

The Baring Foundation

Report on Activities

2007

The Baring Foundation – People

Council of Management

Tessa Baring C.B.E. (*Chair*)
Mark Baring (*Chair, Investment Committee*)
Geoffrey Barnett O.B.E. (*Treasurer*)
Professor Ann Buchanan
Professor Nicholas Deakin C.B.E. (*Vice Chair, from June*); (*Chair, Strengthening the Voluntary Sector Committee*)
Martin Findlay (*Vice Chair, retired June*)
Katherine Garrett-Cox
Amanda Jordan O.B.E.
Janet Lewis-Jones
Jim Peers (*Chair, Arts Committee*)
Ranjit Sondhi C.B.E.
Christopher Steane (*Chair, Audit Committee*)
Professor Myles Wickstead C.B.E. (*Chair, Joint International Development Committee*)

Office

| | |
|-------------------|---|
| Barbara Allerhand | Finance and IT Officer |
| Ann Blyth-Tancock | Administrative Assistant (<i>Maternity cover Administration Officer throughout 2007</i>) |
| Valerie Cadoret | Administration Officer |
| David Cutler | Director |
| Terry Skelhorn | Administration Officer |
| Matthew Smerdon | Deputy Director |

Advisers

| | |
|------------------|----------------------------|
| Kate Organ | Arts (<i>from June</i>) |
| Phyllida Shaw | Arts (<i>until June</i>) |
| Dr. John Twigg | International Development |
| Dr. Tina Wallace | International Development |

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Contents

| | |
|--|----|
| Purpose and Values | 3 |
| Chair's Statement | 5 |
| Director's Report | 7 |
| Arts Programme | 9 |
| Joint International Development Programme | 11 |
| Strengthening the Voluntary Sector Programme | 15 |
| Special Initiatives | 19 |
| Climate Change | 19 |
| Creating a Better Deal for Parents with Learning Difficulties and their Children | 21 |
| Interculturality | 21 |
| Publications and Events | 23 |
| Villiers Park Educational Trust | 25 |
| List of Grants Awarded in 2007 | 29 |
| Financial Summary | 33 |



*National Museum
Liverpool's 'Get Connected'
project worked with a group
of young refugees to explore
their heritage and stories.
(See Publications:
Arts and Refugees: History,
Impact and Future).*

Photo courtesy of National Museums Liverpool

Purpose and Values

Our Purpose

is to improve the quality of life of people suffering disadvantage and discrimination. We aim to achieve this through making grants to strengthen voluntary sector organisations which serve them directly or indirectly and by the added value we bring to this.

Our Values

We:

- 1** believe in the fundamental value to society of an independent and effective voluntary sector;
- 2** use our funds to strengthen voluntary sector organisations, responding flexibly, creatively and pragmatically to their needs and with a determination to achieve value for money;
- 3** put high value on learning from organisations and their beneficiaries. We seek to add value to our grants by encouraging the communication of knowledge through a variety of means, including influencing others;
- 4** seek to build positive, purposeful relationships with grant recipients, as well as with other grant makers;
- 5** aim to treat grant-seekers and recipients with courtesy and respect, being as accessible as possible within clear programme guidelines and maintaining consistently high standards of administrative efficiency.



Photo courtesy of Victoria Cookson. www.victoriacookson.com

In 2007 ING Bank and The Baring Foundation jointly sponsored the Kaleidoscope club at Arts for All, a community creative centre based in Shoreditch.

Chair's Statement

In 2007 the Foundation continued to pursue the strategies that the Trustees had adopted in 2005. This meant that our programmes remained largely the same as last year. We retained our commitment to core funding, which has become something of a hallmark of the way we work, and continued to make fewer but larger grants than previously.

Anyone reading the detail of this Report on our Activities will realise that our programmes and initiatives cover a wide range of topics, but each of these has a well-defined focus to assist our ability to learn, and disseminate any important messages to a wider audience. We have also made more of our time available to funded organisations to give them advice and support when needed, and to provide opportunities for them to meet and exchange information amongst themselves. It is encouraging that these sessions have proved very popular with the charities involved; as have the round-table discussions we hosted, which attracted a very high quality of participant and led to some truly interesting debates.

Against this largely stable background we have undertaken one new initiative, which was inspired by the promptings of Martin Findlay, who although now retired as a Trustee has continued to help us. It is on climate change, and the details are described later in the report. Alongside it we have decided to invest a small amount of our endowment in a fund specialising in low carbon technology, linking for the first time our investments to our programme goals.

This was also the year in which by mutual agreement we finally separated from Villiers Park Educational Trust, a charity with which we have had an important partnership over many years and whose high standard of work in the education field we have always much admired. We wish them well for their independent future.

Finally, as I approach retirement in June, I would like to pay tribute to each and every one of my fellow Trustees, and to thank them for their support. It is a great boon to be leaving at a time when so many topics of truly great interest and relevance to today's problems are being tackled by the Foundation. This is largely due to their insights and inspiration over the four years of my chairmanship.

Nothing of course would have actually happened if it had not been for the exceptional way in which our Director, David Cutler and Matthew Smerdon, his deputy have interpreted our ideas and aspirations, and helped us to implement them. I am deeply indebted to them, as I am also to our advisers for the help they have given us in making difficult decisions; and to our hard-working administrative staff whose efficiency is consistently beyond compare.

I shall miss the friendship of them all, but will always treasure my many years with the Foundation, which has been for me a rich source of interest, understanding, and indeed pride. I have gained so much from my involvement with it, and with the many outstanding charities that it has been able to support, all of which are working with people who have major difficulties of different kinds to contend with in their lives.

It is with great confidence and gratitude that I will be handing over the Chairmanship to Amanda Jordan, who I hope will enjoy it as much as I have. I wish both her and her fellow Trustees success in taking the Foundation forward in whatever direction they in their wisdom should decide is the right one to follow at any particular time, and will always follow their progress with great interest.

Tessa Baring
April 2008



Photo courtesy of Skills for Southern Sudan

David Cutler visited Skills for Southern Sudan in 2007. The project is supported by the Joint International Development Programme.

Director's Report

2007 was a year of continuity and change for the Foundation.

Our main three grant programmes retained their objectives: strengthening the independence of the voluntary sector with a focus on its independence from government; supporting arts organisations in the UK working with refugees and asylum seekers in the UK; and international development grants given jointly with the John Ellerman Foundation, again concerning migration, but in Sub-Saharan Africa. The Foundation has continued to work on two Special Initiatives; Creating a Better Deal for Parents with Learning Difficulties and their Children, and Interculturality. These five areas are described more fully in the Report along with the publications and meetings to which these interests gave rise. Our approach remains one of giving larger, longer term grants, most of which support an organisation to develop.

But the year was distinctive in three ways.

Firstly, it was decided by both the Villiers Park Educational Trust (VPET) and the Foundation to make a single lump sum payment of the seven remaining years of a grant due to end in 2014. We hope that this will free VPET to consider its long-term future from a position of strength and wish them well.

Secondly, trustees agreed that the Foundation should respond to the global emergency of climate change and we began to develop a Special Initiative on this theme.

The third development concerned our endowment. Since 2000 we have followed a total return strategy both for the management of our investment fund and for arriving at the amount available to fund grants and to meet expenses. This amount includes both income arising from our portfolio and an element of long term capital growth and has been based on a percentage (4.5%) of the value of the total investment averaged over the preceding three years. This policy continues. However trustees, after careful reflection, decided they would occasionally take up opportunities to make investments in line with our programme goals where this also can achieve our investment targets. This has resulted in £3 million being invested in a low carbon technology fund in line with our concern over climate change.

For my own part, it was my privilege both to continue to serve as a trustee of the Association of Charitable Foundations and also to become a Non-Executive Director of the newly created Commission for the Compact which oversees the relationship between the third sector and government.

Once again we continued to enjoy the use of free space within the City of London offices of ING Bank, and to benefit from their administrative support in a number of ways. We are very conscious of these benefits, which enhance our ability to add value to our grants to charities, and our grateful thanks go to John Howland Jackson, CEO UK and Ireland for his personal interest and to all other members of the bank staff who helped us during the year.

The Baring Foundation is very much a team effort. My thanks once again go to all the trustees, staff and advisers, who contribute in different ways but combine to great effect.

David Cutler
April 2008

Baring Foundation Grants – Key Facts

| Programme | Number | Value £ |
|--|-----------|------------------|
| Strengthening the Voluntary Sector Independence Programme* | 0 | 0 |
| Joint International Development | 4 | 525,000 |
| Arts | 8 | 525,000 |
| Parents with Learning Difficulties | 1 | 160,000 |
| Interculturality | 1 | 150,000 |
| Learning Fund – grants and commissions | 5 | 23,293 |
| Contingency Fund – grants and commissions | 11 | 52,079 |
| Baring Family Trustees' Fund | 3 | 9,000 |
| Total | 33 | 1,444,372 |

*Grants were not awarded under the STVS independence programme in 2007. In 2006 the Trustees used the budget allocation for 2006 and 2007 due to the high number and quality of the applications received in 2006. The STVS independence programme is open again for applications in 2008.

Arts Programme

The overall aim of the programme is to support the provision of opportunities to participate in the arts in educational and community settings, especially for individuals or groups whose access to arts activity is limited. The theme for the programme, for the fourth year running, was arts organisations working with refugees and asylum seekers. Core costs grants were given on a sliding scale, depending on the income of the grantee, after an open process covering all of the UK. This two stage process resulted in grants to:

- Castlemilk Youth Complex
- Frontline AV
- Hounslow Arts Trust Limited
- Music Development Agency
- Music for Change
- North Music Trust
- Street Level Photoworks
- Writers and Scholars Educational Trust Index Arts

*Our grant of
£42,000
is supporting
Street Level
Photoworks.*



Photo courtesy of Street Level Photoworks

We again laid a great emphasis on maximising the value of our grants to these organisations in three ways: networking; publicity; and research. These will be described in turn.

For the second year we brought together all the organisations we are currently funding and this time held a day long seminar in the beautiful surroundings of the Yorkshire Sculpture Park (itself a recipient under this programme). Trustees attended the event as well as several guest speakers and performers.

Creative Exchange has been commissioned to produce short lively profiles of all the arts organisations that we fund for their work with asylum seekers and refugees. These profiles can be found on our website and aim to increase knowledge of what is going on in this field.

The third aspect of this approach, research, has been taken forward by commissioning, along with the Arts Council England London and the Paul Hamlyn Foundation, a piece of research by Hybrid Consultancy. This report, entitled *Arts and Refugees: History, Impact and Future*, will be published in the first half of 2008. In addition a grant was given to ippr (The Institute for Public Policy Research) towards research on the representation of migration in museums and galleries.

When we heard with sadness, that after ten years of outstanding service, our Adviser, Phyllida Shaw had decided to move on, we advertised her free-lance position and received 110 applications, from which daunting competition, Kate Organ emerged triumphant.

Arts Programme Grants – Key Facts

| | 2007 open to application | 2006 open to application | 2005 Invitation only |
|---------------------------------------|--------------------------------|--------------------------------|----------------------------|
| Number of applications | 49 | 57 | 9 |
| Number of eligible applications | 41 | 53 | 9 |
| Number of grants made | 8 | 8 | 7 |
| Success rate of eligible applications | 20% | 15% | N/A |
| Total value of grants | £525,000 | £526,373 | £450,000 |
| Largest grant | £75,000 | £75,000 | £180,000 |
| Smallest grant | £42,000 | £45,000 | £15,000 |
| Average grant | £65,625 | £65,796 | £64,286 |

Arts Committee

Jim Peers *Chair*
Tessa Baring
Mark Baring
Martin Findlay
Janet Lewis-Jones
Ranjit Sondhi

Staff Lead
David Cutler

Advisers
Phyllida Shaw (*until July*)
Kate Organ (*from July*)

Joint International Development Programme

At the beginning of the year the programme was independently reviewed by a consultant, Trish Silkin, and her full report can be seen on our website under 'publications'. On the basis that the programme was highly valued by all its partners, it was decided to continue, with only minor amendments for a further three years.

The purpose of the programme is to improve the effectiveness of Non Governmental Organisations (NGOs) and Community Based Organisations (CBOs) in Sub-Saharan Africa to address the problems arising from the long term forced migration and displacement of people. Grants are offered of up to £250,000 over five years to UK registered international NGOs working with partners in affected countries. The programme is run in collaboration with the John Ellerman Foundation which added £250,000 to £525,000 from the Baring Foundation. All decisions are taken together and a Memorandum of Understanding governs the joint venture between the two foundations.

The number of eligible applications fell this year from 53 to 30, which was welcome as we were only in a position to offer four grants. Motivation Charitable Trust will work in the north of Uganda in refugee camps to empower disabled people. UWESO UK Trust, Trust for Africa's Orphans will also work in refugee camps in Uganda to train widows and orphans in their land rights through para-legal units. Para-legal units feature in the grant to One World Action working in refugee camps in Tanzania to challenge gender based violence. Finally the World Association of Girl Guides and Girl Scouts will work in one of the largest refugee camps in Chad.

Trish Silkin's report suggested that the two foundations should increase their focus on monitoring, evaluation and learning and a number of improvements were made. Applicants have been encouraged to budget more for independent evaluations. New publications are planned for 2008 based on the work we have funded. One of our two international advisers, Tina Wallace, in 2008 will hold one-to-one capacity building sessions with our partners on monitoring and evaluation at the start of a grant. All partners with current grants were invited to a seminar at the Foundation in November to share their successes and concerns.

Considerable effort is now put into field trips. Tina Wallace and David Cutler went to Juba, the capital of South Sudan, to visit three grantees: South Sudan Women's Concern: Skills for South Sudan; and UNICEF. Tim Glass, the Director of the John Ellerman Foundation and a trustee, Dominic Caldecott, visited a community based organisation partner of the Consortium for Street Children in Tanzania. These opportunities give us an insight into the realities of the work on the ground which cannot be obtained through even the best monitoring reports.

Beyond our own programme we sought to encourage greater interest by other independent funders in international development. We did this through commissioning, along with the Nuffield Foundation, the Paul Hamlyn Foundation and the Lloyds TSB Foundation for England, a report from New Philanthropy Capital entitled *Going Global: a review of international development funding by UK trusts and foundations*. (The report is available

free from the Foundation or can be downloaded from our website). One of the key conclusions of the research was that, although foundations play a small part in international development overall, we are significant funders of civil society and are seen as flexible and efficient partners by International NGOs, especially small and medium sized ones who struggle to get either government or public funding.

Our grant of £175,000 is supporting Motivation Charitable Trust's project to promote the inclusion of disabled people in Uganda.



Photo courtesy of Motivation Charitable Trust

Joint International Development Programme Grants – Key Facts

| Baring Foundation contribution only | 2007 | 2006 | 2005 |
|---------------------------------------|----------|----------|----------|
| Number of applications | 41 | 62 | 61 |
| Number of eligible applications | 30 | 53 | 61 |
| Number of grants | 4 | 4 | 6 |
| Success rate of eligible applications | 13% | 7% | 10% |
| Total value of grants | £525,000 | 523,600 | £448,572 |
| Largest grant | £175,000 | £176,711 | £148,128 |
| Smallest grant | £52,500 | £56,000 | £30,938 |
| Average grant | £131,250 | £130,800 | £74,762 |

Joint International Development Committee

Baring Foundation
 Myles Wickstead *Chair*
 Tessa Baring
 Geoffrey Barnett

John Ellerman Foundation
 Sarah Riddell
 Dominic Caldecott

Staff Leads
 David Cutler

Tim Glass
 (*Director, John Ellerman Foundation*)

Advisers
 John Twigg
 Tina Wallace

Strengthening the Voluntary Sector Programme

In 2006 the Foundation focused the STVS programme on activity that would help voluntary organisations to maintain their independence from government. We define independence as the freedom of voluntary organisations to uphold their purpose and their values.

The focus on independence from government was a response to the growing significance of funding relationships between voluntary organisations and government and the increased role for organisations in delivering public services under contract. The Foundation believes that it is desirable for voluntary organisations to work with government where this fits with their purpose and values, and it is possible to do this without inevitably compromising independence. However, we recognise that government and the sector need to find ways of working together that allow both to flourish.

The Foundation felt that there are things that voluntary organisations (and independent funders) can do about this. In developing the grants programme, the Foundation identified two key characteristics of independent organisations: the ability to demonstrate their legitimacy and the strength to take difficult decisions with confidence.

So the programme funds organisational development aimed at increasing legitimacy and confidence, such as improving methods of evaluating work or campaigning skills. Our work on evaluating the programme is observing how these activities help organisations to maintain independence from government. In turn, we are exploring the link between independence and effectiveness in meeting the needs of beneficiaries.

The programme elicited a very large number of applications and, in response, the trustees decided to commit the grants budgets for 2006 and 2007 all in one go. Twenty-two groups across England, Scotland and Wales received funding totalling £1.8million. As a result, no new grants were made in 2007. By not having a round of applications, staff and trustees have been able to devote time to capturing lessons from the programme and to sharing this with practitioners, other funders and policy makers.

In February, we launched *Sources of Strength, Working Paper No.2* in a series that accompanies the grants programme. This is an analysis of the applications received in 2006 and was carried out by independent researcher, Cathy Pharoah. The publication was widely distributed and explored the pressures being felt by organisations and what organisations see as the priorities in terms of work to resist these pressures. One of the interesting findings was that activity to promote independence among applicants is often prompted by sudden threats to services and is not the result of strategic planning.

In 2007, we commissioned a series of papers looking at the independence of the voluntary sector in different countries. These will explore how the different policy contexts generate similarities and differences in issues and responses. Papers will be produced on England, Northern Ireland, Scotland and Wales as well as USA, Canada and Germany. Other countries may be added to this. The papers will be published in 2008.




Photo courtesy of Quaker Social Action

Our grant of £87,540 approved in 2006, is supporting Quaker Social Action to deliver a range of activities including a governance review and work on negotiation, communications skills and the way it costs its services.

The grants programme has been discussed in the sector press and at conferences including the European Foundation Centre ‘New Challenges for Global Philanthropy’ conference and the Association of Charitable Foundations annual conference.

In February and October we brought all the STVS – independence grant recipients together for network meetings. The aim is for this network to help organisations to share experience and also, potentially, to stimulate joint activity on strengthening independence. Groups have been enthusiastic about the network so far. The challenge is to turn this enthusiasm into practical benefits through an online discussion forum, project visits, special project groups and further network meetings in 2008.

After a competitive tender, CENTRIS was appointed to evaluate the STVS – independence programme. The Foundation has devoted significant resources to evaluating the programme to help explore the link between organisational development, strengthened independence and greater effectiveness. One aspect of the approach CENTRIS has adopted is that funded organisations have nominated four of their most important relationships with government and the quality of these relationships will be monitored over the course of the grants. In reports from individual organisations and the Year One evaluation report from CENTRIS organisations already report a greater sense of confidence and legitimacy, but also other benefits. The most significant of these was that the grants have given organisations space and time to think strategically about independence rather than fitting it in between the day-to-day pressures. This is interesting, given the finding in *Sources of Strength* noted above, that activity to promote independence is prompted by sudden threats rather than being planned.



Our grant of £92,343 approved in 2006, is supporting Powys Carers Service to employ an Operations Manager and contribute to costs of administrative support, office base and travel. This frees up the senior manager's time for strategic planning and building relationships with local government and policy makers.

Photo courtesy of Powys Carers Service

Staff and trustees have talked to decision makers across government about the programme including the Prime Minister, the Minister for the Third Sector, the Compact Commissioner, Capacitybuilders, the Charity Commission and the Local Government Association. In March, the Foundation made a written submission to the Public Administration Select Committee's Inquiry on Commissioning Public Services from the Third Sector.

The Foundation participated in the Advisory Group for the third edition of PQASSO, the quality assurance toolkit used widely in the sector. This is a significant vehicle for influencing sector practice. Maintaining independence is a golden thread running through the process of measuring the quality of organisations in the third edition.

Strengthening the Voluntary Sector Committee

Nicholas Deakin *Chair*
 Tessa Baring
 Ann Buchanan
 Katherine Garrett-Cox
 Amanda Jordan
 Christopher Steane

Staff Lead
 Matthew Smerdon

Special Initiatives

The Baring Foundation from time to time, takes up an area of work which lies outside our main grant programmes, though within our purpose and values. Typically a Special Initiative is a topical and significant issue, identified by one or more trustees. After an exploration of the field we respond with a tailored intervention that requires a smaller amount of money than a grants programme and which is likely to have a shorter duration.

Climate Change

The publication of the *Stern Review Report on the Economics of Climate Change* inspired the Foundation to explore what contribution we could make to tackling climate change.

This work has begun with a small pilot programme costing £40,000 (£20,000 from the Baring Foundation and £20,000 from Esmée Fairbairn Foundation's Environment Programme), offering a sample of existing grant recipients a free environmental audit. An audit involves an external consultant visiting the organisation to assess energy use and waste management and make recommendations on how energy can be saved and more waste recycled. Organisations are visited again up to one year later to see how much progress has been made in acting on the recommendations. One of the purposes of the pilot is to see what sort of actions organisations can take right away and what may require additional resources.

Three consultants were appointed, Global Action Plan, Element Energy Ltd and the Ethical Property Foundation. Sixteen organisations from across our three grants programmes and of different sizes and locations have been audited. Feedback has been positive. All the audited organisations were considering what they should do about climate change but had been unsure how to act.

The Foundation will consider the lessons from the pilot in a second phase of the project in 2008 both through the consultant reports and two round-table meetings in April 2008.

The Foundation has also participated in the Environmental Funders Network, which has been extremely helpful. See www.greenfunders.org.

The Foundation's new interest in climate change provided an opportunity to link our grant making interests with our investment decisions. In November, the Investment Committee transferred £3 million from our current investment managers to a newly appointed environmental fund manager. Impax invests in quoted companies focusing on alternative energy and energy efficiency, water treatment and pollution control and waste technology and resource management.



*Barton Hill
Settlement in Bristol
received a free
environmental audit
carried out by
Element Energy
Ltd.*

Photo courtesy of Barton Hill Settlement

Creating a Better Deal for Parents with Learning Difficulties and their Children

The Foundation first began to explore this issue in 2005 and commissioned the Norah Fry Research Centre at the University of Bristol to produce an overview report called, *Finding the Right Support? A review of issues and positive practice in supporting parents with learning difficulties and their children*. The report, published last year, stated that around half the children of parents with learning difficulties are taken into care and that this number could be reduced by offering appropriate support. In order to follow this up, along with generous support from the Esmee Fairbairn Foundation, we funded a consortium led by the Norah Fry Research Centre, composed of CHANGE, a national advocacy group with a special focus on parents, the Scottish Consortium for Learning Disability and the Family Welfare Association as well as several individual experts.

The consortium was very active in 2007. It held four regional meetings for practitioners in England as well as other meetings in Scotland and Wales. Free membership gave access to email bulletins and a dedicated website (www.rightsupport.org) was set up. But it was in policy in England that the greatest advances were seen with the consortium involved in a whole series of developments, perhaps most importantly joint good practice advice published by the then, Department of Education and Skills and the Department of Health. In light of this, and their proposals to continue this work, the Foundation at the end of 2007, made a further major award to fund the consortium for another two years.

Interculturality

Our working definition: *Interculturality is a dynamic process whereby people from different cultures interact to learn about and question their own and each other's cultures. Over time this may lead to cultural change. It recognises the inequalities at work in society and the need to overcome these. It is a process which requires mutual respect and acknowledges human rights.*

Our interest in this field was greatly developed by the assistance of a range of contributors to two round-tables held by the Foundation as well as a meeting of our 'Core Costs Club'. This thinking was taken further in a paper for the Foundation completed towards the end of the year by Malcolm James, called *Interculturalism; Theory and Policy*.

Trustees decided to focus their interest in a practical way by making a grant to run awards for interculturality in action at the grass roots level. After a competition this tender was given to the Institute for Community Cohesion. The awards will be launched in early 2008 and it is hoped to make the first round of awards towards the end of that year.

Publications and Events

Publications

Three reports were printed in 2007:

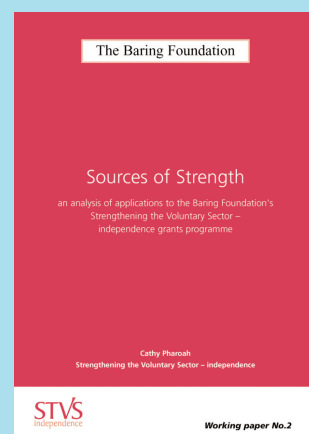
Foundations for Organisational Development: Practice in the UK and USA by Meg Abdy and Margaret Bolton. This report was co-funded by the Northern Rock Foundation. It makes the case for foundations funding the organisational development of voluntary sector groups and illustrates good practice through ten case study foundations: five in the UK and five in the USA.



Going Global; a review of international development funding by UK trusts and foundations by Lucy de las Casas and Caroline Fiennes of New Philanthropy Capital. This work was also funded by the Paul Hamlyn Foundation, Nuffield Foundation and the Lloyds TSB Foundation for England. It looks at the overall picture of funding civil society in developing countries, noting the importance of the contribution of foundations.



Sources of Strength by Cathy Pharoah. This is the second publication in the series of papers that accompanies the Foundation's Strengthening the Voluntary Sector independence programme (the first being Allies not Servants). It contains an analysis of most of the 515 applications to the STVS independence programme, which are an important source of information about current pressures on independence.



A lot of effort was spent on commissioning four new publications;

- *Interculturalism; Theory and Policy* by Malcolm James. The Baring Foundation has commissioned the Institute of Community Cohesion to run awards for intercultural activity at a grassroots level, starting in 2008. This paper will look at some of the leading thinkers who have written about interculturality and its relevance to policy in the UK.
- *Strengthening the Hands of Those Who Do: A Review of the Baring Foundation's Strengthening the Voluntary Sector Programme Project Grants* by Margaret Bolton. This programme ran between 1996 - 2006 and gave out hundreds of grants for organisational development worth up to £30k with an average value of £8k. This review looks at the impact of these grants on a random sample of 50 organisations.
- *Arts and Refugees: History, Impact and Future*. Three arts funders: The Arts Council England, London; the Paul Hamlyn Foundation; and ourselves have commissioned the research group Hybrid to tackle this set of issues.
- *Independence in the Voluntary Sector: Comparative Essays*. Leading experts have been invited to look at the state of the sector in the four countries of the UK as well as in the USA, Canada and Germany.

All our publications are free while stocks last and can be downloaded in full from our website.

Events

We have, for the last seven years, invited organisations to which we have given a major grant to meet together to discuss issues of generic interest. We sometimes call these gatherings the 'Core Costs Club'. The meetings bring into a sharp focus the current challenges facing the sector and keep us in better touch with each other. This year we held two meetings, both of which helped us to develop our thinking on two of our Special Initiatives. The first was on interculturality and the second was on climate change. Notes of these meetings can be found on our website.

In addition to these all inclusive meetings, the Foundation also brings together as networks the third sector organisations we are funding through our three main grant programmes.

We hosted a special seminar for the Association of Charitable Foundations on replication and growth in the third sector. This brought together research by three organisations that we have funded to work in this area: The Revolving Doors Agency; UnLtd; and the Young Foundation. Materials on replication can be found on our website under publications.

Occasionally we support the organisations that we are funding through hosting meetings for them using the facilities generously provided by ING. We did this for receptions for the Revolving Doors Agency and The Who Cares? Trust, as well as for several strategy meetings for other groups.

Villiers Park Educational Trust



Photo courtesy of Villiers Park Educational Trust

Villiers Park Educational Trust's aim is to foster inspirational 14-19 learning and teaching in the UK by facilitating the sharing of knowledge and best practice between teachers, lecturers and students at school, college and university. It works in a variety of ways to remove barriers that can prevent young people from making the most of the educational opportunities available to them. The Trust is based at a modern conference centre near Cambridge, and is involved in an increasing range of activities nationally.

At policy formation level, the Trust is a member of the Department for Children, Schools and Families (DCSF) Quality Standards Consultative Group. As such, it has been involved in developing national standards for provision for able students and is running a project piloting their implementation in Sixth Form and FE Colleges. It has worked closely with the National Academy for Gifted and Talented Youth, producing four online modules for teachers, leading a project to investigate how student feedback can be used to improve the quality of post-16 teaching and learning, and producing a paper outlining how universities can support provision for able students. The Trust is also a member of the DCSF-established Eastern Region Gifted and Talented Partnership and the Eastern Region Excellence Hub.

Working with Teachers

Since many schools and colleges do not have reliable systems for identifying the teachers most likely to benefit from its expertise, the Trust is involved in the development of personalised training for teachers. In partnership with the Esmée Fairbairn Foundation, it is working with senior staff from six Eastern Region schools on the Personalising Professional Development Programme. The outcome of the first year has been the production of an online audit tool. This will enable schools to tailor training and development to the needs of individual staff, and to access materials and advice from schools that have successfully addressed similar challenges in the past.

The Trust is using the outcomes of its projects to benefit individual schools through follow-up advisory support, both in terms of professional development and provision for able students. The production of tailor-made support programmes is central to its involvement with the Cambridge Consortium and has been instrumental in securing the support of the Specialist Schools and Academies Trust. This partnership of Villiers Park with a group of five successful specialist schools provides the opportunity to support school improvement across the Eastern region. The Consortium offers courses devised and tutored by practising teachers and school leaders, themed school visits and in-house coaching and mentoring. The Cambridge Consortium organised 21 such activities in 2006-2007, in which 309 delegates took part, representing 157 schools and colleges. These events received outstanding evaluations, with 99% of participants rating their activity either “Excellent” (63%) or “Good” (36%).

Two residential courses for Gifted and Talented Coordinators were held at the Cambridge Centre in 2006-2007, one for those relatively new to their post and the other for those with at least 2 years’ experience in this role.

The tutors for its eight subject-specific courses focused on enriching AS/A2 teaching – university lecturers enabled participants to discover exciting new trends in their subject and skilled practising teachers gave delegates the opportunity to explore a range of learning activities likely to motivate able students.

Working with Students

The five-day subject-based residential courses for Year 12/13 students at the Cambridge Centre are tutored by university research students and lecturers. In 2006-2007, there were 24 such courses, attended by 530 students, an increase of 26% over the previous year. These courses are designed to engage students in inspirational learning activities and are highly valued by their teachers. Students gave 100% “Good” or “Excellent” post-course evaluation ratings (84% “Excellent”).

Single day Masterclasses for students were organised both at the Cambridge Centre and elsewhere, including an on-going initiative with the School of English at the University of Sheffield to work with a group of 36 Year 12 students from disadvantaged backgrounds to raise aspirations and encourage university application.

Working with Lecturers

This was the second year of the *Reaching Out with Outreach* project, supported by The Sutton Trust. The short training course has been developed to encourage university lecturers and administrators to reflect on the quality of their provision, so that what they provide closely meets the needs of visiting school and college students.

Eight courses were held in 2006-2007, at the Universities of East London, Leicester, Sheffield, Huddersfield, East Anglia and Anglia Ruskin, the latter being for members of the Higher Education Liaison Officers Association. In total 73 delegates took part and all rated the course either “Good” or “Excellent”.

Keeping its Links with East London

The Trust has its roots in East London where it ran the Eton Manor Boys’ Club (EMBC) until its closure in 1967. The former members acknowledge the profound impact the Club had on their lives and this fascinating aspect of London’s social and sporting history deserved to be recorded for posterity. A Heritage Lottery Fund grant is enabling the Trust to create an oral history of EMBC. The inter-generational project involves a school in Leyton and runs from September 2007 to July 2008. The project will also create a DVD, a teachers’ resources pack and exhibitions. The Trust’s EMBC archives and the oral history recordings are being permanently archived and made publicly accessible at the Bishopsgate Institute in London.

List of Grants Awarded in 2007

| Summary of grants agreed in 2007 | Value (£) |
|------------------------------------|------------------|
| Baring Foundation programme grants | 1,383,293 |
| Contingency funding | 52,079 |
| Baring Trustees Fund grants | 9,000 |
| Total | 1,444,372 |

See below for details of these grants

Arts Programme Core Cost Grants

| Grantee | Geographical Area - based | Grant (£) |
|---|---------------------------|----------------|
| Castlemilk Youth Complex | Scotland | 75,000 |
| Frontline A.V. | West Midlands | 63,000 |
| Hounslow Arts Trust Ltd | London | 75,000 |
| Music Development Agency | North West | 75,000 |
| Music For Change | South East | 75,000 |
| North Music Trust | North East | 75,000 |
| Street Level Photoworks | Scotland | 42,000 |
| Writers and Scholars Educational Trust Index Arts | London | 45,000 |
| Total of 8 grants | | 525,000 |

Joint International Development Programme Grants

| Grantee | Description | Grant (£) |
|--|---|-----------|
| Motivation Charitable Trust | The project will promote the inclusion of disabled people in Uganda in programmes designed by mainstream NGOs and CBOs. | 175,000 |
| One World Action | The project seeks to strengthen the capacity of refugee communities in Tanzania to respond to sexual and gender-based violence. | 150,500 |
| UWESO UK Trust, Trust for Africa's Orphans | This project aims to assist widows and orphans in Uganda in securing their rights to their husbands' and fathers' land. It comprises para-legal and advocacy training, awareness raising and information dissemination. | 147,000 |

| | | |
|--|---|----------------|
| World Association of Girl Guides and Girl Scouts | The project will develop and deliver training programmes in life skills, 'non-formal education' and entrepreneurship to refugees and displaced girls and young women in four refugee camps in Republic of Chad, recruit and train 35 volunteer guide leaders, and increase girls' access to guiding and scouting services and activities. | 52,500 |
| Total of 4 grants | | 525,000 |

Strengthening the Voluntary Sector – Independence Grants

Grants were not awarded under the STVS independence programme in 2007. In 2006 the Trustees used the budget allocation for 2006 and 2007 due to the high number and quality of the applications received in 2006. The STVS independence programme is open again for applications in 2008.

Parents with Learning Difficulties and their Children

| Grantee | Description | Grant (£) |
|---------------------------|---|-----------|
| Norah Fry Research Centre | Further work to help improve the situation confronting parents with learning difficulties and their children. | 160,000 |

Interculturality

| Grantee | Description | Grant (£) |
|---------------------------------|---|-----------|
| Institute of Community Cohesion | Commission to set up and operate annual awards for the promotion of interculturalism in action. | 150,000 |

Learning Fund

| Grantee | Description | Grant (£) |
|---------------|---|-----------|
| Annette Zera | Commission to facilitate the Strengthening the Voluntary Sector network meetings. | 1,293 |
| Cathy Pharoah | Commission for further work as part of a consultancy to scope whether applications received under the theme of independence would constitute a useful database. | 1,000 |

| | | |
|---|---|---------------|
| Child Poverty Action Group | To contribute to the costs of a programme of activity to explore the impact on claimants in the field of welfare rights and welfare to work programmes of greater delivery of public services by advice and advocacy organisations. | 8,000 |
| Comparative Essays on Independence (various payees) | Commission for a comparative study of the independence of the voluntary sector in the four countries of the UK and in the USA. | 12,000 |
| Malcolm James | To write a short paper on Interculturalism - Theory and Policy. | 1,000 |
| Total of 5 grants | | 23,293 |

Other Grants (Contingency Funding)

| Grantee | Description | Grant (£) |
|--|--|-----------|
| African Medical and Research Foundation UK | Towards the costs of a second stage application to the Baring Foundation. | 1,000 |
| Arts for All | To support a joint project with ING Bank to produce an exhibition of art work created by children belonging to the centre's Kaleidoscope Club. | 6,000 |
| Element Energy Limited | Commission to carry out one environmental audit as a demonstration project. | 2,500 |
| Ethical Property Foundation | Commission to carry out an environmental audit with Hoxton Hall. | 999 |
| Fundacion Richmond Fellowship del Peru | Towards operating costs of project in Peru. | 8,000 |
| Global Action Plan | Commission to carry out environmental audits. | 16,340 |
| Institute for Public Policy Research | To carry out a study into the ways in which migration can be better represented in UK museums and galleries. | 8,000 |
| PhotoVoice | Towards an unanticipated shortfall experienced by PhotoVoice in respect of the Foundation's STVS project grant to produce a manual. | 3,000 |
| Sound It Out Community Music Limited | Towards the salary of the Inclusion Officer. | 3,000 |

| | | |
|---------------------------|---|---------------|
| UKOWLA | Printing and dissemination of a manual on good practice in North-South community linking. | 2,240 |
| War Child | Towards the costs of a second stage application to the Baring Foundation. | 1,000 |
| Total of 11 grants | | 52,079 |

Baring Family Trustees' Fund

| Grantee | Description | Grant (£) |
|-------------------------------------|---|--------------|
| AMANDLA ku lutsha | The creation of a new charity to continue Leonora Reid's work and expand a youth football league for Capetown's children's homes. | 5,000 |
| Centre for Health and Pastoral Care | Unrestricted funding towards the work of the centre. | 3,000 |
| London Sinfonietta | Towards an appeal to raise funds for a move to new premises, equipment, concerts, new commissions and expanding educational work. | 1,000 |
| Total of 3 grants | | 9,000 |

Financial Summary

The Baring Foundation (A Company Limited by Guarantee not having a Share Capital)

Statement of financial activities (incorporating an income and expenditure account) For the year ended 31 December 2007

| | Restricted £ | Unrestricted £ | 2007 Total £ | 2006 Total £ |
|---|-----------------|-------------------|--------------------|--------------------|
| Incoming resources | | | | |
| <i>Incoming resources from generated funds</i> | | | | |
| Voluntary income | | | | |
| Donations | 34,000 | 400 | 34,400 | 20,600 |
| Donated services | - | 176,728 | 176,728 | 124,439 |
| Investment income | - | 1,486,356 | 1,486,356 | 1,464,728 |
| Total incoming resources | 34,000 | 1,663,484 | 1,697,484 | 1,609,767 |
| Resources expended | | | | |
| <i>Costs of generating funds</i> | | | | |
| Investment management | - | 221,745 | 221,745 | 238,978 |
| | - | 221,745 | 221,745 | 238,978 |
| <i>Charitable activities</i> | | | | |
| Strengthening the Voluntary Sector | - | 119,945 | 119,945 | 2,169,126 |
| Arts programme | - | 586,801 | 586,801 | 570,789 |
| International programme | - | 575,066 | 575,066 | 562,821 |
| Special Initiatives | - | 384,191 | 384,191 | 177,944 |
| Other work | 34,000 | 230,012 | 264,012 | 315,153 |
| Villiers Park | - | (627,591) | (627,591) | - |
| <i>Governance</i> | - | 29,849 | 29,849 | 27,862 |
| Total resources expended | 34,000 | 1,520,018 | 1,554,018 | 4,062,673 |
| Net incoming/(outgoing) resources before revaluations and investment asset disposals | - | 143,466 | 143,466 | (2,452,906) |
| Net gain on investments | - | 3,255,469 | 3,255,469 | 5,063,568 |
| Net movement in funds | - | 3,398,935 | 3,398,935 | 2,610,662 |
| Funds at the start of the year | - | 64,148,548 | 64,148,548 | 61,537,886 |
| Funds at the end of the year | - | 67,547,483 | 67,547,483 | 64,148,548 |

Statement from the Trustees of the Baring Foundation

These summarised financial statements contain information from both the Statement of Financial Activities and the Balance Sheet for the year ended 31 December 2007, but are not the full statutory Report and Accounts. They may not contain sufficient information to allow a full understanding of the financial affairs of the Foundation. The full financial statements were approved by the Council on 2 June 2008 and subsequently submitted to the Charity Commission and Companies House. They received an unqualified audit report and copies may be obtained from the Foundation's registered office at 60 London Wall, LONDON, EC2M 5TQ.

Signed on behalf of the Trustees

Tessa Baring, *Chair*
Geoffrey Barnett, *Treasurer*

2 June 2008

The Baring Foundation (A Company Limited by Guarantee not having a Share Capital)

Balance Sheet as at 31 December 2007

| | £ | 2007 £ | 2006 £ |
|--|-----------|-------------------|-------------------|
| Fixed assets | | | |
| Investments | | 68,680,323 | 69,208,507 |
| Current assets | | | |
| Debtors | 42,266 | | 43,979 |
| Cash at bank and in hand | 1,413,506 | | 2,273,214 |
| | 1,455,772 | | 2,317,193 |
| Creditors: amounts due within 1 year | 1,934,054 | | 2,516,063 |
| Villiers Park Educational Trust | - | | 552,500 |
| Net current liabilities | | <u>(478,282)</u> | <u>(751,370)</u> |
| Total assets less current liabilities | | 68,202,041 | 68,457,137 |
| Creditors: amounts due after more than one year | | 654,558 | 636,089 |
| Villiers Park Educational Trust | | - | 3,672,500 |
| Net assets | | <u>67,547,483</u> | <u>64,148,548</u> |
| Funds | | | |
| Unrestricted funds | | | |
| Revaluation fund | | 13,796,201 | 13,712,996 |
| General funds | | 53,751,282 | 50,435,552 |
| Total funds | | <u>67,547,483</u> | <u>64,148,548</u> |

Independent Auditors' Statement to the Trustees of the Baring Foundation

We have examined the summarised financial statements of the Baring Foundation which comprise the summary statement of financial activities and summary balance sheet.

Respective responsibilities of Trustees and auditors

The Trustees are responsible for preparing the summarised financial statements in accordance with United Kingdom law and the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statement with the full financial statements and Report of the Trustees. We also read the other information contained in the annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 "the auditors' statement on the summary financial statement" issued by the Auditing Practices Board for use in the United Kingdom. Our report on the Foundation's full annual financial statements describes the basis of our audit opinion on the financial statements.

Opinion

In our opinion the summarised financial statements are consistent with the full financial statements and the Report of the Trustees of the Baring Foundation for the year ended 31 December 2007.

Sayer Vincent

Chartered accountants and registered auditors

2 June 2008

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Paper used is chlorine free and is taken from environmentally sustainable forests. Vegetable oil based inks are used by our printers instead of solvents which can damage the environment. All inks are disposed of using environmentally sound techniques.