

Review of UK Grant-Making July 2017

What are we beginning to learn about PHF's six strategic priorities for work in the UK?



Introduction

Report purpose

This report was developed for the Board of Trustees of Paul Hamlyn Foundation ('PHF') as part of a process to **explore what we are beginning to learn about the six strategic priorities** for work in the UK, two years since the current strategy was launched

Method

The report **analyses the themes and patterns** in the grants we have made so far and **gathers insights of our grants team**, drawing on their knowledge of the organisations and sectors PHF supports

Learning focus

In addition to reflecting on **what we are hearing about the field** and the **needs in the sectors** we fund, we also reflected on **information to refine our grant making practices**. The context is provided by an overview of grant-making activity for 2016-17 at Part 2

NB: Part 2 is restricted to data from 2016-17 financial year while the remainder of the report refers to all grants made since the strategy was launched in June 2015.

The exploration was framed by four lines of inquiry:

Why is the grantee doing this work?

What issues are they tackling, what outcomes do they want to achieve?

How are they doing it?

What approaches and methods are they using?

Who are the grantees?

Types of organisations and where appropriate, who they are working with.

What are we learning?

Areas of strategic promise, grantee needs, and future opportunities and challenges.

Notes:

A grant may appear in more than one category under the 'why', 'how' and 'who' sections.

'Grants plus' under the 'learning so far' sections, refers to any additional support beyond the grant, often related to convening and/or buying in expert support grantees may wish to access.

PHF has six priorities for its work in the UK:

- 1 Supporting **imaginative people** to nurture exciting ideas
- 2 Widening **access** and **participation in the arts**
- 3 Improving people's **education and learning through the arts**
- 4 Showing that the arts make a **difference** to people's lives
- 5 Supporting the development and growth of organisations **investing in young people** and positive change
- 6 Improving support for **young people who migrate and strengthening integration** so that communities can live well together

Within each of these priority areas there are a number of funds and programmes. This report does not include all of these, but focuses on our major funds as well as Arts Evidence (priority 4).

Next steps:

This report is part of an ongoing programme of analysis and learning at PHF, for the Board of Trustees, advisers and staff. We developed it first for internal use but have decided to share it with others who may be interested in our emerging learning.

Over the coming year, it will continue to inform our thinking and planning about how to respond to changes in the fields in which we work, how best to support grantees and the wider sectors, and how to refine our grant-making processes. It is also informing our decisions about future objectives for research and evaluation.

Please note that we are not reviewing or changing our strategic priorities at this point in our current strategy.

Notes:

Further details on future reporting plans are located at appendix 1.

You can also find information about all the grants we make in our grants database on the PHF website as well as key information and analysis which we share publicly via 360Giving.

WHY? Most common outcomes grantees are focused on*

9 Employability

Developing skills and employment opportunities to promote more active participation in the workforce (includes 3 targeted at ex-offenders).

6 Health & wellbeing

Improving the health and/or wellbeing of the target group, often relating to inclusion, community and being supported by peers or mentors

6 Social & Economic Justice

Tackling inequality. Largely targeted at alleviating the symptoms of poverty and/or increasing inclusion and access to key supports.

3 Migration & Integration

Enabling understanding and connectedness within communities.

*Due to the diversity of outcomes, the above reports only on the most commonly occurring

HOW? Common approaches and methods

18

Developing a programme or service

Designing, piloting or delivering a new or adapted service or programme.

8

Scoping and exploratory work

Early stage idea development including researching the issue or models of provision, understanding user needs and market research.

5

Prototyping a product or platform

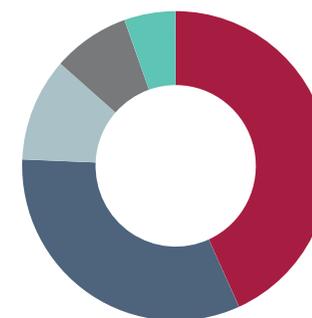
Developing a prototype of a new product or digital platform.

4

Building and growing

Building on existing evidence or experience to develop the idea further and/or expand quantity of delivery.

WHO? Grantee types



4 changed their organisational status during their grant

Most common intended beneficiaries (longer term)

12

Children and young people

5

People with a disability

3

Refugees and migrants

3

People with history of offending

LEARNING SO FAR

Areas of strategic interest

Applicants communicate a clear passion, drive and commitment to create social change

A fairly broad mix of applicants and the opportunity to continue to monitor this through collection of demographic data

Highlights and 'early wins'

Pilot phase and associated review led to **refinement and targeting** of the fund

Reach across the UK; wide geographic spread of applicants and grantees

Surprises

Fewer applications than expected present unusual, radical ideas

The way we publicise the fund is **not resulting in higher numbers of quality applications**

Areas of less promise

Many applications for **mental health support**. Few seem innovative.

Most applications for websites/apps do not discuss **how to reach potential users**

Decision after the pilot to exclude creation of **works of art** was the right decision

GRANTEE NEEDS/ INTERESTS

Help needed with **governance, budget** and account basics and general **management**

Widely varied across the cohort, depending on level of experience and skills

GRANTS PLUS

Convening, including a residential retreat, appears to be enabling:

Creation of supportive and motivating **peer network** for otherwise isolated 'pioneers'

Access to **new skills** including communications skills and brand development

THE EXTERNAL CONTEXT

Future opportunities

PHF role in context

Working with other funders to understand what comes before/after PHF funding. Jointly-commissioned research on development milestones will inform this

Comms strategy

Review of communications, currently underway, which aims to encourage greater diversity amongst applicants

Further funding

PHF exploring potential to offer **follow-on funding** to some grantees

Biggest challenges for PHF

Portfolio's broad footprint

Accessing relevant expertise across diversity of themes/approaches

High intensity relationship

Level of PHF involvement with grantees despite small grants size

Risk appetite

Clarifying PHF's position on type and degree of risk we want

Quality bar

Consistency on quality standards

Long term impact

Keeping in touch long enough to learn about grantees' long term trajectory

Arts Access and Participation

81 Grants analysed

Priority **2**

Widening access and participation in the arts

WHY? Most common outcomes grantees are focused on*

26 Practitioner diversity

Developing creative skills

Developing the skills of people underrepresented in the creative professions. Often coupled with an ambition to diversify audiences by diversifying the profession itself

22 Social benefit

Broader social or community benefit

Seeks a broader social benefit for example targeting recidivism or increasing community connectedness

19 Skills & Education

Education or employment prospects

Seeks broader educational or skills benefits, often relating to employability or transferable skills

14 Changing attitudes

Creating dialogue and challenging attitudes

Using the arts to seed public dialogue and change attitudes

13 Wellbeing & Health

Improving wellbeing and/ or removing barriers to health-related cultural exclusion

Removes the barriers to cultural participation created by ill-health and/or seeks a broader benefit in relation to wellbeing as a result of cultural participation

*Due to the diversity of outcomes, the above reports only on the most commonly occurring

HOW? Common approaches and methods

54

Cross-sector partnerships

Working with organisations outside the traditional arts and culture sector

42

Participant-led

Participant, Youth or Community led. Beneficiaries are actively empowered and engaged to shape the artistic direction, planning or delivery

30

Organisational Development

A process of organisational change or development to deliver the work more effectively. Often involves embedding participant-led practice across the organisation

24

Practitioner learning

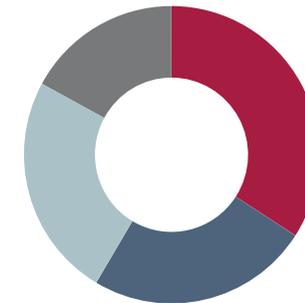
Learning and skill development of creative professionals, practitioners and artists, including in a participatory setting.

21

Participant learning

Learning and skill development of target group

WHO? Common beneficiary groups



28 Young people

20 Ethnically diverse (including refugees and migrants)

20 People with disabilities

14 People on low income

WHO? Grantee organisation types

Participation is core to mission (46)

Other arts organisations (30)

Other (including non-arts) (5)

LEARNING SO FAR

| Areas of strategic interest | Highlights and 'early wins' | Surprises | Areas of less promise |
|---|--|---|---|
| <p>High proportion of grants involve partnerships between arts and non-arts organisations</p> <p>Prominence of work in community settings and of participative/co-creation approaches</p> | <p>Large proportion of grantees new to PHF.</p> <p>More smaller organisations (turnover below £100k) are grantees than pre-2015, including in More and Better</p> <p>Strong social justice theme; obvious connections with Youth Fund and Shared Ground</p> | <p>Very few applications for digital work</p> <p>Prominence of work with young people and recent surge in disability focused applications</p> <p>Breadth of work taking place within the fund</p> | <p>Many organisations have insufficient evidence to make a clear case for the impact of previous work in order to qualify for More and Better, but find that Explore and Test is too small scale to meet their needs</p> |

SECTOR NEEDS/ INTERESTS

- Need for fund indicated** by high numbers and high quality of applications
- Grantees want support to **improve evaluation** skills
- Grants for **work in communities** may need to be longer to allow for pace of meaningful development
- The opportunity to **try new things** is valued

GRANTS PLUS

With such a wide-ranging portfolio we are determining where PHF can add value and complement, rather than duplicate, the work of other funders

THE EXTERNAL CONTEXT

Future opportunities

Cross-sector working → To develop and **learn about collaboration between arts and non-arts organisations**, including opportunities across other PHF portfolios

PHF learning → To continue to **share and build on other PHF work** e.g. ArtWorks, Our Museum, Circuit, Paul Hamlyn Clubs

Biggest challenges

Understanding impact
Understanding the impact of a fund that is wide ranging and covers a breadth of practice

Enabling evidence and learning
Finding ways to support organisations to improve evaluation skills across More and Better and Explore and Test

Difficult and fragmented funding environment:
Do arts organisations have the **skills and knowledge to work in different ways/settings?**
Combining intrinsic value of arts and work towards **social outcomes**
Challenging landscape of public sector funding increases pressure on arts organisations

Arts-based Learning (ABL) & Teacher Development (TDF)

43 Grants analysed

Priority **3**

Improving people's education and learning through the arts

WHY? Common outcomes grantees are focused on

12 Attainment

Closing the attainment gap

Carrying out research to identify the impact of an intervention on pupils experiencing educational disadvantage

12 Social Skills

Developing personal and social skills

Improving communication, team-working, confidence, self-esteem and resilience. These skills underpin children's engagement in learning, attainment and longer-term outcomes for progression and employment, particularly amongst disadvantaged pupils

8 Improved sector infrastructure

Delivering sector expertise and infrastructure

Exploring new models for partnership working between schools and arts organisations and effective professional development for both teachers and artists. Sharing knowledge through local infrastructure such as Cultural Education Partnerships

5 Higher order thinking skills

Developing cognitive and metacognitive skills

Supporting awareness of cognition (the process of learning) and metacognition (higher order thinking) such as problem-solving techniques or the ability to evaluate and analyse

HOW? Common approaches and methods



Teacher development

Building the skills, knowledge, confidence and interconnectedness of teachers to maximise the impact of arts for young people and to develop and spread good practice in teaching and learning in and through the arts



Digital learning

Combining online digital media with traditional classroom methods to increase access to arts-based learning for groups currently underserved, for example those that are rurally isolated or being educated in non-mainstream settings



Creative writing

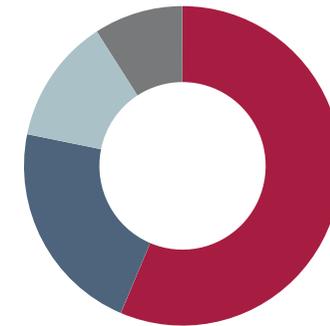
Using arts-based approaches to raise pupil engagement in creative writing as well as to support pupil engagement with core literacy areas including spelling, punctuation and grammar



STEAM

STEAM draws connections between Science, Technology, Engineering, the Arts and Maths in order to provoke dialogue, enquiry and critical thinking.

WHERE? Setting & Context



31 Primary (5-11 yrs)

12 Cultural 'cold spots' eg rural areas, coastal towns

7 Non-mainstream settings eg pupils with special needs

5 Secondary (11-18 yrs)

WHO? Grantee types

Arts & cultural organisations (33)

Strategic organisations (10)

LEARNING SO FAR

Areas of strategic interest

Learning from groups of grantees working on **creative writing and STEAM** (science, technology, maths, arts and engineering); will be of wide interest

Both the education sector and arts and cultural sector have confirmed the **need and appetite for the type of support being provided through the TDF**

Highlights and 'early wins'

Positive response to PHF **targeting educational disadvantage**

Emerging **alliance with Arts Council England (ACE) and bridge organisations**; shared interest in system support

Sector leaders are already **grantees**

Shared learning across both funds (ABL and TDF)

Surprises

Focus on improving quality (rather than access)

High More and Better grant average (£295k), reflecting lead organisations funded

Fewer visual arts and **smaller organisations**. Why?

Areas of less promise

This priority has a broad range of applicants and stakeholders and we are aware of a **lack of common understanding around key terms** such as educational disadvantage and creativity

SECTOR NEEDS/ INTERESTS

The cultural sector needs:
A better understanding of how schools work; arts/school partnerships rely on this

Schools need:
Evidence before adopting new practice ideas

There is considerable appetite for:
Improving **evaluation and learning**, especially in the cultural sector

GRANTS PLUS

Convening has been:
Central to the TDF, including practice sharing and evaluation support. How can we replicate at scale?

Future convening will enable:
Collaboration amongst ABL grantees keen to work together on **creative writing and literacy** outcomes

THE EXTERNAL CONTEXT

Future opportunities for influence

- Research**: PHF support for major **RSA/EEF research**, with DCMS
- Policy makers**: PHF well placed to engage with **Durham Commission** (ACE led)
- Department for Education's interest in music** (conversations around other art forms less developed)
- PHF role**: PHF's developing role regarding **evidence of quality** that will enable schools to make informed choices

Biggest challenges*

- Context**: Limited government support for the arts in schools
- Budgets**: Impact of school budget cuts on arts education budgets
- Teacher development**: Impact of school budget cuts on teacher professional development

*Picture varies across the UK

Arts Evidence

Work supported to date

Priority 4

Showing that the arts make a difference to people's lives

PHF wants to help to **build the evidence base so that others, including government, can understand the difference the arts make to people's lives and communities.** Over time, we hope to widen our focus on impact evidence into other social policy fields.

Our support for arts evidence is administered by invitation only and usually takes place in partnership with other funders.

Filling evidence gaps

Sistema Scotland - gathering longitudinal evidence of the impact of their music programme on the children, families and communities

Royal Society for the Arts/ Education Endowment Foundation - measuring impact of cultural learning on young people's academic and non-cognitive development and creativity

Improving evaluation practice

Supporting a **programme of activities at Tate Exchange designed to enable the development of best practice** in research and evaluation of participatory arts, education and cultural practices

Supporting **creative writing organisations** to pursue a **shared approach to evaluation**

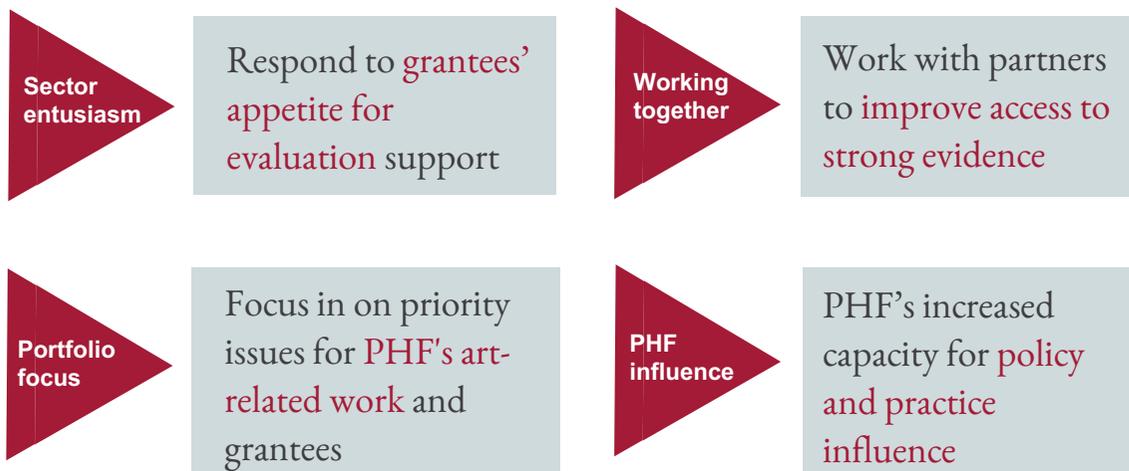
Enabling access to evidence

All Party Parliamentary Group on Arts Health and Wellbeing to gather evidence of the relationship between arts and health/wellbeing and to share findings to influence policy

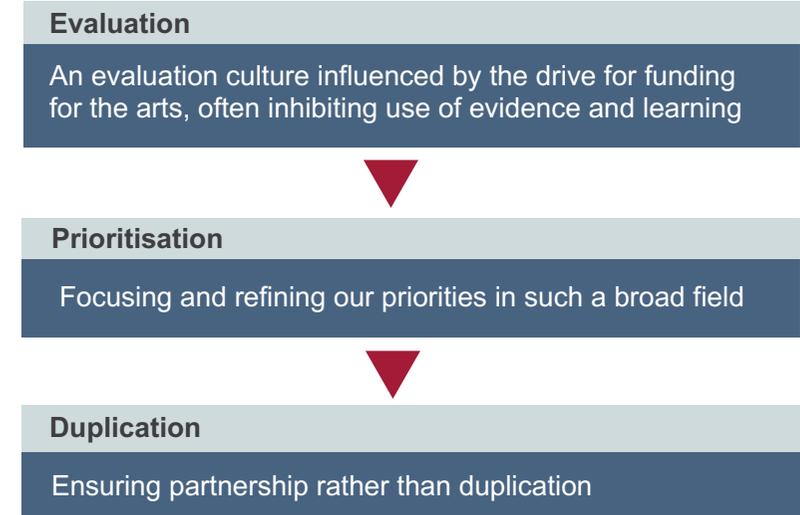
Building on the Arts and Humanities Research Council's Cultural Value Report through a **consultation on how to connect researchers, practitioners and policy makers in understanding cultural value**

THE EXTERNAL CONTEXT

Future opportunities



Biggest challenges



Report continues over page

WHY? Common outcomes organisations are focused on*

23 Development

Building strengths and capabilities

Informal and structured learning opportunities to manage personal circumstances and increase skills and resources

9 Engagement

Encouraging young people to take part

Safe space, fun activities and informal learning, connecting to/creating a positive peer group and building relationship with the community

13 Action

Practical experience in the community

Active participation in community and society, increasing youth voice and influence, engagement in democracy

11 Leadership

Identifying potential and harnessing talents and abilities

Investing in strengths and capabilities, taking and gaining responsibility and motivating others as an empowered member of society

8 Sector Support

Strengthening sector infrastructure

Improving use of evidence, enabling strategic coalitions, supporting leadership and good governance

*informed by UK Youth 's Social Development Journey

HOW? Common approaches and methods*

19

Increasing Capability

Increasing the organisation's capabilities and/or capacity, to improve its strategy and mission

16

Increasing Quantity

Expanding existing programmes to reach more young people, including developing programmes in new locations and using new technologies

14

Shaping Context

Adapting to the external context, including shaping the local or national strategic environment and driving sector improvements

9

Increasing Quality

Improving quality of existing activities including testing new ways of improving quality

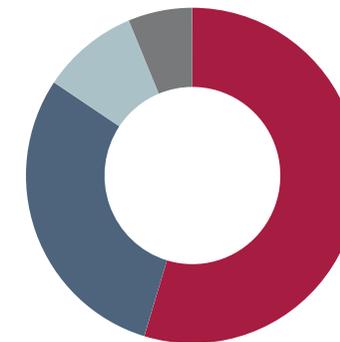
6

Sustaining, Maintaining

Ensuring the organisation will continue to achieve the same or similar positive outcomes for young people

*informed by Renaisi's research as part of the Youth Fund Evaluation

WHO? Types of organisations being funded



35 Direct delivery Specialist youth organisation

19 Direct delivery Generalist youth organisation

6 Second tier Capacity building/infrastructure

4 Second tier Policy/Campaigning

LEARNING SO FAR

Areas of strategic interest

Importance of core funding for improving quality and sustaining impact

'**Asset-based**' approaches are reflected differently in service delivery and organisational culture and across different types of services and organisations

Highlights and 'early wins'

Grant to Clore Social to **support emerging leadership in the youth sector**. This was co-created by Clore and youth sector leaders.

Grantees quickly formed a **cohesive group**, articulating the support they want from PHF

Youth Fund, including PHF's proactive approach to strategic relationships is **widely welcomed**

Surprises

The number of **grantees approaching us to change how they use the funding**; importance of PHF flexibility

Areas of less promise

General scepticism about the term 'innovation'; PHF is alert to the risk of encouraging applicants to manufacture innovation or reinvent/ re-package for this purpose

GRANTEE NEEDS/ INTERESTS

There is considerable appetite for:

Collaboration; competition for funding seemingly does not limit collaboration between grantees

Learning - enthusiasm for understanding 'growing impact' and how to evaluate for own use

Working together on **youth rights and voice**; loss of local, regional and national structures for this

GRANTS PLUS

Convening has facilitated:

Emergence of **strong peer network**, new relationships, sharing of practice

Stronger **PHF-grantee relationships**, grantees' readiness to raise issues with PHF

PHF understanding of the field

THE EXTERNAL CONTEXT



WHY? Common outcomes grantees are focused on

14 Civic participation

Civic participation for people who have migrated

Local and city infrastructure, including organisations and institutions which enable integration, are better able to manage changing demographics. Communities and young people who have migrated can confidently participate in public life

15 Support services

Access to quality support services

Improve access to, quality and capacity of support services that:
a) help people who have migrated overcome barriers to integration; and
b) prevent harm and risks associated with insecure immigration status

9 Public perception

Change public narratives and perceptions of migration

The public debate becomes better informed and less polarised about migration involving a more diverse range of voices to contribute to a more welcoming environment for people who migrate to the UK

7 Safe routes

Safe routes for those migrating

Safe and legal routes are created or existing routes broadened, reducing the risk and cost of forced migration

HOW? Common approaches and methods

15

Strategic comms and policy work

Includes research to improve understanding of key issues as well as testing new approaches to building understanding within and between: migrant groups, receiving communities, decision makers, the media and the wider public

11

Service innovation and delivery

Developing new models of delivery or gathering evidence on the effectiveness of new approaches with a view to increasing the quality, capacity and accessibility of services for migrant groups

10

Movement building

Building strategic alliances to take action on issues of mutual concern and to effect change at a local, regional and national level, including collaboration across the voluntary and community sector to increase impact.

9

Multi-city

Leveraging new city-based structures, including the new mayoral structures, in order to effect localised solutions and explore new methods for influencing decision makers

WHO? Types of organisations being funded



14 Migration sector - service delivery

9 Non-migration sector

9 Campaigning, advocacy groups

8 Research institutes or think tanks

2 Migration sector infrastructure

LEARNING SO FAR

| Areas of strategic interest | Highlights and 'early wins' | Surprises | Areas of less promise |
|---|--|--|---|
| <p>Work in cities with elected mayors; new decision making structures create opportunities for city-level change</p> | <p>Grantee collaboration to extend reach/ impact</p> <p>PHF investment in service innovation; a much-needed response to challenging context</p> <p>Collaboration with other funders</p> <p>Grantees' securing further funding, including corporate support</p> | <p>PHF focus on achieving wider impact on policy and the practice of others has meant many in this small sector, who are focused on service delivery, do not meet our criteria</p> <p>This precipitated our engagement with other sectors and sector capacity building</p> | <p>Given PHF's UK remit, 'Safe Routes' is inevitably a smaller proportion of the portfolio</p> <p>Uncertainty about future EU/UK relationship means further work should focus on influencing future immigration policy rather than on casework under existing migration rules</p> |

SECTOR NEEDS/ INTERESTS

- Support to communicate more effectively** to achieve 'changing attitudes' objective
- Funders' flexibility** to allow grantees to change plans in response to rapidly-changing context
- Core funding,** if they are to respond to PHF's aspirations for more influencing and policy work

GRANTS PLUS

- Convening is valued;** there is appetite for collaboration and signs of more collegiate approaches between grantees
- Grantees need and ask for **evaluation help**
- Small sums help grantees **share knowledge and develop thinking** (e.g. by attending conferences)

THE EXTERNAL CONTEXT

Future opportunities

Structural changes*

New partnerships

Changing attitudes

Work in cities when national policy environment is very difficult to influence

Design of an entirely **new immigration system** post-Brexit

New partnerships that extend reach and influence e.g. with human rights organisations, voice of industry on workforce

Generational shift: young people more comfortable with migration and diversity

Biggest challenges

Policy Change

Rapid pace of change continues alongside uncertainty post-Brexit

Precarious status

Status of at least some groups to become even more precarious

Threat to ECHR

Migrants' rights bound up in ECHR

Prioritisation

How should PHF discern priorities in this volatile context?

Overview of grant making activity 2016/17

The following 4 slides provide **information about PHF's grant-making activities for the 2016-17 financial year**. It covers UK funds only.

The following areas are covered:

- 1) **Number of applications** received and awarded
- 2) **Proportion of those approved, declined** and pending
- 3) **Amount of grants** awarded by strategic priority (rather than fund)
- 4) **Number of grants awarded across geographic regions**

NB: There are two types of funding in some of our priority areas. These are 'Explore and Test' and 'More and Better'. Information about each of these is provided on the following pages.

Summary of 2016/17 activity

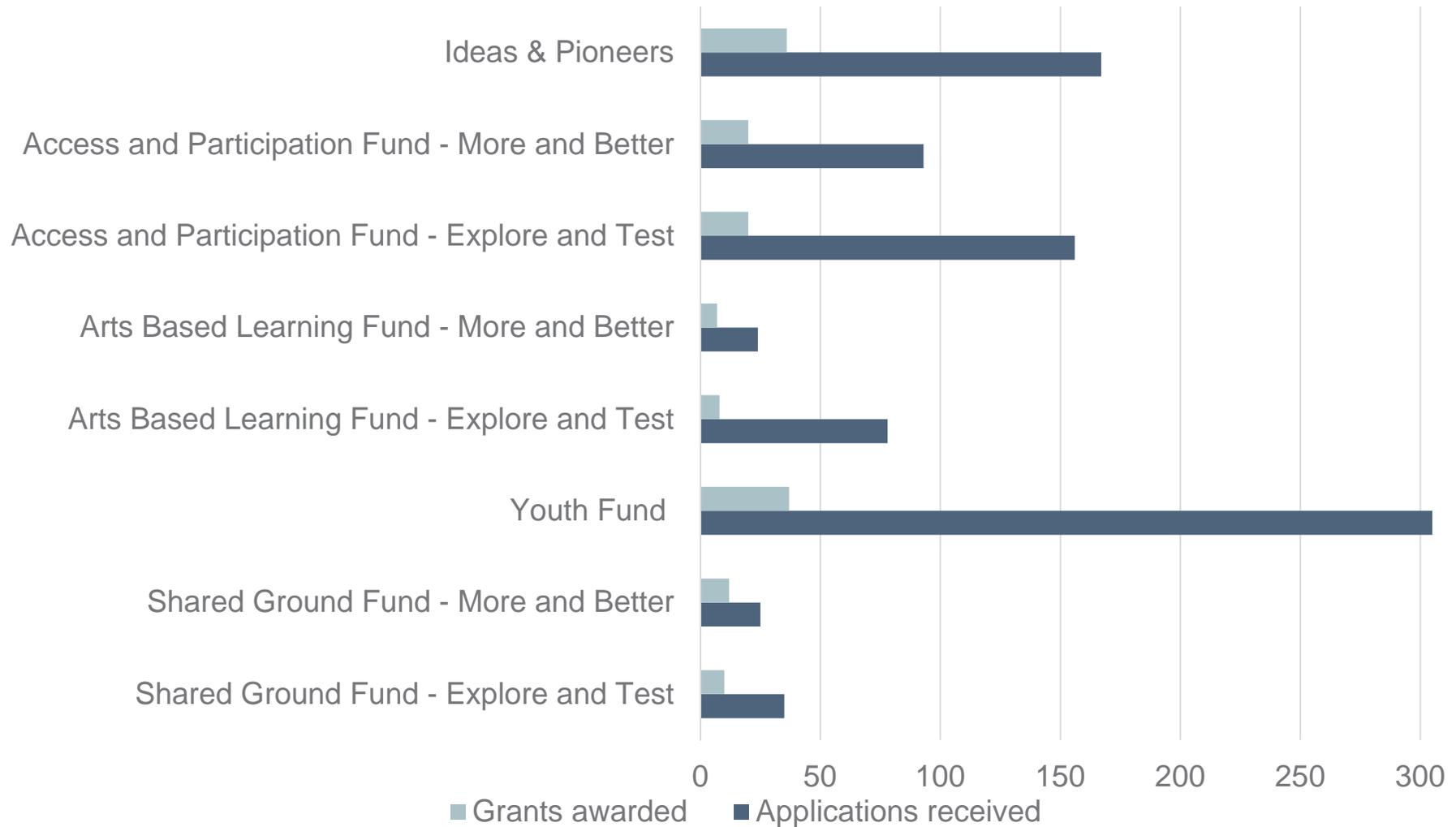
- 
Amounts awarded

A total of **£65m** was requested resulting in 216 grants that totalled to £18.1m. The mean **average grant awarded** was **£84,000** and the median **£58,000**
- 
Decisions made

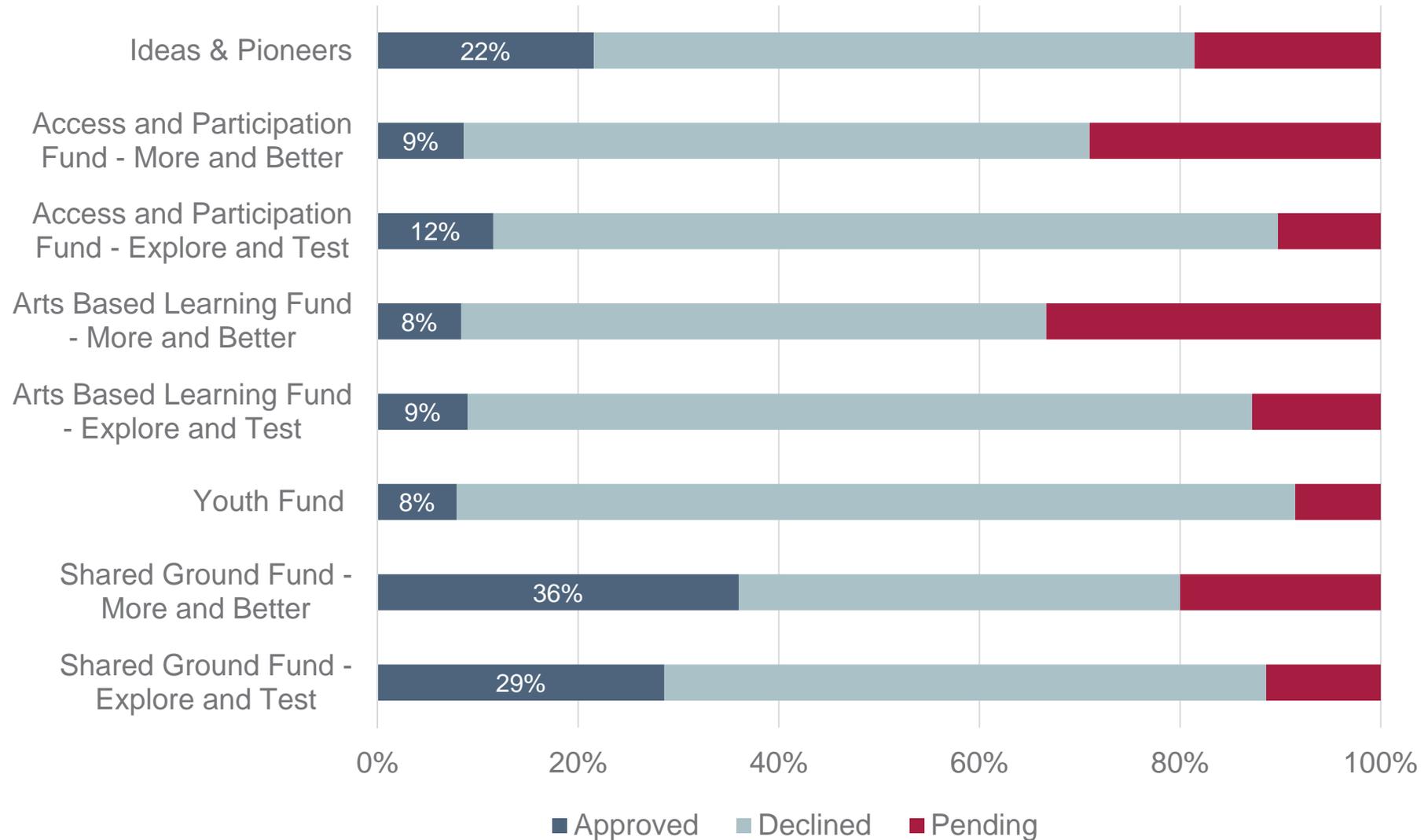
Overall **965** decisions were made on applications, of which **749** were declinations
- 
Live grants

As at **1st April 2017** there were **454** grants 'live' (under management) which include those made under the current strategy as well as those awarded before its launch in June 2015

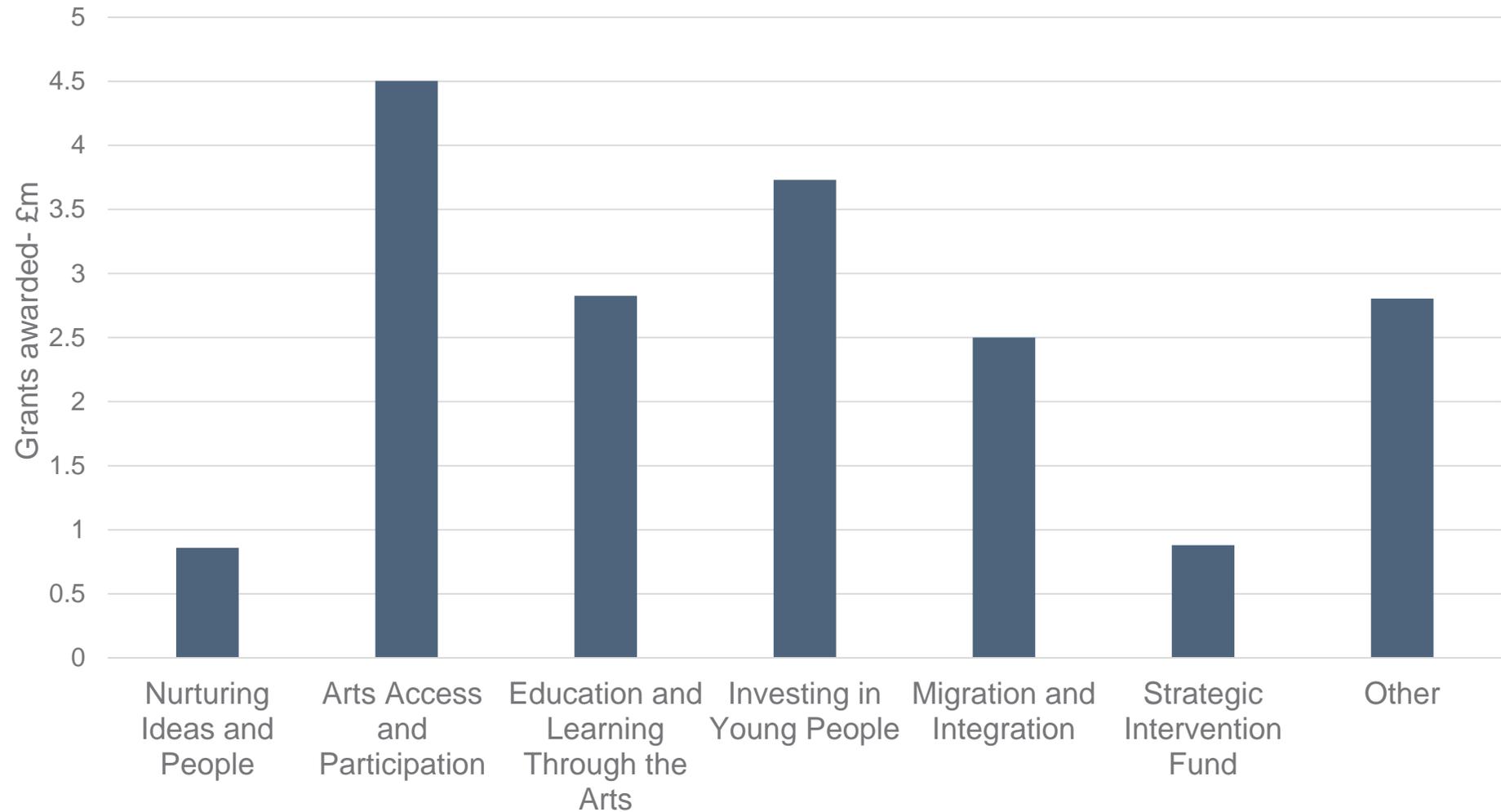
Number of applications received and grants awarded 2016/17



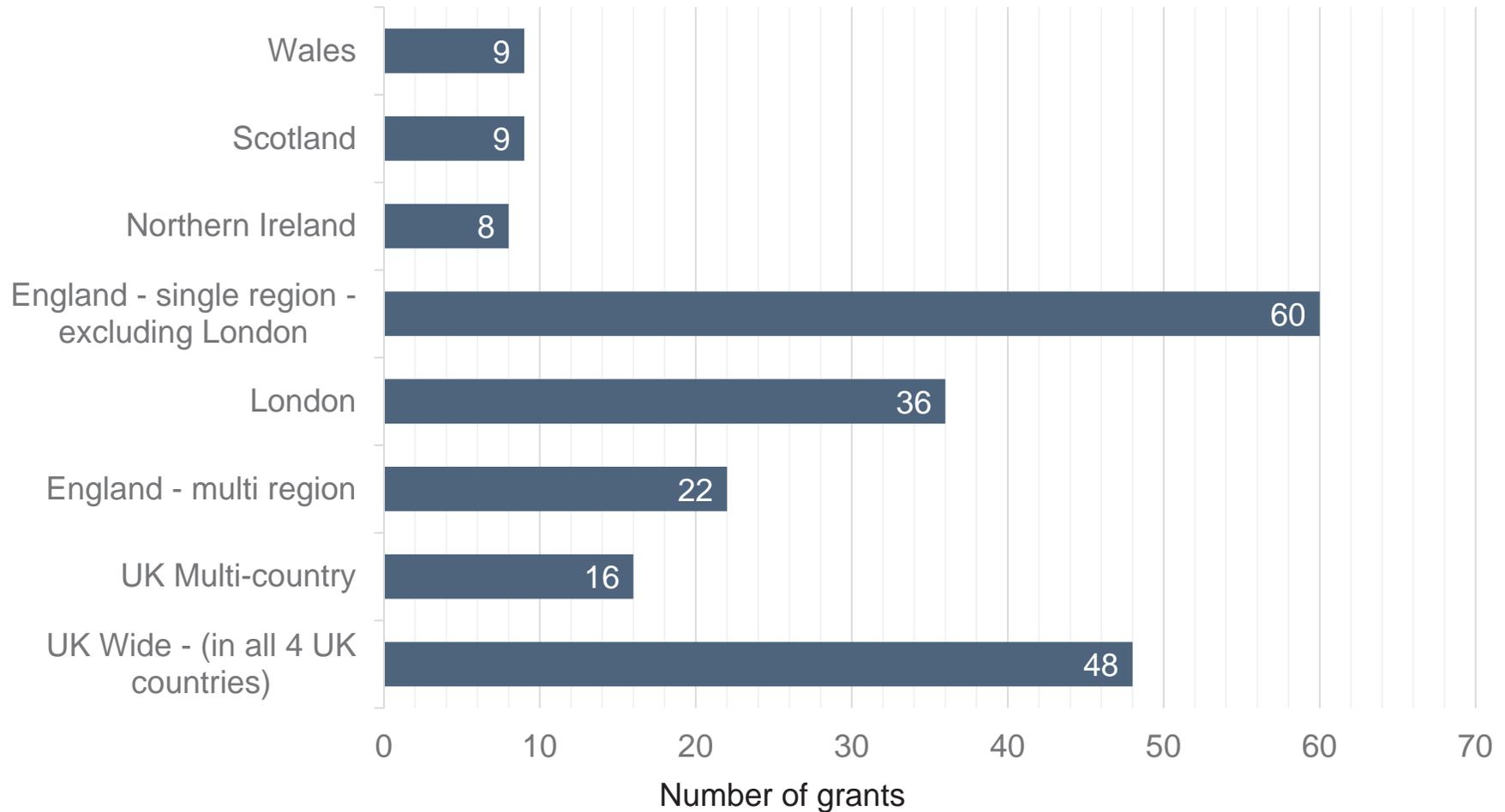
Applications received in 2016/17 by status (as at 1 April 2017)



Amount of grants awarded by strategic priority 2016/17



Number of UK grants awarded in 2016/17 by geographical area served*



*excludes Awards for Artists

Future Analysis and Reporting

As the first rounds of grants come to an end and PHF's work advances more data will be available for analysis and trends will become clearer.

Future analysis will explore:

- 1 Effectiveness of PHF's **different types of grants**
- 2 Effectiveness of PHF's different forms of **grantee support and 'grants plus'**
- 3 Whether our **communications and processes** are helpful and proportionate for grantees and applicants
- 4 What we and grantees are **learning about how to make an impact** on selected priority issues

Planned sources:

Grantee reports

End of grant reports submitted by grantees

Conversations

Perspectives arising from Grants Managers' end of grant conversations with grantees

Follow-ups

Perspectives arising from following-up with grantees after the end of their grant to find out what happened next

Independent surveys

Information arising from the Center for Effective Philanthropy's independent survey of PHF grantees and unsuccessful applicants (results available Spring 2018)

Knowledge sharing

Information arising from sharing knowledge with grantees and others

Future analysis

Further analysis of grants made and emerging learning