

There are many ways to
contribute to the common good

Becoming a Governor of the
Walcot Foundation could be yours

GOVERNOR RECRUITMENT PROGRAMME 2016

We shall be making these opportunities known from November 2015 and inviting expressions of interest. A rolling programme of Information Events will take place in January and February 2016 and we hope to make appointments by early April 2016. For the latest news and to register your interest please see walcotfoundation.org.uk/gov2016

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Planning for succession is a vital task for every charity trustee board. For an historic foundation with major assets, even more so. By Spring 2016 we hope to have identified up to four people to join us as Governors of the Walcot Foundation.

The role requires certain personal attributes and we have also identified areas of knowledge and experience that will strengthen our collective ability to govern the affairs of the Foundation.

There are many ways in which we can contribute to the common good and place ourselves in the service of others. Being a charity trustee is only one of them, and will not suit everyone. But for the right people it can provide satisfaction and an opportunity both to learn and to contribute.

In the following pages we explain what we do and who we now seek to join us. And if the role interests you, we explain the next steps.

Henry Boucher, Chair of the Governors

ABOUT US: in summary

- We are an **independent** 17th century foundation operating solely in Lambeth
- Our four constituent charities are all concerned with ‘the relief of the poor’. We interpret this in the light of modern forms of financial and social exclusion. Our broad approach is to **break cycles of deprivation** and to **tackle poverty by creating opportunity**
- We achieve our charitable purposes through **grantmaking**. Over the last ten years we have spent more than £17 million, awarding 1,821 grants to organisations and schools and 3,200 grants to individuals
- Our assets of **£85M** include property in the vicinity of Walcot Square SE11, laid out by the charity in the 1830s
- Governors may serve up to three terms of three years each. The role is that of a charity trustee ‡
- The Board meets five or six times a year. It is supported in its work by three committees. Governors are expected to serve on at least one of these
- Meetings take place at 6.30pm on weekday evenings in the Governors’ Boardroom at the Foundation’s offices (well served by buses and a 5 minute walk from Lambeth North tube station or a 10 minute walk from Waterloo station or Elephant & Castle)

‡ You will find more information about the role of charity trustees, including details of those who are disqualified from the role, at walcotfoundation.org.uk/gov2016

HISTORY OF THE FOUNDATION

Today's Walcot Foundation is made up of four charities – two bearing the name Walcot, another Hayle's and another Mosley.

The Walcot Educational Foundation

Edmund Walcot is our principal benefactor. By his Will of 1667 he left land in North Lambeth to be used to generate money for the relief of the local poor. This is our largest constituent charity and has a focus on education (broadly defined) as a means of escaping poverty. In addition to living in Lambeth beneficiaries must be under 30. It is linked to our only non-endowed charity, the [Walcot Non-Educational Charity](#), and makes an annual grant to it to fund activity which is not constrained by the age limit of 30.

The Hayle's Charity,

The Hayle's Charity was established in 1671 and is concerned with the *'relief of persons...who are in conditions of need, hardship or distress'* in Lambeth.

Cynthia Mosley Charity

This is the smallest of our charities. It was established in 1936 following the early death of Cynthia Mosley. Winston Churchill was amongst the first trustees. We assumed responsibility for it in 2009.

Over the centuries more than 20 smaller charities have been subsumed into our remaining charities, including those of Roger Jeston 1622, Sir Noel Caron 1623, Alice Easton 1640 and William Hind 1655.

The records covering the 18th, 19th and early 20th centuries are sparse and we know very little about how the charities were managed or what they did. What is clear is that 'relief of the local poor' has been a consistent theme. In the late 19th century education emerged as a particular expression of that. Today we define education broadly, to encompass any activity which fosters the skills needed to gain and retain decently paid employment across a person's working lifetime.

In 2017 we shall mark the 350th anniversary of the signing of Edmund Walcot's Will.

OUR WORK TODAY

Over the last decade we have significantly increased grantmaking, developed a tighter focus on achieving our charitable aims and have more closely managed our assets. We have a professional staff and a number of external advisers. Together they support the Governors in discharging their role.

Poverty today looks very different to that of Mr Walcot's London of the 1670s, though the consequences remain similar: restricted opportunities in life. It is estimated that there are currently 3.6 million children living in poverty in the UK: that is almost a third of our children. Growing up in a poor household harms a child's education, health, earning potential and long-term prospects. It harms society, too.

Our grants aim to bring about long-term improvement. We give careful attention to their likely impact. We want our grants to help people move along the paths set out on page 11. We do not exist to fund the local voluntary sector or help schools with their stretched budgets: we exist for *individuals* and we want to help them escape cycles of deprivation. All our grants are a means to that end.

Our grantmaking in 2015/16 is set at £1.96m.

We treat the opportunity to make a useful grant as a privilege – for us. Our recipients often have reason to feel forgotten by wider society. In all our dealings with them we aim to communicate respect, care and attention.

Assessing grant applications

Our Grants Team comprises a Grants Manager, two Grants Officers and a Grants Administrator. They promote knowledge of our programmes and assess applications. Smaller grants are approved by the Director under agreed delegated powers. Larger grants are considered by the Grants Committee.

We have in place a number of policies which shape our grantmaking. Amongst other things they are designed to ensure equality of treatment, consistent thresholds for determining entitlement and an emphasis on outcomes for our target beneficiaries. When funding projects or organisations - including schools - an applicant must show

likely, tangible benefits for those being helped.

Our 'added-value' programme

In addition to grants we offer grantees access to three professional services which often prove essential -

- **Budgeting advice and debt counselling** Many of our individual grantees carry debt. We provide access to skilled help through our grant to Centre70 Advice Centre;
- **Career and job seeking advice** Some of our grants are made to support those studying for educational or vocational qualifications. We found that they often finish their courses not having had access to careers advice or practical help in applying for jobs and handling interviews. We provide these through our grant to Tomorrow's People;
- **Capacity building and organisational development** We fund voluntary sector services as a means of reaching the individuals the Foundation exists to serve. Sometimes such organisations need help in developing resilience and capacity, or their plans for development and sustainability. Our grant to ADP Consultancy provides this.



In addition to funding work in schools to strengthen literacy and numeracy amongst low-income pupils we also fund activity to promote 'soft' skills - essential in longer term preparation to becoming employable

Our position on immediate need

You will see from what we have said that we focus on long term change rather than the immediate relief of need. In doing so we believe we are likely to bring about real change which is more likely to lift people out of cycles of deprivation. However, in responding to recent major reductions in public funding and the growing evidence of the impact of these we have developed a small *Immediate Relief of Need* Programme. We do not advertise this and instead rely on a small network of trusted referrers. Under these arrangements we make grants of around £1000 to help -

- with resettlement costs where homeless people or those escaping domestic violence are moving into settled and safe accommodation;
- with the cost of a holiday for families that contain a child with severe disability;
- meet court fees in registering as bankrupt. These allow those affected to start afresh without the burden of debt.

These programmes are being trialled and are to be reviewed in 2016.



In recent years our larger projects have included making grants of over half a million pounds to ensure the creation of a sustainable Credit Union for the people of Lambeth. This was a new venture. We wanted to ensure that low income households had access to banking facilities and to responsible loan services.

GOVERNANCE STRUCTURE

The target size of the Board is 14. This comprises 12 ‘appointed’ Governors and 2 nominated by the local authority. Meetings take place in the Governors’ Boardroom at 125 Kennington Road, usually on weekday evenings from 6.30pm. The Board assigns much of the detailed work to three committees:

- The **Investment Committee** oversees the Foundation’s assets, managing them with the help of professional advisers in order to maximise the sums available for grantmaking whilst preserving the future value of the endowment
- The **Finance & General Purposes Committee** recommends an annual budget and monitors the budget every quarter. Its other duties include work on the Governors’ Annual Report and Accounts, reviewing risks and controls, staff terms and conditions
- The **Grants Committee** considers reports and recommendations from staff. It also develops and reviews grants policies and priorities and monitors the impact of grants.

The committees consider in detail the matters referred to them and, generally, make recommendations for Board approval. The Board retains decision-making in most of these spheres. In certain matters, the Board may formally delegate decision-making to the committees.

For all committee and board meetings papers are sent out one week in advance. They are also available in electronic form for those who prefer that format.

“Governors can use their imagination and experience to provide for the neglected needs of others”

Mark Vinter, recently retired Governor and former Chair of the Board

“What I valued most about being a Governor was serving on a committed, progressive Board serviced by a professional and creative staff.”

Shirley Hase, retired Governor and former Chair of the Board and the Grants Committee

MISSION

STRATEGY

Our 'area of benefit'

Nearly a third of a million people live in Lambeth. The borough sits between Wandsworth and Southwark and has one of the largest geographic areas of any inner London borough. It has several distinctive neighbourhoods including Waterloo, Brixton, Clapham, Streatham and Norwood, and landmarks include Waterloo station, the London Eye, the South Bank arts complex, the Oval cricket ground and Lambeth Palace. It is one of the most densely populated places in the country, with over 100 people living in each hectare, more than twice the London population density. It has a complex social and ethnic mix, with large African and Portuguese populations, and is an important focus for the black Caribbean population.

Like many London boroughs, Lambeth has areas of affluence and areas of poverty, often side by side. The most recent deprivation data (October 2015) ranks Lambeth as the 8th most deprived London borough (out of 33) and 22nd most deprived local authority in England (out of 326).

A third of children in Lambeth are estimated to be growing up in poverty.



We exist for the relief of poverty in Lambeth and seek to realise this 17th century aim in ways which take seriously 21st century contexts. Our grants tackle poverty by creating opportunity and offer grantees a hand-up, not a hand-out.



We believe that employment is the best route out of poverty and the social exclusion and lost opportunities that accompany it. The strategy underpinning all our grantmaking is to help grantees move along these key paths —

from **academic underachievement** to **ACHIEVEMENT**

from **unemployable** to **EMPLOYABLE**

from **unemployed** to **EMPLOYED**

from **financially disadvantaged** to **FINANCIALLY SELF-SUFFICIENT**

In support of this —

We actively manage the Foundation's assets

This is so that we have the funds to realise our aims, for present and future beneficiaries

We focus on the impact our grants will have

Broadly, this is a concern with achievement in education, training and employment

We are fair and consistent

We apply the same eligibility criteria; we do not discriminate on any basis other than income and residence

We are keen to learn

We are open to new ideas and constructive feedback, and are always interested in new ways of achieving our aims

We do not stigmatise

The individuals we exist to help often have good reason to feel forgotten by wider society. This is why we say we aim to 'give a hand-up, not a hand-out'.

WHO WE ARE LOOKING FOR

- We are seeking to appoint up to four new Governors
- Successful candidates are likely -
 - to live in Lambeth or adjoining boroughs
 - to have established themselves in their chosen field and able to point to achievements (not necessarily in any 'career' sense) which show application, commitment and purpose
- Essential are -
 - a commitment to giving the required time (this includes attendance and the preparatory time needed for reading papers)
 - an ability to understand and operate effectively within committee and board structures and to work cooperatively with others
 - a wish to contribute purposefully and without condescension to the lives of those disadvantaged by poverty
- We are **particularly interested** in applicants who may also possess these skills or areas of knowledge: investment and asset management; property; education (especially secondary); 'into work' strategies. **Competent generalists are also sought**
- We are **unlikely** to consider those with more than one other charity trustee role; those employed by other grant makers or charities; those living some distance away; our tenants, or freeholders of properties once owned by the Foundation

IN MORE DETAIL

Our experience in recent years of recruiting new governors is that the more explicit we can be, the better. As you will see, we set out what we *are* looking for and what we *aren't* looking for. The context is that we find the role very rewarding and valuable, and most of us would say we have learnt a great deal from it as well as being able to contribute to it. In recent years we have appointed people who have made - and make - a significant contribution to our work.

Being local

We are a local foundation serving a small 'area of benefit'. In our experience Governors who live in or relatively close to Lambeth are, practically, far more able to play a full part. For this reason proximity to Lambeth is highly desirable. This geographic consideration is unlikely to be relaxed to the extent that anyone appointed would have to make long journeys to attend meetings.

Your experience

The management of assets of c£85m, the shaping of our work and overseeing its impact as well as operating effectively within a board and committee structure *are likely to require skill and experience gathered over time*. For this reason we expect applicants to be established in their chosen field or vocation (which we interpret broadly) and able to evidence achievement of some kind (we do not mean this in any narrow careerist sense).

Being interested in us, and in our work

Whilst we understand the value that being a charity trustee can add to a CV we discourage those who want it only for that purpose. The people we seek will find themselves interested in *this* opportunity, with *this* foundation and - most importantly - *its* purpose.

Please be sure you can commit your time and talents

The time commitment of governorship is not onerous but does require commitment. You must be free to attend the majority of meeting and - importantly - set aside time to read papers in advance of meetings. Dates are set in January for the following April-March year and so are known well in advance.

The nature of the role

The role is not 'hands on' as it is for many charity trustees. There is no organising of events, stuffing envelopes or rattling collection tins. We are in the position of having a virtually guaranteed income and a staff team to work on our behalf.

The role is *governance*: collectively overseeing and shaping the work of the Foundation in collaboration with other governors, the Director and staff for the benefit of current and future beneficiaries.

Previous applicants

Those who applied in the 2015 recruitment are asked not to reapply.

Conflicts of interest

We manage conflicts of interest carefully. If you decide to apply and believe such conflicts may exist, please tell us at an early stage.

Disabled access

We are housed in an 18th century building and the scope for adaptation is limited. Our Boardroom is accessed via external steps and applicants should be able to manage these. There are further stairs to the toilets, which are not disabled-accessible. If you wish to know more about these constraints and to discuss what may be possible please contact the Director.

WHY WE BELIEVE THESE OPPORTUNITIES WILL INTEREST YOU

There are many grant-making charities in the UK - an estimated 8,800. By assets and grantmaking we are among the top 300 which together contribute about 90% of all giving by independent charitable foundations. Many cover wide areas: regions, England, the UK or even beyond. Having a small geographical area of benefit gives us two advantages: first a gearing effect which means we can have significantly more impact, and secondly the ability to know our patch. We find that both these factors add to our ability to make a difference.

Many of us - both serving and recently retired Governors - value the opportunity to serve in this way. We can offer you -

- an effective, friendly board
- a way of contributing your skill and experience to the common good
- an opportunity to 'hold in trust' an historic charity with roots from the 1620s and to ensure its future viability and health
- a means of addressing the enduring reality of poverty and social and financial disadvantage which affects so many children, young people and adults

WHAT YOU NEED TO KNOW ABOUT THE PROCESS

If you are interested in the role and believe you meet our description of the kind of person we seek -

- please go to our dedicated web address and complete the *initial enquiry form*
- this will be reviewed by a panel of Governors and a decision made whether to invite you to attend an *Information Event* where you will hear more about the work and meet Governors and staff
- If after that you remain interested you will be asked to complete an application in which you can say more about yourself. Governors will shortlist those applications and identify those they wish to formally interview

This is likely to be a rolling programme with a number of information events taking place in January and February 2016.

If you have any questions do please contact our Director, Hugh Valentine, on 020 7735 1925 or via director@walcotfoundation.org.uk.

News of the process and additional information may be found at -

walcotfoundation.org.uk/gov2016

Thank you very much for your interest.



Detail from painting by Charlie Millar showing the names of some of our 17th and 18th century benefactors

“Our aim is to be faithful to our historic purposes in ways that engage with modern forms of poverty and financial exclusion. A hand up, not a hand out is the phrase we have used in recent years, and it accurately expresses our approach. We wish to make permanent and sustainable improvements in the lives of our beneficiaries. Much of what we do comes under the heading of education, very broadly defined. Our grants fund a wide range of activities which, in different ways, help Lambeth people on low incomes gain the opportunities, skills and experiences likely to increase their chances of moving into long-term employment.”

from the most recent Governors’ Annual Report

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We’ll be glad to answer your questions.
Please get in touch with our Director, Hugh Valentine
020 7735 1925 / director@walcotfoundation.org.uk

tackling poverty by creating opportunity