entitled to and able to access, to help them overcome difficulties such as homelessness, poor physical and mental health, abusive relationships and mistreatment in the workplace.

Most mainstream advice and support organisations have limited knowledge of these young people and are unable to offer much support. Some existing organisations are aware of the vulnerabilities and needs of these groups, but are unable to support them because of a lack of funding and capacity. Publicly funded sources of advice and representation are increasingly scarce (a situation likely to worsen with proposed changes to legal aid) and services express concern that they are unable to meet the complex needs of these young people.

This Special Initiative aims to:

- Enable young people to access quality and holistic advice and support to help them make informed decisions, cope in crises and times of transition, and plan their futures. We hope to support a minimum of 600 young people a year
- Support migrant, youth and advice organisations to better understand, respond to and reach out to young and child migrants
- Capture and share the learning from this work to improve practice and influence policy

The first strand of work in the initiative is to fund a range of projects to deliver support and advice to individual young people over two years. We are delighted to have begun funding a hugely impressive mix of organisations in this pilot work: The Children's Society; Coram Children's Legal Centre; Coventry Law Centre; Islington Law Centre; Praxis Community Projects; and the Refugee and Migrant Centre in Wolverhampton.

A second strand of work, also begun in 2011/12, is to commission an inquiry into the options for better use of digital technology in supporting undocumented young people. On Road Media, an organisation that specialises in helping very marginalised groups develop a social media presence, ran an Innovation Camp in our offices to develop new ideas for allowing these young people to access help and support without compromising their own security.

A further strand of work in the initiative will be to develop our understanding of the advice needs of young people facing return (assisted or forced), and commission one or two projects to support young people leaving the UK.

The Institute of Voluntary Action Research is our evaluation partner in the initiative and will support us and grantees to maximise the learning potential in all this work.

## **Right Here**

*Mental health Special Initiative in partnership with the Mental Health Foundation  
£231,277 in 2011/12*

Right Here is a £6m initiative, developing new approaches to supporting the mental health and wellbeing of 16–25 year olds. It is jointly managed with the Mental Health Foundation and runs until the end of 2013.

The initiative works with four partnerships – in Brighton and Hove, Fermanagh, Sheffield and Newham – to create effective and appropriate support for young people at risk of developing mental health problems. The partnerships also seek to raise awareness of mental health and help tackle the stigma associated with mental illness.

Youth engagement is a core part of each project's approach. Young people work with professionals to design and deliver new activities, contribute to the management and governance of the projects, and take part in peer research. Our aim is that the most successful approaches developed through Right Here will eventually be taken up more widely so that the mental health needs of 16–25 year olds are finally recognised and addressed in ways that will appeal to and help them.

This year, the second year of the projects' delivery, saw some promising signs of positive impact, for the young volunteers who have such a stake in the work, and for young people getting involved in Right Here activities. The Tavistock Institute, which is evaluating the initiative, reported that: "involvement in youth panels and volunteering was seen as widely beneficial". Young people are becoming more confident, feel better supported, understand mental health much better, and have learned valuable new skills.

*"I do feel more confident. It has given me more understanding about mental health. It's helped my self-esteem. Knowing more about it and how it affects other young people. About a year ago I wasn't getting out of bed or leaving the house. Now I feel in a different place."*

Project youth panel member

For further details see [www.right-here.org.uk](http://www.right-here.org.uk)

### **Special Initiative in development**

*Girls and Young Women in the criminal justice system  
£10,151 in 2011/12*

Over the past year we have been exploring the value of developing a new criminal justice Special Initiative focused on girls.

The findings of our criminal justice review, and our continued membership of the Corston Independent Funders' Coalition – 21 independent funders working collectively to press for implementation of the recommendations in Baroness Corston's review of adult women in the criminal justice system – have made us increasingly aware of the challenges facing girls and young women in the youth justice system or at risk of entering it.

While we are beginning to see positive change for women through Corston, the distinct needs of the 45,000 girls and young women in the youth justice system are still being overlooked and misunderstood. This appears to be an area where a focused programme of work could make a real contribution.

Towards the end of 2011 we commissioned an external review of the issues in this field and ran consultation events with academics, policy-makers, practitioners, grantees and former service-users. In autumn 2012 we plan to carry out a further consultation to better understand the Scottish context.

Our findings so far have reinforced our view of the need for action in this area, which we anticipate will continue to grow. The youth justice system is undergoing radical change and with cuts in spending and increased economic hardship the expectation is that more girls and young women will become vulnerable to disadvantage and drawn into the justice system. During 2012/13 we will be continuing our engagement with critical partners as we work to develop the possible shape and content of a Special Initiative.

# India programme

**Even though the last few years have seen a very impressive growth rate of 8 per cent plus in India, the situation relating to poverty remains a persistent issue. Growth has not ensured equity, so while there is a growing middle and upper-middle class in the Indian population, the poorest continue to suffer and in many cases end up being worse-off, as growth is achieved on the back of their land, resources and labour. Policy frameworks are unfortunately biased in favour of the better-off and while there are many programmes that aim to address poverty, they fail to incorporate the concerns and aspirations of the poor and are rarely well implemented. Social sector investments such as education and health have failed to reach the most vulnerable people, thereby curtailing their potential.**

The complex nature of the social development challenge in India requires new ideas, innovation and learning from across a range of interventions if there are to be improvements in policy and practice. The Foundation's India programme makes a small but significant contribution by funding sincere and concerned NGOs to reach out to some of the most vulnerable communities and explore alternative approaches to social development.

Over the course of 2011–12, the India programme has supported eight different social development initiatives with eight different NGOs across the country. This is lower than last year, due to there being only a single round of grant-making, rather than the customary two. Because of constraints in scheduling our March 2012 committee meeting, decisions on a number of grants were pushed back to the next financial year, taking them outside of the purview of this report.

Our Open Grants were made across development sectors, maintaining our philosophy of supporting well-thought-through and relevant project ideas. The grants were made in the broad areas of governance, education, health and disability, violence against women and ensuring rights and entitlements of poor communities.

Our activities in the Eastern region have grown further, as has our focus on the central part of the country, which comprises some of the poorest and most vulnerable areas and communities. An additional consultant has been appointed to look exclusively at projects in the central region of India. To further strengthen the governance and financial systems of NGOs, a panel of audit firms has been enlisted which, in addition to overseeing the effective utilisation of grant funds, will take the finance and management teams of the NGO through an in situ training and capacity-building process. It is now mandatory for each of our partners to go through this exercise as we aim to enhance standards of governance and improve financial systems in the NGOs we fund.

During the year a review of the India programme was completed by New Philanthropy Capital. They reported a high level of confidence amongst partners and the NGO sector towards the Open Grants scheme and support provided by the Foundation. In order to make a larger impact the report suggested that PHF should have certain explicit aims and actively address wider sector concerns such as governance and management of NGOs. Some work to this effect has already been described. Based on the report's recommendations and the programme's own experiences, we have begun the development of a new programme strategy for the period 2012–17.

# Other grants

## **The Helen Hamlyn Trust**

*£2,000,000*

The Helen Hamlyn Trust is an independent grant-making trust focusing on the initiation of medium- and long-term projects linked to shared interests of Lady Hamlyn and her late husband Lord Hamlyn. The Trust's core ethos is to develop innovative projects, which aim to effect lasting change, improve quality of life and create opportunities to benefit the public.

The Trust's grant-making is centred on medicine, arts and culture, education and welfare, healthy ageing, international humanitarian affairs, heritage and conservation in India. Small grants are given to local and regional charities up to £10,000.

The Trust establishes lasting relationships with leading organisations and individuals to enable new areas of work to develop. By creating connections between organisations and introducing new ideas, innovation and change can take place.

Open Futures – askit, growit, cookit, filmit ([www.openfutures.com](http://www.openfutures.com)) is a schools' curriculum programme that brings 'learning to life' for young children. It champions a fundamental shift in how the National Curriculum is delivered, by re-focusing education on intuitive approaches that ignite children's passion for learning.

A new initiative with the Museum of London, The Ashmolean Museum and Wakefield Museum Service is piloting an approach based on enquiry and the use of digital technology to engage young children with Museum collections. The project (with the working title askit, filmit, shareit in Museums) is being independently evaluated by Hope-Stone Research.

This year, amongst other projects, the Trust has continued its work with and support of the Hamlyn Centre for Robotic Surgery (Imperial College London), the Paul Hamlyn Chair of Surgery (Royal Marsden), the Helen Hamlyn Centre for Design and the Helen Hamlyn Chair of Design (Royal College of Art), research into Optic Nerve Repair and Regeneration to Restore Sight (Moorfields Eye Hospital), the LSO/Panufnik Composition Scheme, the Paul Hamlyn Christmas Family Treat (Royal Opera House), and the Hamlyn-Feilden Fellowship in Conservation Studies (York University).

In India the Trust supports the Restoration and Reuse of Reis Magos Fort, Goa and of Anapurna Bhandar, Jaisalmer, in partnership with INTACH, and Cultural Development at Nagaur Fort, Rajasthan. In New York state, the Trust supports The Vignelli Centre Endowed Professorship at the Rochester Institute of Technology. In Portugal the Trust supports the Setubal Music Festival, a partnership with the Municipality of Setubal, bringing together young people from different ethnic communities through a music development programme.

### **New Philanthropy Capital**

*£6,000*

We contributed funds to support NPC to conduct a survey of a representative sample of charities and social enterprises across the UK, to gauge their capacity for measuring impact.

### **The Center for International Humanitarian Cooperation**

*£97,709*

This funding is for PHF scholarships in the International Diploma in Humanitarian Assistance, which provides a universally accepted standard of training for humanitarian workers and contributes to our wish to develop the capacity of NGOs.

### **The Nuffield Foundation**

*£7,000*

The Foundation contributed funds towards the production and publication by the Association of Charitable Foundations of 'The governance and financial management of endowed charitable foundations', by Richard Jenkins. The report was commissioned in partnership with other organisations interested in asset management, including Esmée Fairbairn Foundation, The Joseph Rowntree Charitable Trust, The Nuffield Foundation, Trinity College Cambridge, and Trust for London.

# Evaluation report: Value judgements

**If it was straightforward to understand the impact of the sorts of work that foundations support and do, it would have been done by now. This year we began a new programme of work to create a fuller and more accurate analysis of the impact of our funding. This understanding, though difficult to obtain, is critical for organisations like ours – and our grantees.**

Our mission is to maximise opportunities for individuals and communities to realise their potential and to experience and enjoy a better quality of life. This can involve addressing unpopular or challenging issues. We are interested in finding better ways to do things and in helping organisations to sustain and develop their work. With these values, it is important that we know whether we are helping to create impact in the areas we have chosen to target through our work and funding.

Further, we need to be able to make some informed judgements about whether this impact is good enough and whether doing things differently – or doing different things – would improve the contribution we make to the quality of life and opportunities for the people our grantees work with. This means not only assessing impact but also bringing together our understanding of how and why participants have been able to change things for the better, to help others to learn from our experience.

We believe that if we can shed some light on these questions, learn from what we find and report publicly on the impact of what we do, we will also be putting into practice the sort of accountability, and the focus on learning and outcomes, that we look for in our grantees.

Evaluating the impact of PHF's funding brings considerable challenges. As is obvious from our 2011/12 Yearbook, the work we fund takes many different approaches to meeting a wide range of needs. With as many as 300 Open Grants 'live' at any one time, and 11 Special Initiatives under way across the three UK programmes, there is a considerable volume and rich diversity of work and outcomes to map and understand.

At PHF we try to pay particular attention to the types of change that can take a long time to bring about and to doing what we can to ensure that changes are more than short-lived. This means identifying change over quite long periods, which increases the difficulty of knowing whether change can be attributed to any particular activity and source of funding.

Such challenges are familiar to all with an interest in evaluation but they do not lessen the need to understand impact. Following the commitment in our current strategic plan to 'develop a systematic approach to understanding, assessing, monitoring and evaluating the outputs and outcomes of the activities we support', we decided to develop and test a new approach to understanding the impact of the work we fund. This analysis will be particularly important as we look ahead to our next strategic planning period.

### **Evidence sources**

At PHF we have a wealth of information about the outcomes of funded activities, through grantees' reports to us and commissioned evaluations of our Special Initiatives. Our approach involves extracting evidence of change from these reports, coding and then grouping it to develop an 'impact framework' that classifies the outcomes of the work we have funded over the past few years.

There are three levels of change in the framework – change for individuals and communities; change in organisations; and change in policy and practice – each of which contains a number of broad impacts, giving 14 in total. Within each of these, there are several more specific types of change. So, for example, one of our 14 impacts is on marginalised young people, who improve their wellbeing and/or skills for a more successful future. This impact comes from the range of outcomes that our grantees reported to us. The children and young people they worked with:

- Developed skills to support a more successful and happy future, such as resilience and team working
- Improved attendance at school, when at risk of drop out
- Progressed in educational attainment
- (Re-)engaged in education, training, jobs or volunteering
- Improved their speaking and listening skills

And those who had been involved in the criminal justice scheme:

- Reduced their incidence of re-offending

By identifying types of change and grouping them together to form our impact framework, we are able to put together the 'big picture' of the impact of PHF funding. We have trialled this approach with a sample of 40 per cent of completed Open Grants, from our three UK programmes, and can already see impacts that are contributing to our key strategic aims (enabling people to experience and enjoy the arts; developing people's education and learning; and integrating marginalised young people who are at times of transition).

Some of our impact comes through organisations we fund developing new business models, services and partnerships or through training and professional development of staff and volunteers. Grantees' evidence that they become more effective at responding to new needs or different groups helps us to understand more fully our impact on organisations.

We also hope that the work we fund can contribute to wider changes in the practice and policy of other organisations – changes that will have a positive effect on the young and disadvantaged people with whom we are particularly concerned. This type of change is particularly difficult to attribute and can take longer to happen. While we see some signs of it happening, we may need to think about further follow-up work to investigate – and perhaps bring about – the sorts of change that evidence shows to be helpful.

**Next steps**

As we bring together evidence from more grantees' reports and extend the same approach to the evaluation of our Special Initiatives, we will continue to build the picture of the types of impact that PHF-funded work has been able to achieve. As we do so, it is particularly important that we and others are able to learn from the wealth of experience and expertise that has gone into bringing about these changes.

To help us with that objective we have also been assessing the strengths and weaknesses of the outcomes evidence that grantees include in their reports to us. The picture is very varied. Some of the evidence is based on a robust but straightforward approach to monitoring and evaluation, with the analysis clearly presented, helping us to understand the work and its outcomes. This is important to us because we know that organisations that have good information about their own work are better placed to improve their outcomes and to make the case for further funding.

However, not all the evidence was of such a high standard and a small proportion was quite poor. The next phase of our work will include talking to grantees about how we might be able to help them improve it, always recognising that the organisations we fund need a pragmatic approach to evaluation that will provide them with the information they need, while not costing too much in time or money. Already we have revised our reporting guidelines to grantees; we hope that reflecting and reporting on their work will help both PHF and our grantees to learn from the work they are doing.

# Reference and administrative details and audit report

The annual report (which comprises pages 2–69 and the list of trustees, staff and advisers) and financial statements are prepared on a combined basis for:

- The Paul Hamlyn (1987) Foundation (the Trust) established on 15 April 1987 by Trust Deed which has been amended in subsequent years. Registered charity number 327474.
- Paul Hamlyn Foundation (the Company), formed on 3 February 2004 as a charitable company limited by guarantee and not having a share capital. Company number 5042279 (registered in England and Wales) and registered charity number 1102927.

On 6 May 2004, the Trustees of the Trust transferred the activities and the majority of the assets of the Trust to the Company. A further transfer took place in 2010/11. On 31 March 2011 the assets of the Trust stood at £10.8m and these are included within the financial statements shown on pages 58–70.

The principal office of both the Trust and the Company is 5–11 Leeke Street, London WC1X 9HY, which is also the registered office of the Company.

## **Structure, governance and management**

The Board of Trustees, comprising not less than three and not more than 11 members, meets at least four times a year to agree the broad strategy and areas of activity of the Foundation, including consideration of grant-making, investment, reserves and risk management policies and performance. The Board considers grant applications above £150,000.

The principal committees, which all report to the Board of Trustees, are:

- Arts, Education and Learning, India and Social Justice Programme Committees (each comprising three trustees and up to four external advisory members) meet at least quarterly to consider applications up to £150,000. Decisions on applications to the UK programmes up to £10,000 may also be taken by staff committees and are reported through the Programme Committee to the Board of Trustees.
- Finance and Investment Committee, comprising five trustees and three external advisory members, meets quarterly to consider investment strategy, manager appointment and performance, and twice a year to consider financial matters.
- Remuneration Committee, comprising the Chair and the Chairman of the Finance and Investment Committee and one other trustee, meets at least once a year.

The day to day management of the Foundation is delegated by the Board of Trustees to the Director.

The Board keeps the skill requirements for Trustees under review. The Trustees create a long list of appropriate people to meet identified gaps. A sub-committee interviews a shortlist of candidates. Trustees are initially appointed only until the next AGM by the Appointor provided for in the Articles of Association. The renewal of appointments (for a period of up to three years) is made by all trustees acting as members of the company. The current Appointor is Jane Hamlyn, who was designated so under Paul Hamlyn's will. The induction process for any newly appointed trustee comprises a meeting with the Chair, and meeting(s) with the Director and other staff, together with receipt of a pack containing copies of the Memorandum and Articles of Association, the annual report and accounts, board and committee minutes and Charity Commission guidance notes.

Trustees have identified and considered the major strategic, operational and financial risks to which the Foundation is exposed. They are satisfied with the procedures which have been established to review these risks regularly, and with the actions taken to mitigate exposure to them.

Trustees have considered the Charity Commission's guidance on public benefit and confirm their view that the Foundation's objects and aims as set out on page 2 are in alignment with the public benefit requirements of the 2011 Charities Act. The Trustees Report on pages 2–56 demonstrates the activities of the Foundation and how they meet the Principles as defined in the Act.

#### **Statement of trustees' responsibilities**

The trustees (who are also directors of Paul Hamlyn Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the 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 incoming resources and application of resources, including 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 the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company - and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

# Independent auditors' report to the members of the Paul Hamlyn Foundation

We have audited the financial statements of Paul Hamlyn Foundation for the year ended 31 March 2012 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

## **Respective responsibilities of trustees and auditors**

As explained more fully in the Trustees' Responsibilities Statement set out on page 32, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

## **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustee Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

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 2012 and of its incoming resources and application of resources, including its income and expenditure and cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion 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.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where 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.

**Ian Dixon** (Senior Statutory Auditor)

for and on behalf of PricewaterhouseCoopers LLP

Chartered Accountants and Statutory Auditors

London

## Grants awarded in 2011/12

### *Arts programme*

#### *Special Initiatives*

##### **ArtWorks: Developing Practice in Participatory Settings**

A new Special Initiative to support the continuing professional development of artists working in participatory settings

Support costs	£147,502.49
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<b>Awards for Artists</b>	
Eight awards to individual artists of £45,000 payable over three years	
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<b>Composers:</b> John Butcher, Larry Goves and Matt Rogers	£135,000.00
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<b>Visual arts:</b> Janice Kerbel, Amalia Pica, John Smith, Sue Tompkins and Rose Wylie	£225,000.00
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Review of Awards Scheme	£10,745.00
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Support costs	£45,717.00
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<b>£416,462.00</b>	

#### **Breakthrough Fund**

Oh Yeah Music Centre	
Additional salary support	£48,487.00
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Support costs	£36,324.71
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<b>£84,811.71</b>	

#### **Jane Attenborough Dance in Education (JADE) Fellowship**

Support costs – ongoing evaluation	£3,051.25
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## Our Museum

Belfast Exposed	£143,800.00
Bristol Museums, Galleries and Archives	£150,000.00
Glasgow Museums	£150,000.00
Hackney Museum Service	£150,000.00
Museum of East Anglian Life	£150,000.00
National Museum Wales	£148,600.00
The Crosland Foundation (Ryedale Folk Museum)	£150,000.00
The Lightbox	£149,625.00
Tyne & Wear Archives & Museums	£150,000.00
Support costs – consultancy, research and publication, along with a peer review	£93,722.02
	<b>£1,435,747.02</b>
<b>Special Initiatives total</b>	<b>£2,087,574.47</b>

## Open Grants

<p>Aldeburgh Music</p> <p>A further 18 months' support for Faster than Sound, a programme of residencies, performances and site-specific events, fusing electronic with classical music. The work will run alongside the 2012/13 Britten Centenary celebrations.</p>	£105,000.00
<p>Battersea Arts Centre</p> <p>Core support for a spectacular outdoor show based on the Babel story, developed across London by four of the World Stages London partners and the outdoors events producer WildWorks.</p>	£145,000.00
<p>Camden Arts Centre</p> <p>To underpin the further development of Get the Message, a long-term gallery programme of education work for artists, teachers and young people with profound and multiple learning difficulties.</p>	£120,000.00
<p>Carousel Project</p> <p>For learning-disabled and marginalised artists to create work comprising music, film and visual art elements, to be experienced live, online and as a touring installation.</p>	£50,000.00
<p>Dance UK</p> <p>A business consultancy exercise to build the organisation's capacity to explore possible new operating model(s) for their Healthier Dancer Programme, in the context of a larger strategic review.</p>	£10,000.00
<p>Deafinitely Theatre</p> <p>Two-year funding to engage deaf children and young people aged 14-24 with theatre, through workshops, performance opportunities and theatre productions, building on successful pilots.</p>	£54,000.00

<p><b>Earlyarts (UK) Ltd</b> Funding for the director and a new post of business development manager. This support will enable Earlyarts to develop a new operating model and a strategic partnership with Arts Council England.</p>	£150,000.00
<p><b>English National Ballet</b> Three-year programme to provide dance and cultural activities for people with Parkinson's. The organisation will research the benefits, devise a training programme, and set up satellite projects.</p>	£97,000.00
<p><b>Fevered Sleep</b> Two years of funding to continue to test a new touring model for performance for children under seven.</p>	£115,000.00
<p><b>Firstsite</b> A programme which increases the understanding and enjoyment of contemporary art through participation and social activity.</p>	£140,000.00
<p><b>Homeless Link</b> Increases homeless people's access to arts activities by increasing homelessness agencies' capacity to deliver and build partnerships with arts organisations.</p>	£64,000.00
<p><b>Kielder Partnership Initiative</b> 'Testing Ground' will bring together the public, students and practitioners in a programme of experimental architectural education and activity at Kielder Water &amp; Forest Park.</p>	£40,000.00
<p><b>Leisure in the Community</b> Supporting four key salaries for new posts at Lincolnshire One Venues, part of a consortium involving young people as consumers, critics, aspiring artists and creative entrepreneurs.</p>	£189,500.00
<p><b>Manchester Library Theatre Development Trust</b> A project using drama and creative storytelling to engage older people with Alzheimer's and dementia in beneficial activity.</p>	£75,000.00
<p><b>Middlesbrough Institute of Modern Art (MIMA)</b> To pilot an apprenticeship scheme, putting three young people at the heart of operations, training and programming, developing their skills to act as mentors for other young people.</p>	£52,000.00
<p><b>Ministry of Stories</b> Supporting the expansion of a programme of creative-writing workshops for schools and drop-in sessions for children aged 8-18.</p>	£150,000.00
<p><b>More Music in Morecambe</b> MM has redeveloped its building with five multi- purpose spaces equipped for performances, conferences, training and participatory sessions. Support will enable pilot community engagement and programming for these new spaces.</p>	£30,000.00
<p><b>muio.org Ltd</b> Core support to further develop and test the gigzine iPhone application for concertgoers.</p>	£9,150.00
<p><b>Museum of London</b> Support for family learning at the Museum of London.</p>	£15,000.00
<p><b>National Museums Liverpool</b> FIHRM is a new international network led by National Museums Liverpool's International Slavery Museum. PHF helped support FIHRM's second conference in Liverpool in October 2011.</p>	£10,000.00

<p><b>National Society for Education in Art &amp; Design</b> Following on from the 2009 grant, this continuous professional development scheme for teachers and trainee teachers supports a transition phase to enable NSEAD to take over the management of the programme.</p>	£40,500.00
<p><b>National Theatre</b> Towards the creation of a Young Studio, offering young people opportunities to create and develop their own work.</p>	£147,000.00
<p><b>National Theatre Wales</b> Developing a Wales-wide, internationally recognised community network which engages with all levels of NTW's activities, rooted in a model of local community leadership.</p>	£220,000.00
<p><b>OTO Projects</b> To support the creation of a new key post - a producer - as well as underpinning feasibility study work.</p>	£45,000.00
<p><b>Pacitti Company</b> For action research with a wide range of artists and participants to find new working models.</p>	£8,500.00
<p><b>Philharmonia Limited</b> Core support towards the development of a virtual Philharmonia Orchestra performing Holst's The Planets, enabling the public to explore the orchestra from inside, first at the Science Museum, London and then across the UK.</p>	£100,000.00
<p><b>PRS Foundation</b> New Music Plus is a creative development programme for independent producers and arts organisations, encouraging innovative approaches to music programming and audience engagement UK-wide.</p>	£90,000.00
<p><b>Random Dance Company Limited</b> Creative Potential will test whether the Choreographic Thinking Tools used within McGregor's artistic practice can be disseminated through the company's Creative Learning work.</p>	£73,000.00
<p><b>Ravensbourne</b> To support the development of an informal, sociable and collaborative learning environment for young people aged 16-19, using pattern-matching artificial intelligence to create responsive webpages to encourage a conversational learning environment through an animated figure (the 'Ravensbot').</p>	£134,000.00
<p><b>Royal Shakespeare Company</b> The Learning and Performance Network is an innovative three-year programme of partnership between UK state schools, local theatre venues and the RSC.</p>	£320,000.00
<p><b>Scottish Poetry Library</b> For Living Voices, a pilot programme of storytelling, poetry and songs across care homes for the elderly in Scotland.</p>	£104,900.00
<p><b>Site Gallery</b> To support the development of an artist-led participation programme and pilot a mentoring scheme and summer school.</p>	£16,000.00
<p><b>Tate Gallery</b> Core funding of an organisational development phase to radically transform the way the Tate engages its audiences with art.</p>	£100,000.00

<b>The British Library</b> Opening the Library's collections to interpretation/curation by young people including those who are not in education, employment or training, via supported activities, developing skills, confidence and team-working.	£138,000.00
<b>The Museum of British Folklore CIC</b> Funding for the museum to develop a learning and participation programme for its exhibitions. The first exhibition, 'The History of Fireworks in Britain', was produced at Compton Verney.	£9,600.00
<b>The Nerve Centre</b> The Nerve Centre's innovative City of Culture programming will increase participation in arts and education and change policy, lasting legacy and organisational capacity.	£150,000.00
<b>The Poetry Archive</b> To enable the poetry society to make digital downloads available for purchase on the Poetry Archive website so that the public can buy individual or collections of poetry recordings, often read by the poet.	£29,500.00
<b>The Poetry Archive</b> To enable Poetry Archive to assess the potential income for digital poetry downloads.	£10,000.00
<b>The Samling Foundation</b> Funding for a scoping exercise to develop the 'School as Producer: The Magic Flute' project.	£10,000.00
<b>Theatre Centre Limited</b> Development of a National Playwriting Network and skills provision for playwrights, promoting the artistic potential of work for young audiences in the wider writing community.	£53,800.00
<b>Voices Now</b> To support the 2013 festival, bringing together leading vocal groups and singers of all backgrounds and abilities, and inspiring potential singers to get involved.	£35,000.00
<b>Voluntary Arts Network</b> To support short-term artist residencies, working with intergenerational groups of makers, and workshops offering training in online marketing and social networking opportunities.	£58,000.00
<b>Wysing Arts Centre</b> A programme that seeks local individuals and groups and celebrates their interests by positioning them alongside artists within Wysing's curated programme.	£90,000.00
<b>York Citizens' Theatre Trust Limited</b> Core support of the TakeOver Festival in its third and fourth year, introducing a residency scheme for young theatre practitioners that will result in a bespoke production each year.	£100,000.00
<b>Youth Dance England</b> YDE will deliver strategic interventions, revised national programmes and review the Ten Year Vision for Children and Young People's Dance 2010-2020.	£170,000.00
<b>Open Grants total</b>	<b>£3,873,450.00</b>
<b>Arts programme total</b>	<b>£5,961,024.47</b>

## *Education and Learning programme*

### *Special Initiatives*

#### **Learning Away**

Special Initiative piloting innovative approaches to residential learning for young people

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Support costs – development and evaluation, events and school support costs	£127,968.42
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#### **Learning Futures**

Language Futures development:

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Castle Manor Business & Enterprise College	£5,500.00
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Linton Village College	£12,000.00
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Swavesey Village College	£3,500.00
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Support costs – research, dissemination, website development and consultancy	£393,282.61
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**£414,286.61**

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#### **Musical Bridges**

Developing strategies for transition in music education.

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Support costs – research and evaluation, advocacy and dissemination, events and consultancy costs	£178,049.08
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#### **Musical Futures**

Supporting innovation in music education

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Support costs – development, advocacy, dissemination, teacher CPD and school support costs	£147,996.92
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#### **Musical Futures UK**

Countywide dissemination of Musical Futures

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Support costs	£106,868.75
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#### **What Works?**

Exploring good practice in supporting and retaining students in higher education

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Support costs – Coordination dissemination and evaluation costs	£22,545.71
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#### **Special Initiatives total**

**£997,711.49**

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### ***Open Grants***

<p><b>21st Century Learning Alliance</b> Support for teaching fellowships for 2011-12.</p>	£10,000.00
<p><b>Al-Haqq Supplementary School</b> Structured supplementary provision to enhance the employability and post-16 progression to further and higher education for young people of Pakistani and Kashmiri descent.</p>	£121,788.00
<p><b>Antidote</b> Support over a 15-month period to enable new strategies for engaging schools with the PROGRESS Programme and sustaining Antidote's work.</p>	£69,360.00
<p><b>ARC Theatre</b> Finding the Words will work with young women through film and public speaking, to give them a much-needed platform and voice in gang and youth violence-related issues.</p>	£43,400.00
<p><b>Be Together Ltd</b> Young people from Stoke-on-Trent will improve their speaking, listening and employability skills and increase their aspirations by investigating North Staffordshire, and communicating their findings through a public exhibition and drama performance.</p>	£46,500.00
<p><b>Bilingual Learning and Teaching Association</b> Promoting appropriate bilingual support in mainstream settings for children with English as an additional language and engaging family members in supporting this at home and in the classroom.</p>	£86,096.00
<p><b>Chol Theatre</b> Imaginary Communities: A pedagogical approach to empower and re-engage children at risk of exclusion from school in Rotherham.</p>	£58,000.00
<p><b>Council for Learning Outside the Classroom</b> Contributions to core costs over a three-year period to this key national body as the Council builds sustainable income streams and demand for its products, to reach a position of long-term sustainability in 2014.</p>	£250,000.00
<p><b>Dandelion Time</b> Delivery and dissemination of an experiential programme for traumatised children with emotional or behavioural difficulties and facing risk of exclusion or withdrawal from school.</p>	£74,065.00
<p><b>Development Education Centre (South Yorkshire)</b> Building Communities Through Dialogue to reduce truancy and behavioural problems at transition from primary to secondary school by strengthening young people's ability and confidence to communicate with people from different backgrounds.</p>	£107,948.00
<p><b>FOCUS Charity Limited</b> Funds Explore Leadership, created for young people to empower their peers to identify, plan and deliver projects which directly benefit their local community.</p>	£105,000.00
<p><b>Forest Bus Limited</b> An intervention programme for families to work together to overcome problems which impact on their ability to live a more rewarding life.</p>	£46,512.00
<p><b>Friendship Society</b> Journeys of Discovery: Improving Russian language teaching/learning by linking three supplementary schools with a mainstream primary and secondary school.</p>	£5,000.00

<b>Gateshead Metropolitan Borough Council</b> A three-year programme to develop the speaking and listening skills of young people with learning disabilities and/or difficulties in Gateshead, via work experience with local employers.	£108,948.00
<b>Inclusion Trust</b> The intergenerational use of social networking to simultaneously develop speaking and listening skills in young people, and ICT empowerment in the aged.	£80,000.00
<b>Institute for Philanthropy</b> Launch of the Youth and Philanthropy Initiative in Northern Ireland, to pilot in 15 schools over three years, giving young people a 'hands-on' experience of giving whilst developing their communication and presentation skills.	£154,250.00
<b>Institute for Public Policy Research</b> Bringing together leading educationalists to contribute ideas to a Manifesto for Schools to narrow the attainment gap producing a set of innovative and radical policy proposals reviewed by a 'practitioner panel'.	£41,600.00
<b>Languages Sheffield</b> A three-year project to raise the attainment of bilingual pupils by enabling mainstream and supplementary schools to develop partnerships to support pupils' language learning.	£135,000.00
<b>LIFT for Learning</b> A three-year England and Wales scale up of DigiSmart, an engaging literacy and ICT intervention targeting 20,000 at-risk Year 5 students focusing on low primary-age literacy and increased likelihood of truancy and exclusion in secondary school.	£237,465.00
<b>National Centre for Young People with Epilepsy</b> An in-depth study to generate learning and good practice relating to better supporting young people with epilepsy in mainstream schools and ensuring their full inclusion in learning, the curriculum and the wider life of the school.	£58,500.00
<b>National Literacy Trust</b> National scale up of Words for Work, a work-related learning and communication skills programme for schools, supported by employee volunteers.	£200,000.00
<b>One True Voice</b> Developing and testing a 16-week model of sex and relationships education for 40 young women aged 13-20 within Islington's Somali community.	£5,106.00
<b>Openstorytellers</b> A three-year intervention programme to develop the ability of young people with complex communication needs to construct and share personal narratives and to use these to improve their participation in democratic processes.	£90,000.00
<b>People and Planet</b> Raise awareness and develop speaking and listening skills and confidence of students in colleges to enable them to take action to achieve positive change locally and beyond.	£75,303.00
<b>Playing For Success South West</b> Feasibility study and partnership building to develop a speaking and listening initiative across study support centres linked to sports clubs.	£9,000.00
<b>Radio Regen</b> Two year national partnership project to increase the number of community radio stations providing high-quality speaking and listening skills for 11-19 year olds, and to build a wider awareness of community media opportunities among schools and youth centres.	£112,448.00

<b>Rathbone</b> Tweet-A-Tale is a UK-wide creative arts-based project that will encourage community connection and the development of verbal and ICT literacy of marginalised young people.	£155,885.00
<b>Red Balloon Learner Centre Group</b> A two-year pilot of a virtual school to enable Red Balloon's exemplary recovery programme for severely bullied (and self-excluding) young people to reach more young people and prove its viability.	£85,000.00
<b>Somali and Somaliland London Community</b> Assisting SSLC to adopt a more mainstream UK approach using activity-based learning driven by the pupils rather than traditional Somali methods.	£64,242.00
<b>Somali Community Parents Association</b> Two-year pilot of a year-long programme to support Somali young people in developing their speaking and listening skills and carrying out projects to help tackle key issues within their local communities.	£129,670.00
<b>Soundart Radio Ltd</b> Core staff and consultancy support to facilitate development of a revised business model.	£68,900.00
<b>Space Unlimited</b> Work with 18 schools in three Scottish local authorities to establish a sustainable model where student voices become a powerful tool to support whole system change.	£222,912.00
<b>Speakers' Corner Trust</b> Expressing Citizenship will help young people learn self-expression, building common cause and influencing others to play a fuller role in society, and disseminate resources nationally.	£74,500.00
<b>Studio Schools Trust</b> To fund Studio Schools' new model of the state school offering immersive, work-based learning and enterprise.	£120,000.00
<b>The Child-to-Child Trust</b> Piloting the Child-to-Child participatory approach in school to help empower and integrate refugee and asylum-seeking young people.	£10,000.00
<b>The Communication Trust</b> Feasibility study to help understand how best to involve, protect and support young people, and to further develop our understanding of the potential impact of the 'communication leaders' initiative.	£6,900.00
<b>The Forgiveness Project</b> To produce a dynamic, multi-media, cross-curricular educational resource that explores young people's own understanding of and stories about conflict and reconciliation.	£30,155.00
<b>The Hackney Pirates</b> An enterprising out-of-school learning programme where young people receive one-to-one attention to improve their literacy and creativity by working on real-world creative products.	£142,544.00
<b>The Salmon Youth Centre in Bermondsey</b> Piloting a replicable media training project within a South London Youth Centre, to develop young people's speaking and listening skills. Participants will lead development of the centre's own communications strategy and be offered work experience opportunities in the wider sector.	£70,826.00

<p><b>The Traditional Arts Foundation</b>  A one-year pilot to systematically trial a progression route of storytelling-led speaking and listening training and opportunities for young people aged 13-19 in three schools and one community setting across the Midlands.</p>	£26,670.00
<p><b>Tower Hamlets Summer University</b>  Core support for the organisation to achieve longer-term sustainability.</p>	£146,500.00
<p><b>Time for Families</b>  Developing the speaking and listening skills of young people in prison in England and Wales to strengthen communication and reduce conflict between the young people and their parents/carers.</p>	£90,000.00
<p><b>Young Person's Advisory Service</b>  YPAS Peer Supporters develop communication skills of pre/excluded young people, to facilitate community discussion groups, to improve relationships in school and at home, preventing exclusion.</p>	£78,443.00
<p><b>Youth Clubs Hampshire and Isle of Wight</b>  To set up a project where young CAT mark assessors can gain the skills necessary to train other young people as assessors. CAT marks are awards for service delivery granted by service users.</p>	£82,500.00
<b>Open Grants total</b>	<b>£3,936,936.00</b>
<b>Education and Learning programme total</b>	<b>£4,934,647.49</b>

## ***Social Justice programme***

### ***Special Initiatives***

#### **Girls in the Criminal Justice System**

Development of a new Special Initiative including consultancy and 'Girls at Risk' consultation event

Support costs	£10,150.95
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#### **Right Here**

Support costs

Salaries for programme leadership; research and evaluation; capacity-building through consultancy and mentoring of young people

£231,276.70

#### **Supported Options Initiative**

Fund Development of pilot advice and information services to benefit young people with irregular immigration status, combining outreach work, partnership working and innovative approaches to service provision.

The Children's Society	£100,000.00
Coram Children's Legal Centre	£100,000.00
Coventry Law Centre	£120,000.00
Islington Law Centre	£120,000.00
Praxis Community Projects	£120,000.00
Refugee and Migrant Centre Ltd	£120,000.00
Support costs	£33,851.83
	<b>£713,851.83</b>

#### **Young Undocumented Migrants Research**

Support costs	£62.70
<b>Special Initiatives total</b>	<b>£955,342.18</b>

## ***Open Grants***

198 Contemporary Arts and Learning Ltd England: Ipswich, Walthamstow, Sunderland, Kent, Derbyshire.

An art project exploring identity, personal histories and cultural heritage of Roman and English Romany in order to increase integration between themselves and their communities.

£45,159.00

Brook Advisory UK Wide.

To increase young people's active involvement in Brook, developing and promoting youth leadership to promote, change and secure young people's sexual and reproductive rights.

£138,792.00

Centrepont Centrepont Youth Educators' Project in the North East.

A peer educators project, based in Northumbria, which trains and supports ex-offenders and young parents to deliver homelessness prevention programmes, to vulnerable young people in schools and custody, and service deliverers. Centrepont wishes to expand the project from its previous client group of young homeless people, to engage a wider group of marginalised young people including young mothers and mothers-to-be and ex-offenders.

£149,399.00

Changing Tunes UK-wide.

Support for the rehabilitation and resettlement of young offenders by expanding capacity and broadening the reach of the work through the development of three regional franchises.

£226,707.00

Clean Break Theatre Company Ltd England-wide.

Gender-specific, holistic support, skills development, accredited training and progression into employment for girls and women offenders and those at risk of offending, on-site and in prisons.

£150,000.00

Clore Social Leadership Programme UK wide

Funding for up to three specialist Paul Hamlyn Foundation Clore Social Fellowships, from 2013. Each Fellow will have a particular interest in supporting excluded young people, and/or be drawn from a marginalised community.

£105,000.00

Community Foundation for Northern Ireland

Support for the EFC Conference, Belfast, 6-8 June 2012.

£5,000.00

Council for Dependency Problems Hull.

The provision of advice, advocacy, support and training for newly arrived migrants and their communities to improve wellbeing, reduce stigma and improve access to mainstream services, including a pilot mentoring scheme providing outreach support to service users with substance-related problems and their families.

£70,072.00

Crisis UK

Three years' funding for the delivery of support services for young homeless in a multi-function building in Oxford shared with arts organisations and a social enterprise cafe.

£200,000.00

Dance United

Core funding to support Dance United's next stage of development. This will include developing Academies into wholly owned community interest companies (CICs) within a federated structure and the creation of outstanding choreography suited to the young people they work with.

£250,000.00

Grassmarket Project Limited

A project to engage socially excluded young people.

£10,000.00

<p><b>Interest Link Borders</b> A three-year volunteer befriending service for around 100 children and young people aged 8-25 who have learning disabilities in the Scottish Borders.</p>	£115,000.00
<p><b>Legal Services Agency</b> A new legal advice service to refugee and migrant children and young people (up to age 25) in Scotland.</p>	£181,100.00
<p><b>LGBT Youth Scotland - Scotland.</b> Support for a national LGBT young people's participation and policy project, jointly funded with the Equalities Unit for the Scottish Government. Aims to increase youth participation and increase policy engagement and influence on local and national levels.</p>	£150,000.00
<p><b>Move On Limited Glasgow.</b> Peer-mentoring support for young people experiencing the transition from care, improving their life outcomes as well as those of their mentors.</p>	£88,808.00
<p><b>New Economics Foundation Lambeth and Cornwall.</b> Support to develop a blueprint for transforming services for young people through co-production and outcomes-based commissioning, and to work with commissioners and providers to encourage take-up.</p>	£149,000.00
<p><b>Oval House London.</b> A participatory arts intervention supporting those at risk of social exclusion and offending, focusing on early intervention, workforce development in non-arts settings and the creation of a national network of participatory arts practitioners.</p>	£150,000.00
<p><b>Prisoners' Education Trust UK wide.</b> Core funding to enable PET to extend its Learning Matters project into a second three-year phase. Through the formation of a Prisoner Learning Alliance, PET will advocate for improved provision for prisoner learning.</p>	£105,000.00
<p><b>Red Rose Chain East England.</b> The creation of a community drama company for recovering Class A drug addicts that is embedded within a larger professional theatre production company. As part of a wider package of support and treatment, the work provides a vehicle to education, social reintegration and progression for individuals</p>	£150,000.00
<p><b>Refugee Youth London.</b> Support for young refugees to explore the issues that affect them and take action to make change by engaging creatively with service providers, policy makers and the public.</p>	£124,901.00
<p><b>Revolving Doors Agency UK-wide.</b> Continuation funding to support the ongoing development of RDA's National Service User Forum and Young People's Forum, which promote and strengthen the ability of service users and ex-offenders to influence policy.</p>	£190,000.00
<p><b>Tender Education and Arts UK wide.</b> Expanding the reach of Tender's violence-prevention models nationwide, using a franchise model to develop self-sustaining projects with schools, youth centres and local authorities.</p>	£129,302.00
<p><b>The Runnymede Trust UK wide.</b> Support to develop a new business model to enable the organisation to adapt to the new context of reduced government funding. The grant covers senior staff time and consultancy support for six months.</p>	£65,000.00
<p><b>Tyne &amp; Wear Archives &amp; Museums (conditional award). Newcastle.</b> To provide young unemployed people with volunteer placements in cultural organisations alongside a structured employment programme.</p>	£132,000.00

UK Drug Policy Commission England 5+ regions. Changing times: a review of the potential impact on drug problems of changes to young people's services in this era of localism and austerity.	£9,880.00
User Voice England UK wide. Provision of a staff training and support programme to develop the capacity of an ex-offender workforce to develop and promote service-user participation in criminal justice policy and practice.	£145,821.00
Voice UK A programme of youth-led work to support learning-disabled young people avoid, address, and improve the work of agencies dealing with abuse, violence and crime against them. Working in four regions of England.	£110,000.00
<b>Open Grants total</b>	<b>£3,345,941.00</b>
<b>Social Justice programme total</b>	<b>£4,301,283.18</b>

## *India programme*

### *Open Grants*

#### Aakanksha Lions School for Mentally Handicapped

Support for a community-based rehabilitation initiative which involves the community and makes them aware of the special needs of people with disabilities. This is followed up by more intensive engagement with parents, to counsel them and train them with the skills and the confidence to deal with the disability and access referral services.

£21,923.32  
(Rs 1,658,500.00)

#### Chaupal Gramin Vikas Prashikshan Evam Shodh Sansthan

Funding to set up health and nutrition surveillance committees to monitor food and health entitlement in 200 villages. Through resource centres on people's rights Chaupal will ensure that knowledge on the Right to Information Act is available within the community and they are empowered to use it to undertake surveillance of services provided by the government.

£26,622.58  
(Rs 2,014,000.00)

#### Child Survival India

Continued support for the work of forming health groups and using these to link the community with the state's health services, and of running an emergency transport service for maternal health. CSI will also initiate programmes with men on their role in maternal and child health and with traditional birth attendants on nutrition.

£49,230.27  
(Rs 3,702,600.00)

#### Digantar

Support for Digantar to undertake the base research and knowledge generation for setting up the Centre for Participatory Research and Action on Teacher Knowledge. This initiative will take stock of the current knowledge available and link it up with a research on practices in the field of teacher education, with the aim of developing both a pre-service and an in-service teacher education programme that works.

£72,385.72  
(Rs 5,409,230.00)

#### Gramin Punarrachana Kendra (GPK)

Funding for a facility for HIV-positive orphaned children and to provide them with care and protection that will include psycho-social care, a safe place to stay, food, clothes, timely medical check-ups and an education. The grant will also equip the organisation to become an authorised government facility for care and treatment for HIV.

£8,433.56  
(Rs 638,000.00)

#### Independent Commission for People's Rights and Development

Continued support to the 'Men as Partners against Gender Based Violence' initiative. The funding will broaden the base of functioning and develop 'Youth Forums for Gender Equality', which have played a significant role in reducing gender-based violence since the project started. The organisation will also develop a continuity plan for the initiative once the PHF grant comes to an end.

£68,517.66  
(Rs 5,161,000.00)

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**Ruchika Social Service Organisation**

A grant to assist RSSO to set up processes whereby out-of-school children from slums are identified, enrolled in the appropriate class in a government school and provided with remedial education to help them cope with academic issues, thereby reducing the chances of dropout.

£43,635.13  
(Rs 3,301,000.00)

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**Vikash**

Support for Vikash to reach children with disabilities in an administrative block and provide a systematic diagnosis of the disability, a plan for therapy and rehabilitation. The therapy plan is custom-designed so as to be able to adapt to the conditions of the family and their home, and is facilitated in situ with the guardians of the disabled child working in close coordination with the NGO's outreach team.

£31,126.21  
(Rs 2,354,700.00)

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**Open Grants total**

**£321,874.45**

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**Rs 24,239,030**

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**Exchange rate adjustments**

**£32,710.79**

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**India programme total**

**£354,585.24**

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## *Other grants*

### *Open Grants*

The Center for International Health and Cooperation International Diploma in Humanitarian Assistance: PHF Scholarships	£97,709.46
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New Philanthropy Capital Impact Measurement Survey	£6,000.00
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The Helen Hamlyn Trust Support for the Helen Hamlyn Trust 2011-2012	£2,000,000.00
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The Nuffield Foundation Contribution to publication of 'The Government and Management of Endowed Charitable Foundations' book	£7,000.00
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<b>Exchange rate adjustments</b>	<b>£1,359.46</b>
<b>Other grants total</b>	<b>£2,112,068.92</b>
<hr/>	
<b>Total Grants Awarded and Special Initiative Support Costs</b>	<b>£17,663,609.30</b>
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# Financial review

## **Endowment Fund and Investment Portfolio**

*A turbulent year in markets with both continued inflation and a crisis of confidence in the Eurozone.*

The Endowment Fund represents the original gifts by Paul Hamlyn, both in his lifetime and under the terms of his will, together with net gains from related investment assets. The Trustees have discretion to make disbursements from the Endowment fund in circumstances they consider appropriate. Investment returns from the Endowment investment portfolio are used to finance grant-making and other work.

After a recovery in portfolio value over the preceding 12 months we had determined that greater caution was warranted. This stance led the Foundation to make modest gains of £1.97m from a portfolio exhibiting very low levels of risk in both absolute and relative terms. The total size of the fund, including cash held in working capital, was £572m at 31 March 2012.

The Foundation has wide investment powers which are specified in its Memorandum of Association. All Trustees are involved in setting investment policy, but authority to decide strategy is delegated to the Finance and Investment Committee. The Finance and Investment Committee, with input from senior staff, consultants and Paul Hamlyn Foundation's own Investment Director Richard Robinson, sets asset allocation and engages professional managers running its multi-asset, multi-manager portfolio. Most of the managers have discretionary mandates although use of advisory and passive strategies is made. We have added to our investment advisory resources by recruiting Simon Gillis as a special adviser to our Investment Committee who has considerable expertise in this area sitting alongside Paul Woolley and Lord Gavron.

The Foundation's investment policy is to:

- Maintain in the long run the real purchasing power of the Endowment fund.
- Invest in a diverse range of assets which are most likely to give good total returns in the long term, in order to maximise the total real value of the amounts available for grant-making and other work.
- Manage volatility as far as possible, while accepting that a degree of volatility is concomitant with seeking high returns.

In 2011 Trustees accepted the recommendation of the Investment Committee, that after a detailed review, real spending at 3.5% - 4% pa would be reasonable in the medium term. Ongoing review of this work will be undertaken, particularly if markets prove to be unrewarding over a period of years, although any decision to alter the agreed level of spending would not be taken lightly.

In 2011 the Charity Commission for England and Wales, our regulator, consulted on and then issued revised and detailed guidance in circular CC14 for charities and endowments on how they should approach long-term investment. The Finance and Investment Committee reviewed this advice and were grateful for greater clarity and the greater freedom of action explicit within it. With our own consultants we reviewed CC14 and our governance practices and were satisfied that our investment procedures were robust and sensible.

Significant portfolio developments in the past year included:

- We sold all our conventional UK Government bonds. In view of the likelihood of rising interest yields we have maintained our exposure to both UK and global index linked bonds as a hedge against inflation.
- Whilst there were no changes to our listed equity managers, we continued to fund our commitment to private equity, including venture. This includes our partnership with a leading specialist in China as well as some very early stage US managers. Our portfolio, whilst young, is beginning to return cash.
- Last year we moved to increase the orientation of our listed equities to the largest capitalisation companies and in the year under review this was rewarded. In the developed markets all our managers outperformed their benchmark indices.
- We simplified our property holdings by moving to redeem our real estate fund of funds in the UK. The last of our directly held properties was sold. Our core holding in the sector remains the specialist 'Charity Property Fund'.
- In a mixed year within hedge funds, the Foundation continued to build out its exposure and within sharp variations in actual performance of managers closed the year ahead of our benchmark index overall.
- For some of the year we hedged back some of our US dollar exposures into sterling as we actively manage our currency exposure to a 50% sterling/50% non-sterling neutral position. In September 2011 we bought more US dollars.

In terms of asset allocation the Endowment fund was positioned as follows during the year:

- Overall exposure to equities was 47.4%. This includes shares listed on stock exchanges both in the developed and emerging markets. We regard this equity-focussed part of the portfolio as the major return driver for the Foundation over the long term. The main focus of the listed equity portfolio remains large capitalisation stocks with good dividends.
- Alternative investments currently stand at around 18.5% of the portfolio. This includes both hedge funds and private equities. The Foundation receives expert guidance on these asset classes from Cambridge Associates as it continues to build out its long-term programme of diversification.

- Because we fear inflation and the ravages of its effects on the real value of our portfolio, we have about 14.6% of the portfolio in investments which are usually good performers in such times, property and index linked bonds.
- Conventional bond exposure is low at 7.1% with little duration so that if and when a rise in yields and interest rates occurs we will not suffer.
- The balance of the portfolio, 12.4%, is held in liquid investments on deposit with leading banks, or in specialist emerging currency funds benefitting from the long-term strength in the currencies in the developing world.

When adjusted by the amount spent on grants and costs in the year, the Foundation's Endowment investment portfolio rose by +1.9% for the financial year to 31 March 2012, making an overall advance, over the last three years of approximately +31.4%. At the end of the year the value of the Endowment was in advance of the Trustees' target of preserving the real value of its purchasing power. This calculation is made by adjusting Paul Hamlyn's bequests over time for RPI, net of grants.

### **Unrestricted and Restricted Funds and Reserves**

The Foundation's unrestricted fund is used to finance the Foundation's tangible fixed assets and working capital and to provide a short-term buffer for grant-making and other costs. The unrestricted fund is financed by returns on investments, including investment income and transfers from the endowment fund. During the year, £6.59m was transferred from the endowment fund and at 31 March 2012 the unrestricted fund had a zero balance. The Finance Committee has agreed to manage its reserves by ensuring a sum equivalent to at least six months of working capital commitments (including grant commitments) is held in readily accessible liquid assets. At the end of 2011/12, investment holdings in cash and other liquid deposits were approximately £43.8m and six months of commitments are estimated at approximately £9m.

The restricted fund comprises grant income from partners jointly funding some of the Foundation's Special Initiatives. At the end of the year, the fund stood at £196,402 (£65,000 in 2010/11).

### **Expenditure**

Grants awarded before adjustments increased by 13% in 2011/12 when compared to 2010/11. The increase is in keeping with the Foundation's strategic plan as Open Grant funding has increased by 8% and spending on several Special Initiatives, initially planned for 10/11, was re-phased to fall in 11/12. Special initiative expenditure as a percentage of grant expenditure (excluding Helen Hamlyn Trust) increased to 26% of grant spend and open grants decreased to 74%.

Support cost expenditure has decreased by £87,000 but this includes an exceptional accounting adjustment for the reduction in provision for dilapidations on the Foundation's previous office premises and provision for rent to the end of the lease. When this is adjusted for, the underlying trend is for an increase in support costs of 2.8% (£59,000). In March 2011 the trustees decided to increase the staffing capacity of the organisation and from September

2011 three additional posts were added to the grant-making teams and a one to the support functions. This has resulted in increases in staffing costs (£145,000 approx) and operational support expenditure (£36,000). During 2011/12 the Foundation undertook the refurbishment and fit out of new premises. The majority of these costs have been capitalised and as the Foundation only moved office in February 2012, the accounts for 2011/12 only show a limited impact on depreciation.

**Financial Risk**

The Foundation's principal material financial risks, including foreign exchange exposures, relate to its investment portfolio and are in line with similar long-term endowment funds in the sector. Overall investment risk management is predicated on running a diversified portfolio of high quality assets across a wide variety of asset classes and markets. The longer-term strategic asset mix is set by the Finance and Investment Committee, with input from Cambridge Associates and others. Individual investment mandates are awarded to specialist managers after scrutiny by the Finance and Investment Committee with input from various sources. The Trustees consider the Foundation's risk profile on a regular basis.

**Tim Bunting**

Chairman, Finance and Investment Committee

# Statement of Financial Activities for the year ended 31 March 2012

	Notes	2012 Unrestricted fund £m	2012 Restricted fund £m	2012 Endowment fund £m	2012 Total £m	2011 Total £m
<b>Incoming resources from generated funds</b>						
Legacy income		-	-	-		5.709
Other income	17	0.103			0.103	-
Investment income	2	13.899	-	-	13.899	13.798
Grants receivable	16	-	0.254	-	0.254	0.265
<b>Total incoming resources</b>		<b>14.002</b>	<b>0.254</b>	<b>-</b>	<b>14.256</b>	<b>19.772</b>
<b>Resources expended</b>						
Investment management	3	4.293	-	-	4.293	3.812
Charitable activities including grant-making	4 & 16	18.904	0.123	-	19.027	17.684
Governance	7	0.034	-	-	0.034	0.046
<b>Total resources expended</b>		<b>23.231</b>	<b>0.123</b>	<b>-</b>	<b>23.354</b>	<b>21.542</b>
<b>Net (outgoing)/incoming resources and net income for the year before transfers</b>						
		<b>( 9.229 )</b>	<b>0.131</b>	<b>-</b>	<b>( 9.098 )</b>	<b>( 1.770 )</b>
Transfers	16	6.592	-	( 6.592 )	-	-
<b>Net (outgoing)/incoming resources and net income for the year after transfers</b>						
		<b>( 2.637 )</b>	<b>0.131</b>	<b>( 6.592 )</b>	<b>( 9.098 )</b>	<b>( 1.770 )</b>
<b>Other recognised gains and losses</b>						
Realised and unrealised gains on fixed asset investments	9	-	-	1.973	1.973	20.130
<b>Net movement in funds</b>		<b>( 2.637 )</b>	<b>0.131</b>	<b>( 4.619 )</b>	<b>( 7.125 )</b>	<b>18.360</b>
Funds at 1 April 2011		2.637	0.065	563.983	566.685	548.326
<b>Funds at 31 March 2012</b>		<b>-</b>	<b>0.196</b>	<b>559.364</b>	<b>559.560</b>	<b>566.686</b>

The Statement of Financial Activities includes the Income and Expenditure Account and the Statement of Total Recognised Gains and Losses

The notes on pages 60–69 form part of these financial statements

# Balance Sheet at 31 March 2012

	<i>Notes</i>	<i>2012 Total £m</i>	<i>2011 Total £m</i>
<b>Fixed assets</b>			
Tangible assets	8	6.158	4.721
Investment assets	9	565.852	564.783
		<b>572.010</b>	<b>569.504</b>
<b>Current assets</b>			
Debtors	10	0.498	1.178
Other investments	11	6.240	10.026
Cash at bank and in hand		0.048	5.526
		<b>6.786</b>	<b>16.730</b>
<b>Creditors</b> - amounts falling due within one year	12	( 12.381 )	( 12.461 )
<b>Net current assets</b>		<b>( 5.595 )</b>	<b>4.269</b>
<b>Total assets less current liabilities</b>		<b>566.415</b>	<b>573.773</b>
<b>Creditors</b> - amounts falling due after more than one year	13	( 6.855 )	( 7.087 )
<b>Net assets</b>		<b>559.560</b>	<b>566.686</b>
<b>Funds at 31 March 2012</b>		<b>559.560</b>	<b>566.686</b>
<b>Represented by:</b>			
Unrestricted Funds		-	2.639
Restricted Funds	16	0.196	0.065
Endowment Funds		559.364	563.982
<b>Total Funds</b>		<b>559.560</b>	<b>566.686</b>

The notes on pages 60–69 form part of these financial statements

The financial statements on pages 57–69 were approved by the trustees on 10 July 2012 and were signed on their behalf by:

**Jane Hamlyn**  
Trustee

**Tim Bunting**  
Trustee

Paul Hamlyn Foundation

A company limited by guarantee registered in England and Wales - number 5042279

# Cash Flow Statement for the year ended 31 March 2012

	<i>2012</i>	<i>2011</i>
	<i>Total</i>	<i>Total</i>
	<i>£m</i>	<i>£m</i>
<b>Net (outgoing) resources for the year</b>	( 9.098 )	( 1.770 )
Less investment income earned	( 13.899 )	( 13.798 )
Add back investment management charges	4.293	3.812
Less legacy income	-	( 5.709 )
Less other income	( 0.103 )	-
Less grants receivable	( 0.254 )	( 0.265 )
Add back depreciation	0.052	0.042
Decrease/(Increase) in debtors	0.465	( 0.379 )
(Decrease)/Increase in creditors due within one year	( 0.090 )	2.698
(Decrease) in creditors falling due after more than one year	( 0.232 )	( 1.018 )
<b>Net cash outflow from operating activities as defined by FRS 1</b>	<b>( 18.866 )</b>	<b>( 16.387 )</b>
<b>Returns on investment</b>		
Investment income received	14.114	14.205
Investment management charges paid	( 4.283 )	( 3.820 )
<b>Capital expenditure and financial investments</b>		
Purchase of tangible fixed assets	( 1.489 )	( 4.673 )
Purchase of fixed assets and other investments	( 72.357 )	( 147.773 )
Sale of fixed assets and other investments	77.046	156.699
<b>Decrease in cash for the year before financing</b>	<b>( 5.835 )</b>	<b>( 1.749 )</b>
<b>Financing</b>		
Legacy income	-	5.709
Other income	0.103	
Grants receivable	0.254	0.265
<b>Increase in cash for the year</b>	<b>( 5.478 )</b>	<b>4.225</b>
Cash at bank and in hand at 1 April 2011	5.526	1.301
Movement during the year	( 5.478 )	4.225
<b>Cash at bank and in hand at 31 March 2012</b>	<b>0.048</b>	<b>5.526</b>

# Notes to the financial statements for the year ended 31 March 2012

## 1. Principal accounting policies

The financial statements have been prepared on a going concern basis and in accordance with applicable Accounting Standards in the United Kingdom, the Statement of Recommended Practice for Charities (2005) and the Companies Act 2006. A summary of the more important accounting policies, which have been applied consistently, is set out below.

### (a) Basis of accounting

The financial statements are prepared in accordance with the "Statement of Recommended Practice Accounting and Reporting by Charities" issued in March 2005, and the historical cost convention as modified by the revaluation of fixed asset investments.

The foundation has three funds (endowment, unrestricted and restricted), and their operation is explained on page 53–56.

Details of both entities which are included in these accounts are given in the reference and administrative details on page 31.

### (b) Incoming resources

All incoming resources, including grants, are included in the Statement of Financial Activities when the Foundation is legally entitled to the funding and the amount can be quantified with reasonable certainty. Investment income from the endowment fund is treated as income in the unrestricted fund.

Restricted funds have restrictions imposed by donors and can only be applied for the particular purposes specified by donors. The funds are not available for work performed by PHF other than that specified by the donor.

### (c) Resources expended

Resources expended are the cost of generating funds, grant-making and governance costs.

Investment management fees and internal investment management costs are the only cost of generating funds.

Grant-making represents the costs of activities in furtherance of the Foundation's objects and includes the grants awarded by the Foundation, and the support costs associated with them. Where they cannot be directly derived, support costs are allocated between grant-making activities on the basis of the value of grants awarded. Direct charitable activities represents non grant-making activity in support of the Foundation's beneficiaries.

Governance costs are the costs associated with the strategic direction and corporate management of the Foundation and include the cost of providing the infrastructure which allows the Foundation to operate and to generate information required for public accountability.

Grants are recognised when they have been awarded and the grantee has been informed.

**(d) Tangible fixed assets**

All of the tangible fixed assets are held for charitable use.

The cost of tangible fixed assets is their purchase cost, together with any incidental expenses of acquisition and any costs directly attributable to bringing the asset into working conditions for its intended use. Tangible fixed assets with a cost of less than £500 are not capitalised.

Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight line basis over the expected useful economic lives of the assets concerned. During the year 11/12, the Foundation completed the refurbishment of a freehold property purchased in 10/11 for its office premises and moved there at the end of February 2012. Depreciation has been applied for the proportion of the year that the Foundation derived economic benefit from the property. The Foundation retains the lease on its previous office premises until June 2012 and will dispose of some furniture and fittings installed at this premises by this time. The principal useful economic lives used for items depreciated in the 2011/12 financial statements are as follows:

	<i>No of years</i>
Furniture and fittings	4 to 12
Computer equipment	4

**(e) Fixed asset investments**

Listed investments are stated at their market value at the year end. The Statement of Financial Activities includes unrealised gains and losses arising from the revaluation of the investment portfolio in the year and realised net gains and losses arising on disposals.

Pooled property investments are stated at net asset value as calculated by the various managers. The carrying value of unlisted investments is the trustees' best estimate of the market value at the balance sheet date.

**(f) Foreign currencies**

Income denominated in foreign currencies is recorded at the rate of exchange ruling on the date of receipt. Foreign currency investments are valued at their year-end market value translated into sterling at the year-end exchange rate or at the contract rate where foreign currency investments are subject to an underlying hedge. All gains or losses on translation are taken to the Statement of Financial Activities in the year in which they occur.

**(g) Operating leases**

Costs in respect of operating leases are charged on a straight line basis over the lease term.

**(h) Pension costs**

The Foundation makes payments to the defined contribution personal pension plans of all its employees. The payments are based on a salary percentage and are charged to the Statement of Financial Activities in the period to which they relate.

**(i) Irrecoverable value added tax**

Irrecoverable VAT is included as part of the expenditure to which it relates.

**(j) Transfers between funds**

Under the terms of Paul Hamlyn's will, the endowment of the Foundation is expendable although the current policy of the trustees is, where possible, to invest the assets of the Foundation to retain the real value of the endowment whilst also generating sufficient return to fund grant-making. In 2011/12 the trustees agreed to transfer a proportion of consolidated endowment funds to fund in year expenditure and this is shown on the statement of financial activities.

**2. Investment income**

	<i>2012</i>	<i>2011</i>
	<i>£m</i>	<i>£m</i>
UK equities	2.608	3.196
Overseas equities	4.726	3.412
Fixed interest securities	1.810	3.484
UK investment property	1.886	1.770
Term deposits	0.296	0.438
Unlisted investments	2.168	1.126
Alternatives	0.405	0.372
<b>Total</b>	<b>13.899</b>	<b>13.798</b>

**3. Cost of generating funds**

	<i>2012</i>	<i>2011</i>
	<i>£m</i>	<i>£m</i>
Investment management fees and consultancy	4.200	3.721
Internal investment management costs	0.093	0.091
<b>Total</b>	<b>4.293</b>	<b>3.812</b>

With respect to investments in hedge funds and some private equity funds, the management agreements of the underlying funds provide for compensation to the respective managers in the form of management and performance fees determined as a percentage of net assets. Fees in these cases are deducted from the funds' assets and are reflected in the net asset values reported. Internal investment management costs include a part-time Investments Director.

#### 4. Charitable activities: Grant-making

During the year ended 31 March 2012, the following charitable donations were awarded by the Foundation:

	<i>2012</i> <i>Grants</i> <i>awarded</i>	<i>2012</i> <i>Support</i> <i>costs</i>	<i>2012</i> <i>Direct</i> <i>charitable</i> <i>activity</i>	<i>2012</i> <i>Charitable</i> <i>including</i> <i>grantmaking</i>	<i>2011</i> <i>Charitable</i> <i>including</i> <i>grantmaking</i>
	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>
<b>Grants awarded by value</b>					
Arts	5.961	0.621	-	6.582	5.568
Education and Learning	4.935	0.504	0.063	5.502	4.695
Social Justice	4.301	0.470	-	4.771	3.824
India	0.355	0.199		0.554	1.314
Other Grants	2.112	0.212		2.324	2.406
<b>Sub Total</b>	<b>17.664</b>	<b>2.006</b>	<b>0.063</b>	<b>19.733</b>	<b>17.807</b>
Returned Grants and adjustments to previous years awards	( 0.648 )	-	-	( 0.648 )	( 0.196 )
Exchange rate adjustments for awards in previous years	( 0.058 )	-	-	( 0.058 )	0.073
	<b>16.958</b>	<b>2.006</b>	<b>0.063</b>	<b>19.027</b>	<b>17.684</b>

	<b>2012</b>	<b>2011</b>
<b>Number of grants awarded</b>		
Arts	57	65
Education and Learning	47	48
Social Justice	34	30
India	8	23
Other Grants	4	3
	<b>150</b>	<b>169</b>

A schedule of the grants awarded in each programme area is given elsewhere in this report. All grants were awarded to organisations with the exception of £0.36 million (2011: £0.360 million) awarded to eight (2011: eight) individuals.

£122,847 of these costs relate to activity funded by restricted funds (see note 16).

## 5. Support costs

	<i>2012</i>	<i>2011</i>
	<i>£m</i>	<i>£m</i>
Payroll and related costs	1.296	1.153
Operations support	0.256	0.220
Property expenses	0.335	0.440
Communications	0.040	0.032
Office expenses	0.027	0.206
Depreciation and loss on disposals	0.052	0.042
	<b>2.006</b>	<b>2.093</b>

Support costs reflect the management structure of the organisation. Operations support includes the costs of temporary staff and recruitment.

## 6. Total Staff Costs

	<i>2012</i>	<i>2011</i>
	<i>£m</i>	<i>£m</i>
Gross salaries	1.059	0.942
Social security costs	0.118	0.105
Other pension costs	0.139	0.130
Other employment costs	0.073	0.067
<b>Total payroll and related costs</b>	<b>1.389</b>	<b>1.244</b>

The average number of persons employed by the Foundation during the year was 30 (2011: 30). The number of employees whose salaries were above £60,000 was:

	<i>2012</i>	<i>2011</i>
	<i>Number</i>	<i>Number</i>
£60,000 to £70,000	3.0	2.0
£70,001 to £80,000	2.0	1.0
£100,001 to £110,000	1.0	1.0

During the year the Foundation made contributions of £78,978 (2011: £55,027) to the personal pension plans of these employees.

The trustees are not employed by the Foundation and do not receive any emoluments in respect of their services. Travel expenses of £470 (2011: £7,689) were reimbursed to five (2011: five) trustees during the year.

**7. Governance costs**

	<i>2012</i> <i>£m</i>	<i>2011</i> <i>£m</i>
Audit fees	0.022	0.021
Legal and professional fees	0.003	0.006
Office expenses	0.009	0.019
	<b>0.034</b>	<b>0.046</b>

**8. Tangible fixed assets**

	<i>Freehold property &amp; land £m</i>	<i>Leasehold property £m</i>	<i>Furniture and fittings £m</i>	<i>Computer equipment £m</i>	<i>Total £m</i>
As at 1 April 2011	4.644	0.510	0.141	0.302	5.597
Additions	1.331	-	0.080	0.078	1.489
Disposals	-	-	-	(0.032)	(0.032)
<b>As at 31 March 2012</b>	<b>5.975</b>	<b>0.510</b>	<b>0.221</b>	<b>0.348</b>	<b>7.054</b>
<b>Depreciation</b>					
As at 1 April 2011	-	0.510	0.122	0.245	0.877
Charge for the year	0.007	-	0.003	0.041	0.051
Disposals	-	-	-	(0.032)	(0.032)
<b>As at 31 March 2012</b>	<b>0.007</b>	<b>0.510</b>	<b>0.125</b>	<b>0.254</b>	<b>0.896</b>
<b>Net Book Value As at 31 March 2012</b>	<b>5.968</b>	<b>0.000</b>	<b>0.096</b>	<b>0.094</b>	<b>6.158</b>
As at 1st April 2011	4.645	-	0.019	0.057	4.721

During the year, the Foundation continued with the refurbishment of a freehold property it purchased in 2010 for use as its office space and moved into the new premises at the end of February 2012. Depreciation has been calculated to reflect one month's economic use in 2011/12. The Foundation will be vacating its previous office space in June 2012 and disposing of fixtures and fittings with a net book value of approximately £13,496 as well as the leasehold premises as part of this process.

## 9. Fixed asset investments

	<b>2012</b>	<b>2011</b>
	<b>£m</b>	<b>£m</b>
Market value at 1 April 2011	564.783	540.297
Purchases	72.357	147.773
Sales	( 73.261 )	( 143.417 )
Net realised and unrealised gains	1.973	20.130
<b>Market Value as at 31 March 2012</b>	<b>565.852</b>	<b>564.783</b>

Investments at market value comprised:

	<b>2012</b>	<b>2011</b>
	<b>£m</b>	<b>£m</b>
UK equities	52.400	51.499
Overseas equities	218.750	224.953
Fixed interest securities	115.068	134.244
UK investment property	29.916	33.150
Alternative securities	74.090	85.844
Term deposits	43.800	17.162
Unlisted investments	31.828	17.931
<b>Total (including cash held for investment by managers)</b>	<b>565.852</b>	<b>564.783</b>

Trustees consider that any incidental cash balance held by an investment manager is an integral part of its asset allocation and have included it in the appropriate asset class. The trustees believe that the carrying value of the investments is supported by their underlying net assets. The historical cost of the above assets is £463.050m. The historical costs of the assets held by the Foundation in 2011 was £468.976m

During the year, the Foundation entered into currency hedging contracts to reduce the currency risk following the greater global diversification of its investment holdings. Gains or losses are included within the figures above. No contracts were in place at 31st March 2012.

The Charity has committed, where contractual terms are made, to undertake a further £30m of fixed asset investment acquisitions in private equity funds in future years.

**10. Debtors**

	<i>2012</i> <i>Unrestricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Restricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Endowment</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Total</i> <i>£m</i>	<i>2011</i> <i>Total</i> <i>£m</i>
Prepayments and other debtors	0.079	-	-	0.079	0.544
Accrued investment income	0.419	-	-	0.419	0.634
	<b>0.498</b>	<b>0.000</b>	<b>0.000</b>	<b>0.498</b>	<b>1.178</b>

**11. Other investments**

	<i>2012</i> <i>Unrestricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Restricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Endowment</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Total</i> <i>£m</i>	<i>2011</i> <i>Total</i> <i>£m</i>
Cash deposits	6.240	-	-	6.240	10.026
	<b>6.240</b>	<b>-</b>	<b>0.000</b>	<b>6.240</b>	<b>10.026</b>

Cash deposits include £239,682 held by investment managers.

**12. Creditors falling due within one year**

	<i>2012</i> <i>Unrestricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Restricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Endowment</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Total</i> <i>£m</i>	<i>2011</i> <i>Total</i> <i>£m</i>
Grants payable	11.236	-	-	11.236	10.724
Investment management fees accrual	0.145	-	-	0.145	0.135
Accruals and creditors	0.115	-	-	0.115	0.727
Taxation and social security contributions	0.038	-	-	0.038	-
Other creditors	-	-	0.847	0.847	0.875
	<b>11.534</b>	<b>0.000</b>	<b>0.847</b>	<b>12.381</b>	<b>12.461</b>

The Foundation intends to vacated its premises in Queen Anne's Gate in May 2012 and a creditor is included within the figures above being the provision for dilapidations on its current building.

### 13. Creditors falling due after more than one year

	<i>2012</i> <i>Unrestricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Restricted</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Endowment</i> <i>fund</i> <i>£m</i>	<i>2012</i> <i>Total</i> <i>£m</i>	<i>2011</i> <i>Total</i> <i>£m</i>
Grants payable in one to two years	5.649	-	-	5.649	5.211
Grants payable after two years	1.206	-	-	1.206	1.876
	<b>6.855</b>	<b>-</b>	<b>-</b>	<b>6.855</b>	<b>7.087</b>

### 14. Special initiative expenditure

The Foundation establishes special initiatives in order to meet its aims. Periodically the trustees allocate resources to these initiatives. The current total allocations, and the amounts expended in this year and earlier years, and the amounts which may be expended in future years, are shown below.

	<i>Earlier</i> <i>years</i>	<i>This year</i>	<i>Future</i> <i>years</i>	<i>Total</i>
<b>All Special Initiatives</b>	<b>24.159</b>	<b>3.939</b>	<b>7.419</b>	<b>35.517</b>

### 15. Operating lease commitments

There are no operating lease commitments. In previous years, the Foundation retained a lease on its previous office premises at a rent of £0.194 million inclusive of VAT.

### 16. Funds

#### a) Description of funds

- The unrestricted fund comprises accumulated income, income generated in year and transfers from the endowment fund. It is used to finance the Foundation's working capital requirements including grant making and tangible fixed assets.
- The endowment fund represents the original and subsequent gifts of Paul Hamlyn to the Foundation. The trustees manage the endowment fund to maximise returns and also have the discretion to make disbursements from the endowment fund if they consider the circumstances appropriate.

- Restricted funds have restrictions imposed by donors and can only be applied for the particular purposes specified by donors. In 2012 all restricted funds have been received for contributions to special initiatives. Arts Council England, the Arts and Humanities Research Council and Creativity, Culture and Education are contributing to the Artworks special initiative, Esmée Fairbairn are working in partnership with PHF on the Musical Bridges project and Unbound Philanthropy are a partner on the Support Options Fund.

#### b) Movement in restricted funds

	<i>Balance at 1st April 2011</i>	<i>Incoming Resources</i>	<i>Expenditure</i>	<i>Balance at 31st March 2012</i>
Arts Council England	( 0.015 )	( 0.005 )	0.013	( 0.007 )
Arts and Humanities Research Council	( 0.050 )	-	0.008	( 0.042 )
Creativity, Culture and Education		( 0.100 )	0.050	( 0.050 )
Esmée Fairbairn Foundation	-	( 0.029 )	0.024	( 0.005 )
Unbound Philanthropy		( 0.120 )	0.028	( 0.092 )
	<b>( 0.065 )</b>	<b>( 0.254 )</b>	<b>0.123</b>	<b>( 0.196 )</b>

#### c) Transfer between funds

The Trustees agreed to the transfer of £6,592,175 from the endowment fund to the unrestricted fund to meet the costs of ongoing operations in 2011/12.

#### 17. Other income

Other income comprises donations and miscellaneous income. In 2011/12 this includes an amount for compensation following a banking error.

# Trustees, Staff and Advisors as of 31st March 2012

## Trustees

Jane Hamlyn (Chair)	Estelle Morris
Tim Bunting	Claus Moser
Tony Hall	Michael Hamlyn
Anthony Salz	James Lingwood
Peter Wilson Smith	Tom Wylie

## Staff

Ushi Bagga	Grants Officer, Arts
Denise Barrows	Head of Education and Learning
Rob Bell	Head of Social Justice
Susan Blishen	Right Here (Mental Health Special Initiative) Manager
Liz Cadogan	Grants Officer, Social Justice
Regis Cochefert	Head of Arts
Tony Davey	Information and Resources Officer
Sarah Jane Dooley	Grants Officer, Arts
Susan D'Sylva	Finance Officer
Robert Dufton	Director
Susie Dye	Grants Officer, Social Justice
Maria Ferron	Chair and Director's Assistant
Gillian Goode	Grants Assistant, Arts
Dorothee Irving	Grants Officer, Arts
Safiya Juma	S.I Administrator, Education & Learning
Maria Karska	Administration Officer
Abigail Knipe	Grants Officer, Education & Learning
Nora Loewenberg	Grants Assistant, Education & Learning
Angela Melis	Catering Co-ordinator
Marcello Moro	Finance & Resources Assistant
Lucy Palfreyman	Finance & Resources Director, Company Secretary
Kay Patel	HR & Administration Assistant
Richard Robinson	Investment Director
Kristofer Rollo	Communications Intern
Sachin Sachdeva	Director, India
Liz Scott	Accounts and IT Officer
Samantha Smallcombe	Grants Assistant, Social Justice
Jane Steele	Head of Impact & Evaluation
Dan Watson	Communications Manager
Faye Williams	Right Here Coordinator
Skalzung Youdon	Administrator, India

**Advisors**

Bridgette Anderson	Social Justice
Dr Robert Berkeley	Social Justice
Sir Tim Brighouse	Education & Learning
Kate Brindley	Arts
Lord Gavron	Investments
Simon Gillis	Investments
Roger Graef	Social Justice
Sushma Iyengar	India
Jennifer Izekor	Education and Learning
Maureen McGinn	Social Justice
John McGrath	Arts
Dr Donald Peck	India
Jonathan Reekie	Arts
Shankar Venkateswaran	India
Claire Whitaker	Arts
Vanessa Wiseman	Education and Learning
Dr Paul Woolley	Investments

**Independent Auditors**

PricewaterhouseCoopers LLP, 7 More London Riverside, London, SE1 2RT

**Solicitors**

Withers LLP, 16 Old Bailey, London EC4M 7EG.

Farrer & Co, 66 Lincoln's Inn Fields, London, WC2A 3LH.

**Bankers**

NatWest PLC, 3rd Floor, Cavell House, 2a Charing Cross Road, London WC2H 0NN

**Investment Advisers**

Cambridge Associates Limited, 80 Victoria Street, 4th Floor Cardinal Place, London SW1E 5JL





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