



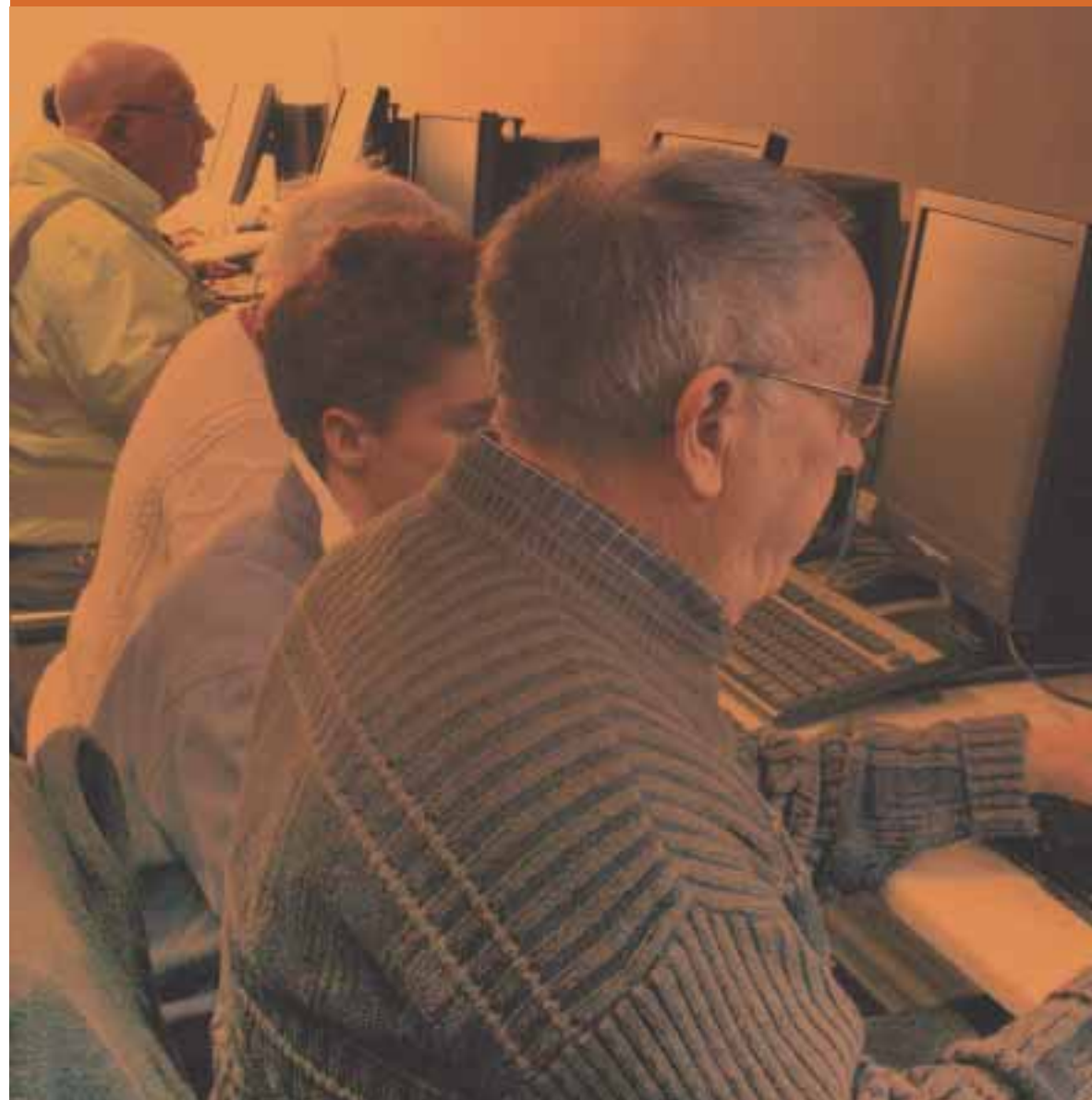
# CALOUSTE GULBENKIAN FOUNDATION

UK BRANCH  
ANNUAL REVIEW 2011



## THE UK BRANCH

The Calouste Gulbenkian Foundation's UK Branch was set up in 1956. Its purpose is to help enrich and connect the experiences of people in the UK and Ireland and secure lasting and beneficial change. It has a special interest in supporting those who are most disadvantaged. The UK Branch has a long history of being innovative and, as part of one of the largest European foundations and being located in one of the leading international cities, is well positioned to address transnational issues, work collaboratively with partners across three countries and act as an exchange for ideas.



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Front cover:  
*That Day We Sang* children's choir rehearsal, Manchester International Festival. Photo: Haydn Rydings.

Left: Age UK Northway Intergenerational IT Project. Photo: Ahmed A. Rahman, UK IT Development Worker.

# UK BRANCH DIRECTOR'S REPORT

**How do you measure 'well-being'? We all aspire to this and each of us has our own perspective on what it entails – health, wealth, a good work-life balance, for example. Your *Better Life Index*, part of the OECD's Better Lives Initiative, allows us to weight for ourselves 11 different dimensions considered to be essential to 'well-being' and the international governmental organisation has segmented the responses with interesting results. Although life satisfaction, depends in part on our material living conditions, supportive social networks of family and community are important to us. Society is certainly more than a collection of atomised individuals at odds with each other; we want to relate to, and connect with, others.**

## OUR OPPORTUNITY

As part of a large international charitable foundation, with broad social, cultural, educational and scientific interests, indices like these provide pointers to issues that concern people and which we should consider. But we must recognise that, as a foundation, we are at our best when we act in areas that others don't, making connections others find difficult, and look up and downstream – avoiding the current – and focus on future problems and their causes; few of the interventions we support can be expected to deliver instant results.

We require patience if we are to enrich and connect the lives of individuals (especially the most disadvantaged), as our mission at the UK Branch of the Foundation exhorts us to do. With limited resources, we need to deploy them thoughtfully and sensitively if we are to maximise their impact. Not having to raise income affords us a uniquely privileged position and we need to act with humility, respecting the expertise of others, whilst not constraining our ambitions for a society with opportunities for everyone to take part.

As in architecture, context is important for all those with an interest in well-being. In the UK as elsewhere in Europe, we are facing some of the most challenging

conditions for decades. While resources decrease, need is on the rise and problems are increasingly interrelated. In the UK, the current funding restrictions have increased the pressure on voluntary and community organisations (for us all) to be more creative about how we utilise assets tangible and intangible.

As we enter 2012, the greatest threat for an operation such as ours lies in surrendering to the temptation to come to the immediate assistance of organisations that are struggling to survive. We are not a rescue service; an organisation with an income that represents a tiny fraction of the money put into public services is in no position to replace the money withdrawn, rightly or wrongly, by government. Filling immediate gaps, however seductive when we see obvious distress, is just not the business we are in. By contrast, we must be rigorous in identifying the areas in which we can appropriately intervene and develop the strategies to realise the greatest beneficial impact.

## OUR PROGRAMMES

The UK Branch has participated in the development of a soon-to-be-launched Foundation-wide programme intended to address the depletion of resources in our threatened oceans – a problem with long-term implications for us all. This exemplifies the strategic approach, making connections between different disciplines and levels of potential intervention – linking the local and the global.

Supporting collaboration is becoming a common way of working for us and the Making Every Adult Matter (MEAM) coalition we helped found is an example. By supporting organisations, each focused on addressing different but related needs, to come together and deliver holistic services on the ground, and to advocate at every

level, we hope that the needs of adults experiencing multiple exclusions will be better met than now. The Campaign to End Loneliness is another example of a partnership which will lay the basis for a movement that addresses this complex problem, felt most widely by those in older age. Under our Cultural Understanding theme, we have built 'communities of interest' for organisations who understand how language can divide us – and want to address this – and art can unite us; the exchanges of curators from British galleries who want to explore what other countries, and Portugal in particular, offer is an example of an approach that could be adopted more widely.

We continue to develop a new programme in the field of performing arts; similarly, this is focused on breaking down barriers between professional artists and non-professionals in a way that gives voice to some of the most marginalised in society, draws on examples and has resonance internationally, and rewrites the false paradigms of production and consumption, of process and product. In 2012, we hope to scale and replicate these endeavours by identifying new projects, and what works, and building a community of practitioners, nationally and internationally, who believe that participation in making art can deliver both cultural value and a lasting effect on audiences and all those involved.

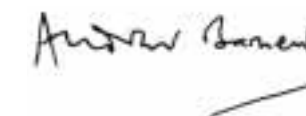
## THE CHALLENGE

This way of working serves as an example for others active in the arts and social spheres. Being clear about their objectives, exploring new ways of working – such as the co-design we are experimenting with in our work on ageing with our colleagues in Lisbon – capturing the lessons and disseminating them so we can all play our part in making a difference;

these are important to us. In difficult times, charities of all sorts must focus on the work they do well, innovate, demonstrate, collaborate and replicate. Projects – and organisations – whose objectives have been met, or where others are better placed to deliver, should merge or be wound up.

In the social and cultural sectors it is organisations that see the era of austerity as an opportunity to renew and develop which will flourish over the next decade and rightly so. This requires good leadership of the sort we see in many organisations. But big gaps remain and improving the quality of leadership – the mission of the Clore Social Leadership Programme we support – is a prerequisite for a sector which prides itself on creativity, its understanding of those it works with and for, and focuses on delivering the best.

We have but a small part to play in this. As a foundation, we need to focus less on function – the transactions that are the usual stuff of grant-making – and more on our ambition: the transformation, and the connections that contribute to it, which will meet our collective aspiration for 'well-being', however we define it. We stand ready to work with organisations, in the areas we have identified as priorities, to help them rise to the challenges and adapt. As a sector we should be critical of those who don't.



**Andrew Barnett**



# CULTURAL UNDERSTANDING

To help improve people's perception of each other by providing opportunities for interaction through culture and between cultures...

**With the UK's long history of immigration we have a culturally diverse society, comprising a mixture of different ethnic groups often with their own distinct cultures, languages or faiths. The Foundation has an interest in**

**facilitating cross-cultural connections by celebrating diversity, promoting international arts practice, supporting and encouraging the multilingual potential of our society, and promoting greater understanding of different faiths.**



*The World in London.*  
Véronique Rolland,  
Snezana Lukka-Biesek,  
Russia, 2010 © Véronique  
Rolland, courtesy The  
Photographers' Gallery,  
London.



## THROUGH CULTURE

In the summer of 2012, athletes from more than 200 nations will meet in London to compete in the Olympic and Paralympic Games. London is a uniquely global city which thrives on its creative mix of people and cultures. To celebrate this cultural diversity, we are supporting *The World in London*, a major public art project commissioned by the Photographers' Gallery as part of the London 2012 Festival. Portraits by leading professional and amateur photographers of Londoners whose home nations are competing in the Games will be exhibited in a high profile outdoor display in the capital. The portraits and the sitters' stories, which will be narrated on the accompanying website, challenge popular stereotypes and allow audiences to engage with individual personalities.

2011 has been the third year of a programme to promote international arts practice in the UK, with a focus on work from Portugal, which has been relatively under-represented here. Our ambition has been to help ensure that the richness and variety of contemporary Portuguese visual art becomes better known and that Portuguese artists are represented alongside their international peers. In doing so, we hope to establish a successful model that can be replicated in other areas or with other cultures. Activities have been wide-ranging: a series of carefully planned visits to Portugal for UK curators; exhibitions of Portuguese art in regional galleries from Glasgow to Penzance and Cardiff, including this year by Helena Almeida, Ana Jotta and Edgar Martins; artists' residencies in UK art organisations; and the establishment of a permanent specialised resource at the Tate Library.

*Live Your Questions Now*, 2011, The Mackintosh Museum, GSA. Works by Helena Almeida, 2009/10. Photo: Alan Dimmick, courtesy The Glasgow School of Art.



The programme's short-term impact has been immediately visible: exhibitions were well attended and received strong regional and national press coverage. Longer-term benefits are also beginning to emerge through the growing cohort of influential and articulate curators with a good working knowledge of

Portugal, its contemporary art scene and artists; developing networks of artists, professionals and arts organisations within and between both countries; and an increasing demand in the UK for the work of Portuguese artists. We will continue to consolidate this strategy for a further year.

*Edgar Martins, This is not a House, 2011, The New Art Gallery Walsall, gallery view. Photo: Jonathan Shaw.*

*Below: An Urban Silence, 2011, The Exchange, Penzance. Nuno Cera, A Room with a View #2, Porto, photography series, 2008-9.*

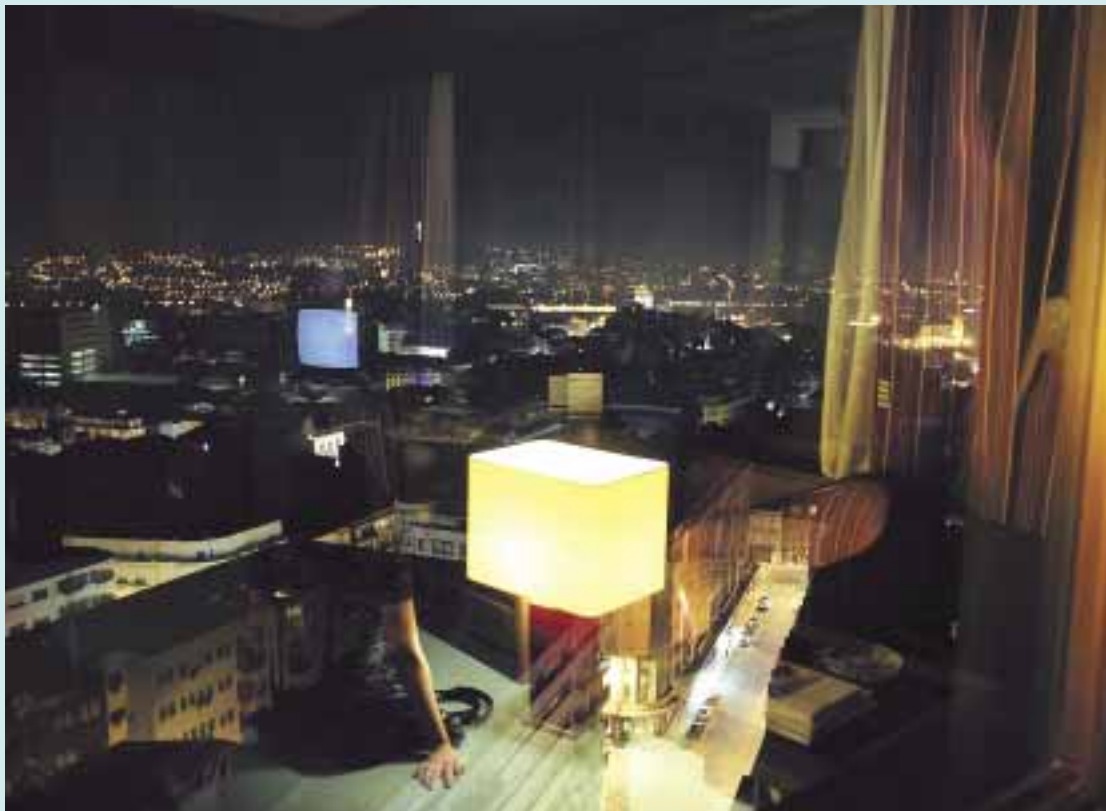


Language is the cultural expression which most directly connects or divides us, yet, despite the ethnic diversity of our society, in the UK we have been slow to support the literary traditions and languages of other countries. To help address this need, we have developed a new strand of work focused on the promotion of international literature in translation, for adults and children, and the encouragement of other languages, particularly among young people of migrant families. Our activities are directed towards the book industry, literary translators, and the wider public.

Recent research by the Global Translation Initiative (GTI) has confirmed that the paucity of literature translated into English is a shared problem across the English-speaking world. We have supported complementary research by Literature Across Frontiers to analyse the current position of translated literature in the UK and to establish a mechanism for collecting data and generating statistics that will make it possible to assess future trends in the industry against this base line.

The establishment of a Literary Translation Centre at the London Book Fair has already given literary translation greater visibility in the UK book industry.

**The announcement of the Independent Foreign Fiction Prize at the London Book Fair, 2011. Photo: Literature Across Frontiers.**





We are supporting the professional development of literary translators through a residency programme at the Free Word Centre and a mentoring scheme in partnership with the British Centre for Literary Translation (BCLT) and the Translators Association. The collaboration of a number of other cultural institutes and foundations in the scheme has doubled the number of mentorships – thirteen in twelve languages – and will be vital to the project’s sustainability.

A new web-based model to discuss and promote foreign literature is being developed by UK organisation And Other Stories; and a BCLT-organised programme of public events to bring international writing and translation to new audiences, has been taking place at major literary festivals and venues across the UK.

Creative writing workshops piloted by the Arvon Foundation have established an innovative and replicable model for supporting bilingualism and bi-literacy in young people from emerging communities. An early evaluation highlights the academic and social benefits for the children and future work will be geared towards strengthening the model and providing a range of resources to aid in scaling it up.



(M)Other Tongues creative writing programme. Norwood School students and teachers at Arvon Centres Totleigh Barton (above) and Lumb Bank (left). Photos: Daniel Hahn.



A Moroccan madrasa in West London, 2008. Photo: Myriam Cherti.

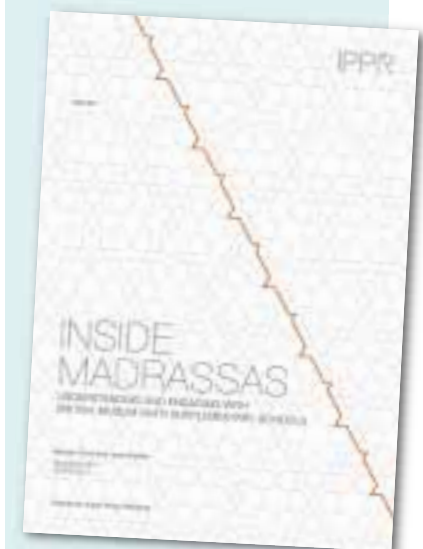
**BETWEEN CULTURES**

Our Founder, Calouste Gulbenkian, had a great interest in bringing together people of different cultures and nationalities. In exploring the potential for future Foundation programmes we have begun to develop our thinking around other concerns that are a consequence of multiculturalism. Globally, faith has often been a divisive issue and remains a bar to cross-cultural understanding.

Muslims represent the largest minority faith group in the UK. A significant proportion of this population live in deprived areas and suffer high levels of unemployment and ill health, low educational achievement and poor housing conditions. Maslaha (‘for the common good’) is a dynamic organisation which has created inventive and effective resources – web-based, DVDs, exhibitions – to tackle a number of issues. Backed

by a network of advisers and supporters, Maslaha has addressed subjects ranging from chronic illnesses to the role of women in Islam, winning awards from the London Health Commission and Diabetes UK. The organisation is now developing a toolkit relevant to an international audience.

The Institute for Public Policy Research (IPPR) has recently concluded a research project to map UK madrasahs, analysing the impact they have on the children’s personal and educational development in order to initiate a productive debate about their role in and beyond the Islamic community and making recommendations about how they can be supported to deliver positive outcomes for the children and communities they serve. The aim is to expand this research thematically across Europe. IPPR is currently looking at ways to extend this research thematically across Europe.





# FULFILLING POTENTIAL

To assist the most disadvantaged in society to fulfil their potential by building connections and developing opportunities...

**For some years, the Foundation has been concerned with the potential negative impacts that an older population can have for individuals and interpersonal relationships. In 2008 we launched a joint initiative, in Lisbon and London, on Ageing and Social Cohesion in Europe, supporting strategies to help build meaningful connections for older people and across generations, in partnership with a diverse range of organisations.**

## INTERGENERATIONAL PRACTICE

In the European Year of Active Ageing and Solidarity between Generations in 2012, we believe that engaging with people of all ages is essential in creating a fair and sustainable response to the challenges posed by demographic change.

The Foundation's IntergenerationAll Programme is entering its final

phase. Across the two countries, 17 pilot projects have planned, tested and implemented ideas for intergenerational activities and partnerships that addressed the areas of isolation and loneliness, dislocation through migration or protection of the environment, and involved beneficiaries in the co-design of user-centred schemes. To achieve the greatest impact they have been closely mentored in this approach by Thinkpublic, the UK's leading service design agency.



Officers from Stoke-on-Trent City Council identify potential sites for Urbivore's flagship market garden. Using its growing sites, Urbivore plans to bring together young adults experiencing long-term unemployment as apprentices, buddied and mentored by older people at risk of isolation. Photo: Urbivore.



An evaluation of the programme will be published in 2012 alongside a range of tools to help intergenerational practitioners implement co-design in their work. Our aim now is to provide sustainability support which will be delivered by Thinkpublic, in collaboration with the Beth Johnson Foundation in the UK and the Institute for Social Enterprise in Portugal.

**IntergenerationAll pilot projects (opposite and this page).**

**Right: We Are What We Do, Historypin intergenerational workshop. Photo: Liane Harris.**



**Left: Telling 100 women stories on a silk scarf tapestry, helping to build better understanding across generations and cultural groups. Photo: City Gateway Women's Project.**

**Below left: Lambhill Stables Intergenerational Project, walking group. Photo: Ed McKee.**

**Below: 'Connecting Generations', a project that supports relationships between children, parents and grandparents. Photo: Relationships Scotland - Family Mediation South Lanarkshire.**





The innovative UnLtd Engage programme for social entrepreneurs also seeks practical solutions for some of the issues arising from a society that is living longer. Through this programme, 30 award winners of all ages have been selected to start and run ventures which make a positive difference to our older population. Structured training has helped to bring projects to scale through income generation, and four of the most successful received further development awards.

In an area where there is no single issue or outcome but rather a spectrum of approaches and potential impacts and a range of beneficiaries, clear documentation and shared learning is particularly helpful for others operating in the field. The dissemination of collaborative learning is the purpose of the European Map of Intergenerational Learning (EMIL), which the Foundation seed-funded. EMIL aims to connect intergenerational practitioners, policy makers and researchers through a sustainable European network, and to deliver an evidence base, funding stream and resources that will help the future development of intergenerational practice.

A groundbreaking cross-border research project was launched this year by Grandparents Plus, in partnership with the Beth Johnson Foundation (BJF), and with our support. Building on a scoping study, *Grandparenting in Europe*, the role of grandparent carers in family life will be compared across a number of EU member states. The research will be carried out by the Institute of Gerontology at King's College London.



The value of shared sites has emerged as a practical area of interest in the field of IP and we are evolving our own thinking about how intergenerational relationships can be fostered through 'place and space'. With evidence emerging from work led by the London Early Years Foundation with BJJ, findings from DEMOS on how private sector companies can use their space and operations for the benefit of older people, and our presence on the Age-friendly Neighbourhoods working group of the new national Age Action Alliance (led by the Department of Work and Pensions and Age UK), we see a real opportunity for creating community spaces which are welcoming to all ages and foster community cohesion.

**UnLtd Engage award winner Penny Bond's Hush Farms social venture helps carers through personal development work and farming activity, and provides a peer support network. Photo: Penny Bond.**

**EMIL, a collaborative learning network ([www.emil-network.eu](http://www.emil-network.eu)).**



**CAMPAIGN TO END LONELINESS**

Isolation is a potential consequence of an older and more fragmented society, and it was to address this need that we facilitated the set up of the Campaign to End Loneliness.

Launched early in 2011 by founder members Age UK Oxfordshire, Counsel and Care, Independent Age and WRVS, the Campaign aims to help people maintain and create personal connections in their later life through raising awareness, building an evidence base of practical measures, future-proofing, and providing expert information on loneliness to individuals, service providers and government.

Research over the last few decades has consistently shown that around 10 per cent of older people feel always or very lonely. A report released by the Campaign, based on a survey conducted by the Charities

Evaluation Services, found that 80 per cent of respondents rated loneliness as an important social issue. During its first year the Campaign has been successful in framing loneliness as a health issue and in attracting significant press and older-age sector attention to the problem. It has established a research hub and grown the partner organisations delivering projects to 20, while the broader supporter base has reached over 75 organisations across the country.

Over the next year, the Campaign will publish a briefing sheet for local authorities and a guide for the voluntary sector on best practice in identifying and reducing loneliness in later life. It will also initiate local campaigning groups in six pilot areas across England to encourage Health and Wellbeing Boards to address loneliness as a public health issue. A third project will help the public to 'future proof' their own lives against loneliness as they grow older.

**Esther Rantzen spoke compellingly on the 'Scourge of Loneliness' at the Vital Connections conference, co-hosted by the Campaign to End Loneliness and the Centre for Social Justice with a view to catalysing links between statutory agencies and voluntary sector organisations.**





**MAKING EVERY ADULT MATTER**

The formation of multi-sector collaborations has also been our strategy in seeking to influence policy and services for another sector of society, that of adults facing multiple needs and exclusions.

Making Every Adult Matter (MEAM) is a coalition of four national charities – Clinks, DrugScope, Homeless Link and Mind – focused on people facing a combination of problems such as homelessness, substance misuse, mental ill health, and offending. These individuals are often poorly served by agencies used to dealing with one problem at a time and as a result fall through the gaps in provision at considerable cost to themselves and to wider society.

During 2011, MEAM has been supporting three local areas across the country to better coordinate existing services for this group, improve outcomes and deliver value for money. In each area a coordinator has worked closely with a small number of clients, and a board of voluntary and statutory partners has helped create strategic commitment and flexible responses from local services. The results of a social and economic evaluation will be published in early 2012.

MEAM has also continued to influence at the national level. In September, MEAM and Revolving Doors launched *Turning the Tide: A vision paper for multiple needs and exclusions* at a parliamentary reception hosted by David Burrowes MP and addressed by the Rt Hon Oliver Letwin MP and Roberta Blackman-Woods MP.

Next year, MEAM will develop a framework to help local areas cut through the complexity of designing and delivering multiple needs interventions and significantly increase the number of local areas offering coordinated responses for this group.



Outreach workers from Thames Reach's London Street Rescue Service talk to a rough sleeper. Photo: Patrick Harrison.



*Turning the Tide* looks at five ways in which government can create an environment where it becomes the norm for leaders in local areas to put coordinated services in place.



# ENVIRONMENT

To help in the development of a society which benefits from a more sustainable relationship with the natural world and understands the value of its resources ...



**When more than half the world's population lives in cities, where they may have little contact with or interest in the natural world, we believe it is critical to develop strategies which help different sectors of society – local communities, policy makers and business – to understand better how we benefit from nature's resources, whether the benefits are economic, health, cultural or spiritual. Our approach has been to establish clear policy aims and to encourage public participation at the local level.**

The parameters of our work under this theme were established in 2010. In 2011, we focused on building coherent networks of activity around our key objectives: encouraging a creative engagement with the natural world and identifying effective strategies to help green the economy. We also continued to explore the theme of migration and the environment. Underlying all our work is the knowledge that environmental challenges disproportionately affect the most disadvantaged so a greener world must also be fairer.



**The New Economics Foundation 'nature, wellbeing and sustainable lifestyles' research is reviewing evidence of the many benefits that being in contact with nature provides. Photo: Toni Llobet.**



**'Growing the Social Role of Botanic Gardens' project. Urban Veg, a community vegetable garden at Winterbourne House and Garden, University of Birmingham. Photo: Winterbourne House and Garden.**

## ENGAGEMENT WITH THE NATURAL WORLD

Botanic gardens are found in most countries of the world, predominantly in urban areas. We have continued to work closely with Botanic Gardens Conservation International (BGCI) to encourage botanic gardens to engage with different communities and become more confident advocates for sustainable living practices. Building on research carried out in 2010, BGCI has developed two schemes. In 'Growing the Social Role of Botanic Gardens', BGCI supported gardens in Birmingham, Liverpool and Wales to engage with a specific local community through a programme of workshops and small-scale research projects. The scheme will be rolled

out to five more gardens in 2012, with the intention of informing future work in the UK and internationally.

In 'Seeds of Unity', BGCI developed groundbreaking online resources for Key Stage 2 children, exploring the links between plants and faith – Christianity, Hinduism, Islam and Humanism – to be used in the classroom and in botanic gardens. BGCI will monitor usage of the resources over 2012. The initial response from RE teachers and botanic garden educators has been enthusiastic.

To identify strategies that have impact on policy, we supported the New Economics Foundation (NEF) to review existing evidence of the health, education and other benefits

that contact with nature provides and any environmental initiatives that build on this evidence. The findings, available in early 2012, should highlight key opportunities for influence, for example on government proposals in the 2011 White Paper *The Natural Choice: Securing the value of nature*. NEF will also explore the potential for increased collaboration amongst environmental organisations in order to effect greater impact.





Artists are original communicators who can bring the reality of social and environmental challenges into relief, offering fresh points of view and encouraging us to have greater respect for each other and for the places in which we live, a greater awareness of the vulnerability of individuals, and ultimately of our planet.

The Gulbenkian Galápagos Artists' Residency Programme gave 12 artists the opportunity to spend time in the Galápagos archipelago in order to reflect on and respond to its unique nature and on the human and conservation challenges it faces. An exhibition of their work will be shown in Liverpool and Edinburgh in 2012, and in Lisbon in 2013.

**Paulo Catrica, *Estacion Terrena, Puerto Baquerizo Moreno, San Cristobal, Galápagos, 2010.***



***Out of the Blue* by Ackroyd & Harvey, from *What on Earth?* (2011), a series of six 3-minute artists' films on global environmental matters by Ackroyd & Harvey, Lucy Cash, Curious, Robin Deacon, Graeme Miller and Matthew Robins, commissioned by Artsadmin and widely distributed through different media.**



**GREENING THE ECONOMY**

In the current financial context, it is particularly important to understand the economic benefits of greater environmental sustainability.

In 2011, the Institute for Public Policy Research (IPPR) completed a two-year research project on 'green and decent' jobs by taking a group of UK stakeholders to San Francisco to learn from US practices, and by publishing *Green Expectations: Lessons from the US green jobs market*. The report has important implications for the UK as it implements measures to promote transition to a low-carbon economy. It emphasises the need for accessible training programmes, robust accreditation systems and strong coalitions across sectors if new 'green jobs' are to benefit disadvantaged groups.

IPPR's recommendations have been taken up by a number of pilots supported by the Foundation. Capacity Global is establishing 'The Academy', a pan-London greener jobs hub, and 'Skin', a project to 'green' the hair and beauty sector; The Otesha Project UK is working in partnership with the East London Green Jobs Alliance to provide

pathways into 'greener' jobs for disadvantaged young people; and, through its 'ReEconomy' project, the Transition Network is helping 10 Transition Initiatives to engage with local businesses and to develop their own 'transition' enterprises. The impact of all the pilots will be clearly tracked.

Colin Hines's work on the Green New Deal, supported by the Foundation in 2010, continues to gain traction in the UK and increasing interest in Europe. Our funding of Fauna and Flora International's Natural Value Initiative (NVI), helping to mainstream a consideration of biodiversity in investment decision-making, has had a catalytic effect, providing the resource for FFI to develop new partnerships and broaden the impact of its analysis through summary publications, workshops and webinars.

At a policy level we are supporting the Finance Innovation Lab, hosted jointly by WWF-UK and the Institute of Chartered Accountants in England and Wales, in its 'Disruptive Finance Policies' initiative, designed to incubate the policies, frameworks and collaboration across sectors necessary for creating systemic change in the UK financial system.

**UK stakeholders see a 'green jobs' training programme in action at Richmond Build, a pre-apprenticeship academy for young people from deprived neighbourhoods in Richmond, California, during the IPPR learning exchange to San Francisco. Photo © IPPR.**



The think tank Green Alliance's scoping research *New Times, New Connections: Civil society action on climate change* (2010) continues to influence policy debate. In 2011, Green Alliance has turned its attention to local authority action. *Is Localism Delivering for Climate Change?* reveals a 60 per cent scaling back of local government activities, but also highlights the opportunities that new local enterprise partnerships and neighbourhood plans may offer. Green Alliance is now working to develop practical proposals to make the most of these opportunities.



**Chief Operating Officer Helena Farstad outlines Carbon Leapfrog's mission to mobilise pro bono professional support across a range of disciplines to accelerate the growth of low carbon community projects. Photo: Peter Hope.**

Two interesting strategies that may prove effective in scaling grassroots action have been identified through our open fund. Carbon Leapfrog's development of a rapid response advice service, 'Speedfrog', aims to expand the pro bono support it offers to communities embarking on carbon reduction projects. 10:10's 'Solar Schools' model is an innovative application of 'crowd funding' to raise money for solar panels.

**10:10's Solar Schools project is helping schools raise money for clean energy ([www.solarschools.org.uk](http://www.solarschools.org.uk)).**



**MIGRATION AND THE ENVIRONMENT**

In 2010, we began to explore the theme of migration in the context of the environment. In particular, we supported the Climate Outreach and Information Network (COIN) 'Defending Rights – Environmental Migration Programme', which launched the UK Climate Change and Migration Coalition (UKCCMC) in 2011. With

a cross-sector membership of environmental, human rights and migration organisations, the UKCCMC has already begun to influence debate and develop a platform for political and civil society engagement on the issues, including through a submission to the EU's Global Approach to Migration, input at the Nansen Conference on Climate Change and Displacement, and a series of public and policy events.

# MAXIMISING SOCIAL AND CULTURAL VALUE

To contribute to enhanced effectiveness of the organisations we work with, maintaining an interest in sectoral developments and seeking to influence others in maximising social and cultural value...

**FUNDING**

**We maintain a small funding stream open to applications, which has helped us to remain alert to, and engaged with, the sectors in which we work and to retain an element of reactivity in our otherwise proactive operation. We use this fund in the main to identify new ways of supporting our three core strategic aims whilst recognising the need to support generic interventions that maximise social and cultural value or develop systems to share learning and better account for impact.**



**INNOVATION TO ACHIEVE IMPACT**

Our fourth strand is necessarily less strategic and more tactical: a strand that enables us to be open to exceptional ideas that relate to our core interests, where we can fill distinctive gaps, identify cross-cutting themes or relate the broader picture of what is happening outside to our more focused objectives. Innovation, collaboration, leadership, effective philanthropy, the place for measurement are all important and valuable to those we work with within our priorities. We support selected and distinctive initiatives intended to champion capacity building, improve impact assessment, build cross-sectoral partnerships and strengthen social

leadership. We are looking, too, at how we can break down the barriers that exist between the arts and broader social sectors and deliver something that is different and of value.

The Foundation and NESTA have jointly commissioned 'It's Our Community', a comparative study across Europe, to be undertaken by the Big Society Network, NCVO and a range of international partners, which will seek to identify the most innovative approaches to the delivery of local services by community organisations with a view to sharing models, learning and practical skills. The Foundation has also brought together a coalition of umbrella organisations working in the UK, Portugal, Ireland and





Belgium to scope the needs of individuals and organisations as they attempt to move towards evidence-based measurement and evaluation to assess impact, and to identify areas for support and potential catalysts for change.

In the UK, we are supporting Civil Exchange, in partnership with Democratic Audit, in the first independent audit of the Government's Big Society. This work builds on our interest in identifying the practical implications of this approach for civil society and will establish a firm evidence base against which future achievements can be measured.

An investment in learning within organisations, particularly in their leadership and adaptive capacities, can be a crucial step towards meeting the capacity challenge and achieving mission. We supported ACEVO in commissioning consultants Margaret Bolton and

Terry de March to explore how learning strategies and practices can be developed and embedded within organisations. Their report, *Learning to Succeed*, a toolkit, study guide and funder's guide will be launched at ACEVO's spring 2012 conference and can be found at <http://www.acevo.org.uk/learningtosucceed>.

We continue to support the Clore Social Leadership Programme, including the funding of specialist Gulbenkian Fellows to explore issues within our main areas of interest. Last year, the Gulbenkian Fellow, Mark Richardson, investigated policy and practice issues concerning people with multiple needs and exclusions, which is an important strand of our Fulfilling Potential theme. The 2012 Fellow, Omar Kahn, will focus on the matter of migration and transnational families and communities, a relevant subject across our core themes.



*That Day We Sang* children's choir rehearsal, Manchester International Festival, 2011. Photo: Joel Fildes.

demonstrated benefits to the children of "increased confidence, maturity and heightened aspirations", and to the participating schools in building community links.

*Sacred Sites*, a collaborative venture with Manchester's faith networks and a genuinely adventurous idea, gave audiences the opportunity of experiencing the beauty of sacred music and recitation by international performers in sacred sites belonging to five faiths – Christian, Muslim, Jewish, Sikh and Hindu. The audiences appreciated being welcomed into unfamiliar places as well as the artistic quality of performances. It is hoped that this successful beginning will lead to a longer term relationship between the festival, the city and its faith communities.

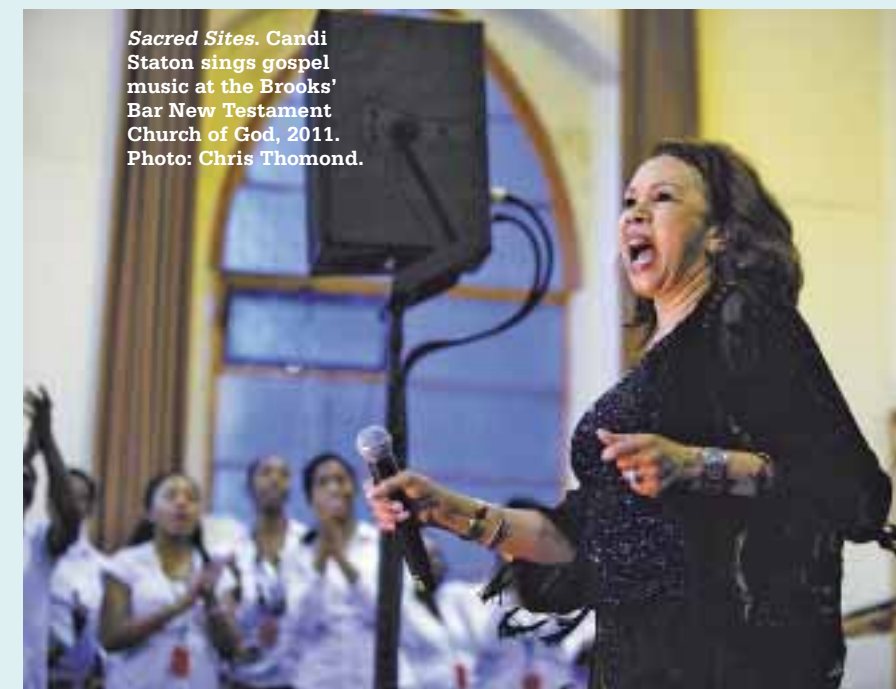


The 2012 Clore Social Fellows. Photo: Geoff Wilson.

### NEW MODELS FOR ARTS PERFORMANCE

Innovative and strategic arts initiatives have been a hallmark of the Foundation's work in the UK since Lord Bridges, in his seminal report, *Help for the Arts* (1959), urged us above all to use our independence in backing individuals and ideas. We have adhered to this tenet in introducing this year a major award to encourage new models for arts performance which will deliver demonstrable social impact through community participation, while maintaining high artistic standards.

We piloted this approach by supporting two projects for the 2011 Manchester International Festival. *That Day We Sang*, a production written and directed by Victoria Wood, involved the formation of a children's choir of pupils from north Manchester schools. Though ambitious, this project has



*Sacred Sites*. Candi Staton sings gospel music at the Brooks' Bar New Testament Church of God, 2011. Photo: Chris Thomond.



For participatory arts projects to be successful and sustainable the communities involved must take ownership of them wholeheartedly, with the support of arts professionals. In awarding a major performance grant this year we looked for schemes that genuinely involved local people, particularly those from disadvantaged communities, encouraging them to take the lead in introducing new ideas for eventual production. National Theatre Wales received the grant for an idea brought to the company by four young Somalis who were eager to change negative perceptions of their nation. *De Gabay* – the song of their lives as young British-born Somali men living in the Butetown area of Cardiff – draws on Somali poetry and music

and will feature site-specific performances developed with a leading theatre-maker. R&D support was also recommended for innovative Vauxhall-based theatre company Duckie to develop a performance spectacle involving local rough sleepers, street drinkers and homeless men.

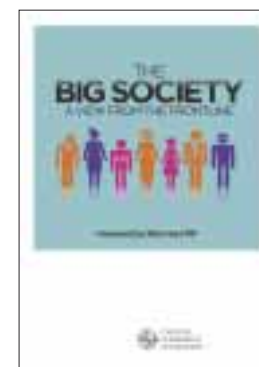
In a separate initiative, in partnership with Homeless Link, we are supporting Streetwise Opera in the creation of an event that will ensure that homeless people are at the heart of the London 2012 Festival. 'With One Voice' will be an Open Mic showcase starring 200 performers who have experienced homelessness, hosted by the Royal Opera House with contributions on film from international groups.



National Theatre Wales, *The Soul Exchange*, 2011, staged in the Butetown area of Cardiff. Photo: Dan Green.

## Recent Reports and Publications

Information about the Foundation's publications can be found on our website, [www.gulbenkian.org.uk/publications](http://www.gulbenkian.org.uk/publications), and many can be downloaded free of charge. Our distributor, Central Books, sells recently published books (Virtual Bookstore: [www.centralbooks.co.uk](http://www.centralbooks.co.uk)).



### The Big Society A view from the frontline

DVD and Booklet  
Foreword by Nick Hurd MP  
Edited by Nicholas Kent  
Free from the Foundation (2011)  
Film and free PDF download available from [www.gulbenkian.org.uk](http://www.gulbenkian.org.uk)  
*'The Big Society represents an important opportunity for civil society organisations. At its core is the notion of shared responsibility where each sector of society can take part, including citizens, government, civil society and business.'*  
Lord Wei, Adviser to the UK Government on Big Society

### Reports funded but not published by the Gulbenkian Foundation in 2011

#### Age of Opportunity Transforming the lives of older people in poverty

A policy report by the Older Age Working Group  
Chaired by Sara McKee  
The Centre for Social Justice  
ISBN 978-0-9567426-3-6 £32  
Free PDF download available from [www.centreforsocialjustice.org.uk](http://www.centreforsocialjustice.org.uk)

#### Families New to the UK Confident families in cohesive communities

4Children  
Free PDF download available from [www.4children.org.uk](http://www.4children.org.uk)

#### Green Expectations Lessons from the US green jobs market

Clare McNeil with Hanna Thomas  
Institute for Public Policy Research  
Free PDF download available from [www.ippr.org](http://www.ippr.org)

#### Independent and Interdependent Sustaining a strong and vital community and voluntary sector in Ireland

The Wheel  
Free PDF download available from [www.wheel.ie](http://www.wheel.ie)

#### Inside Madrassas Understanding and engaging with British-Muslim faith supplementary schools

Myriam Cherti and Laura Bradley  
Institute for Public Policy Research  
Free PDF download available from [www.ippr.org](http://www.ippr.org)

#### Is Localism Delivering for Climate Change?

#### Emerging responses from local authorities, local enterprise partnerships and neighbourhood plans

Faye Scott  
Green Alliance  
ISBN 978-1-905869-47-3 £5  
Free PDF download available from [www.green-alliance.org.uk](http://www.green-alliance.org.uk)

#### Learning to Succeed Investing in learning in order to improve services and increase policy influence

Margaret Bolton and Terry de March  
Association of Chief Executives of Voluntary Organisations  
Free PDF download of the report, learning tools, study guide and funder's guide available from [www.acevo.org.uk](http://www.acevo.org.uk)

#### Listening to You The baseline report from the Campaign to End Loneliness

Sally Cupitt, Charities Evaluation Services (CES)  
Free PDF download available from [www.campaigntoendloneliness.org.uk](http://www.campaigntoendloneliness.org.uk)

#### Mother Tongues An anthology of creative writing in Portuguese and English

By students from Norwood School  
The Arvon Foundation  
[emma.pask@arvonfoundation.org](mailto:emma.pask@arvonfoundation.org)

#### Safeguarding the Convoy A call to action from the Campaign to End Loneliness

Age UK Oxfordshire  
Free PDF download available from [www.campaigntoendloneliness.org.uk](http://www.campaigntoendloneliness.org.uk)

#### The Sustainable Organisation What does sustainable development really mean for voluntary and community organisations?

National Council for Voluntary Organisations  
Free PDF download available from [www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)

#### Think Intergenerational Connecting generations to support communities

4Children  
Free PDF download available from [www.4children.org.uk](http://www.4children.org.uk)

#### Turning the Tide A vision paper for multiple needs and exclusions

Revolving Doors and Making Every Adult Matter  
Free PDF download available from [www.meam.org.uk](http://www.meam.org.uk)  
[www.revolving-doors.org.uk](http://www.revolving-doors.org.uk)



## Organisations Supported in 2011

### CULTURAL UNDERSTANDING

#### And Other Stories

£15,000 to further establish the model developed by 'And Other Stories' to promote the work of contemporary Portuguese and PALOP writers in the UK.

#### Arvon Foundation

£60,000 to consolidate the creative writing programme '(M)Other Tongues', establishing a replicable model to be used by organisations engaged in the educational and social welfare of bi-lingual young people from emerging communities in the UK.

#### The British Centre for Literary Translation

£6,400 for a programme of public events to bring translated literature to new audiences at literary festivals and venues across the UK.

#### The British Centre for Literary Translation

£14,000 towards the costs of the first full-scale BCLT/Translators' Association mentorship programme.

#### East Street Arts

£7,300 for the development of a new model of residency built on shared resources to create a unique international network of organisations and individual professionals for artists to work with.

#### Ffotogallery

£15,000 to present the first UK solo show by Portuguese photographer Daniel Blaufuks, a parallel programme of public events, and a bi-lingual publication featuring newly commissioned texts by internationally established authors.

#### Fishmarket Arts Collective

£12,000 for a curated programme of work by Vasco Araújo to be presented at a number of venues across Northampton as part of the 'Fishmarket at...' programme.

#### Glasgow School of Art

£4,000 to show selected works by Helena Almeida and Ana Jotta, as part of an international group exhibition of work by over-60s artists in the Mackintosh Museum, Glasgow School of Art, in July and August 2011.

#### Institute for Public Policy Research (IPPR)

£30,000 to cover the costs of disseminating the findings of a pioneering research project to map UK madrassas and initiate productive debate about their role in and beyond the Islamic community.

#### Literature Across Frontiers

£15,000 to consolidate the Literary Translation Centre as a permanent feature at the London Book Fair by supporting the participation of a consortium of three leading organisations in the field of literary translation.

#### Literature Across Frontiers

£10,000 towards the costs of two pieces of research: a study on the position of translated literature in the UK, and a feasibility study to establish an optimal mechanism for collecting data and generating statistics on the publishing of translated literature in the UK.

#### Newlyn Art Gallery and The Exchange

£14,000 for two shows featuring emerging Portuguese artists and a programme of events aimed to lay the foundations for a new enduring international relationship.

#### Outside In

£11,500 to create a series of translation-related web resources to support and promote international children's literature by addressing the specific needs of different audiences: teachers, librarians, translators, publishers and the children themselves.

#### The Photographers' Gallery

£130,000 for the completion of *The World in London*, a high profile public art project which will take place in London during the Olympics in 2012, and for an evaluation of its impact.

#### Society of Authors

£6,150 for the 2012 Portuguese Prize for the translation into English of a full length work of literary merit and general interest originally written in Portuguese.

#### Story Museum

£45,000 For *Tea with Alice*, an exhibition of contemporary illustrations of *Alice's Adventures in Wonderland* from around the world, curated by Portuguese organisation Ver Para Ler.

#### Tate

£10,000 for setting up a Portuguese Visual Art Archive at the Tate with material donated by the Foundation.

#### Turner Contemporary

£15,000 for a third and final visit to Portugal by a group of UK curators, to help promote Portuguese visual art in the UK and Ireland.

#### New Interventions Fund Collaboration with Gulbenkian International Department, Lisbon, and Paris Office.

#### Maslaha

£65,000, the first of two payments, for the development and pilot of a toolkit that illustrates Maslaha's approach to tackling social issues affecting the Muslim communities on an international scale.

### FULFILLING POTENTIAL

#### Age UK Oxfordshire

£25,000 on behalf of Charity Evaluation Services to monitor and evaluate the first 18 months' operations of the Campaign to End Loneliness.

#### British Council

£8,000 to host a foresight workshop on migration and locality exploring areas for future intervention in partnership with Clore Social Leadership Programme.

#### Centre for Social Justice

£15,000 for the *Vital Connections* conference, co-hosted with the Campaign to End Loneliness, exploring public/voluntary sector partnerships tackling social isolation in later life.

#### Counsel and Care

£100,000 for the second year of a two-year grant to establish and operate a Coalition Against Loneliness.

#### DEMOS

£49,300 to publish a report which demonstrates how private sector companies can use their space and existing operations to provide opportunities for older people to build social connections.

#### Drugscope

£9,500 to the Making Every Adult Matter Coalition (Drugscope) in partnership with Revolving Doors Agency (RDA) to produce a Vision Paper for Government on multiple needs and exclusions.

#### Homeless Link

£61,000 to develop the pilot programme; support and part-fund three local areas to implement pilot coordination-style services for people with multiple needs and exclusions; and coordinate learning, evaluation and dissemination.

#### Independent Age

£120,000, the first of three payments, to support the core work of the Campaign to End Loneliness, including a local awareness raising project and repository of what works for voluntary sector organisations in tackling loneliness in older age.

#### NAAPS

£61,000 to replicate the Tyze model in the UK, an online tool which builds secure networks of friends, family and professionals who support vulnerable people experiencing life challenges.

#### UnLtd

£40,000 to develop the Ageing Challenge Fellowships programme that aims to promote social entrepreneurship to address issues of an ageing society, particularly encouraging older social entrepreneurs.

#### New Interventions Fund Collaboration with Gulbenkian Human Development Department, Lisbon

#### Action in Rural Sussex

£13,000 to train young people in historical research skills including oral history, and to support them in looking back 50 years into their community's history alongside older people.

#### Age Concern Kingston-upon-Thames

£13,000 to partner older male volunteer mentors with secondary school boys in order to alleviate the sense of alienation and isolation often experienced by both.

#### Age Exchange

£13,000 to create an ongoing intergenerational programme for the communities of Enfield Island and Edmonton.

#### Beth Johnson Foundation

£72,000 to provide sustainability support to the pilot projects of the Ageing and Social Cohesion Programme – IntergenerationAll – to be delivered by thinkpublic, in collaboration with Beth Johnson Foundation in the United Kingdom.

#### Beth Johnson Foundation

£40,000 towards the costs of establishing a European-wide network of intergenerational practitioners to share and thereby improve best practice within the field of intergenerational learning.

#### City Gateway

£13,000 to set up an innovative scheme to break down barriers between cultures and generations in Tower Hamlets through a combination of corporate responsibility and ethnography.

#### Grandparents Plus

£148,300 to support an in depth comparative study of the role of grandparents in family life across a number of EU member states, with research conducted by the Institute of Gerontology, King's College London.

#### Lambhill Stables

£13,000 to set up a programme of intergenerational activity with three themes: community garden and local food, community art and heritage and community space and leisure.

#### Oxford Institute of Aging

£40,000 for the evaluation of the IntergenerationAll (Entre Gerações) programme in the UK and Portugal.

#### Relationship Scotland

£13,000 to develop an intergenerational mediation service, focused on bringing grandparents closer to their grandchildren where contact has broken down.

#### Urbivore

£13,000 to develop a social enterprise model of ornamental and urban food and agricultural production which can be scaled through parks and public spaces.

#### We Are What We Do

£13,000 to recognise the value and experiences of older people and reconnect them with others in their local community by bringing generations together around their shared history and cultural heritage.

## ENVIRONMENT

### 10:10 UK

£25,000 to pilot 'Solar Schools' in ten schools in Reading, a new scheme to help schools generate their own solar energy by providing them with an innovative toolkit to raise the cost of funding solar panels through small donations from the local community – cutting carbon, providing extra income for the schools, and enabling many new communities to engage with and benefit from clean energy.

### Artsadmin

£5,000 to support the dissemination of *What on Earth?*, a series of six 3-minute artists' films which draw attention to environmental issues in innovative and surprising ways.

### Botanic Gardens Conservation International

£132,000 to consolidate and expand work to develop the 'social role' of botanic gardens, by supporting five new projects identified through a nationwide call for proposals, and by the production of a 'How to' manual available online for all gardens.

### Capacity Global

£25,000, the first of two payments, to help establish the Academy, a new initiative to provide a) a green jobs hub across London and b) to support 'non green' industries in the transition to a green and fairer economy, initially through Skin, a pilot project to 'green' the hair and beauty sector.

### Carbon Leapfrog

£25,000 to help develop Speedfrog, a rapid response advice service, and an open source 'Online Documentation Library', two new services which will expand the reach and diversity of the professional pro bono support Carbon Leapfrog can offer to communities and social entrepreneurs embarking on carbon reduction projects.

### Climate Outreach and Information Network (COIN)

£20,000, the first of two payments, to support the second phase of the 'Defending Rights – Environmental Migration' programme, building a platform for political and civil society engagement on environmental migration.

### Galapagos Conservation Trust (GCT)

£30,000 for an evaluation of the impact of the Gulbenkian Galápagos Artists' Residency Programme 2007–11, and of the Galápagos exhibition tour to Liverpool, Edinburgh and Lisbon 2012–13, taking artistic and environmental aspects into account.

### The Geffrye, Museum of the Home

£30,000, the first of two payments, to develop and run a new adult learning programme for older, vulnerable people in the local area, inspired by the museum's gardens, encouraging a creative engagement in the natural world, and linking biodiversity concerns more centrally to the museum's core work.

### Green Alliance Trust

£50,000 to explore how to maximise the potential of local action in a world of global environmental challenges, particularly in the context of the UK government's new emphasis on 'localism', and the current development of a National Planning Policy Framework (NPPF).

### New Economics Foundation

£32,000 to review existing evidence of the health, education and other benefits of contact with nature, to inform Foundation strategy and increase its impact on government policy.

### The Otesha Project UK

£16,000 to design and scope a demonstration pilot for an East London Greener Jobs Pipeline, working in partnership with employers, training providers and support agencies, to provide pathways into 'green' employment for disadvantaged young people.

### The Otesha Project UK

£10,000, the first of two payments, to support the second stage of a demonstration project in East London, in which the East London Green Jobs Alliance will be working in partnership with employers, training providers and support agencies, to provide pathways into 'green' employment for disadvantaged young people, and develop an effective model for replication elsewhere.

### Transition Network

£25,000 towards the costs of exploring the most effective ways to help Transition Initiatives (local communities working to reduce carbon emissions and improve community resilience) to engage with local businesses to develop more sustainable local economies.

### WWF-UK

£50,000 to support a new innovation stream in WWF's Finance Innovation Lab which will help to incubate the policies, frameworks and collaboration across sectors necessary for reshaping the UK financial system so that it supports a greener economy.

### New Interventions Fund Collaboration with Gulbenkian departments in Lisbon, Instituto Gulbenkian de Ciência, and Paris Office

### University of Plymouth

£44,650 to document the current status of the analysis of the social and economic value of ocean-based ecosystems in Portugal and internationally and to make recommendations to the Foundation on the scope and objectives of a five-year Programa Ambiente focused upon the economics of ocean biodiversity and ecosystem services.

## MAXIMISING SOCIAL AND CULTURAL VALUE

### Centre for Social Justice

£30,000, the first of two payments, to deliver a 'Voluntary Sector' volume in *Breakthrough Britain II* exploring the role of the voluntary sector in tackling poverty and social breakdown.

### Civil Exchange, consortium with DHA Communications and Democratic Audit

£15,000 towards the delivery of a 'Big Society Audit' report providing independent, evidence-based measurement and analysis of whether a genuine transfer of power from government to civil society is occurring, and to stimulate further action to make it happen.

### Clore Social Leadership Programme

£50,000 to further develop the Clore Social Leadership Programme and fund a Fellowship award.

### Community Foundation for Northern Ireland

£10,000 to support the European Foundation Centre (EFC)'s Annual General Assembly (AGA) and Conference 2012 taking place in Belfast, Northern Ireland and entitled 'Peace Through Social Justice – a Role for Foundations?'

### Duckie

£25,000 support in kind and through a research grant towards the development of an eventual performance spectacle on the subject of addiction, homelessness and male disenfranchisement.

### Grassmarket Vision

£15,000 support to enable the completion of a study of the mechanisms behind Grassmarket Vision's approach in using drama to integrate the most disaffected young people and to ensure wide dissemination and implementation of the research findings.

### London South Bank University

£15,000 towards research and development of the Virtual Institute on collaboration – a virtual space designed to facilitate collaboration and shared learning between organisations delivering public services whether public, private or third sector.

### Manchester International Festival

£100,000 towards the next stage of the participatory performance projects, *That Day We Sang* and *Sacred Sites*, taking place in July 2011.

### National Theatre Wales

£75,000 two-year support towards a performance project led by young Somali men from Cardiff and National Theatre Wales.

### Streetwise Opera

£70,000 for an 'Open Mic' all day event during the 2012 Cultural Olympiad Festival to platform the skills of homeless people from around the world.

### New Interventions Fund Collaboration with Gulbenkian Human Development Department, Lisbon, and Paris Office

### Big Society Network

£6,000 to scope the range and focus for a major new research project to identify and compare innovative models of community ownership and practical forms of delivering community-led services, including mutual and cooperative models, across Europe.

### Big Society Network

£20,000 towards the costs of a major new research project to examine innovative models of community formation and ownership of local services, including mutual and cooperative models, through comparison across Europe, focusing on practical forms of establishing local community ownership and delivering community-led services.

### Collaboration with Gulbenkian Human Development Department, Lisbon

### The Wheel

£20,000 to enable social enterprises and voluntary non-profit organisations in Portugal, England and Ireland to deliver positive social impacts and outcomes for the people they serve through adopting an increased focus on evaluation/ measurement.



## Financial Summary UK Branch 2011

## DISTRIBUTION OF 2011 GRANTS BY FUNDING THEME

		No. of Grants		Amounts	
Cultural Understanding	Art	9	(12%)	£207,300	(9%)
	Education	9	(12%)	£183,050	(8%)
	Social Change	1	(1%)	£30,000	(1%)
Fulfilling Potential	Art	0	(0%)	£0	(0%)
	Education	1	(1%)	£25,000	(1%)
	Social Change	12	(16%)	£488,800	(20%)
Enviroment	Art	2	(3%)	£35,000	(1%)
	Education	0	(0%)	£0	(0%)
	Social Change	13	(18%)	£470,000	(20%)
Maximising Social and	Art	4	(5%)	£270,000	(11%)
Cultural Value	Education	0	(0%)	£0	(0%)
	Social Change	6	(8%)	£135,000	(6%)
New Interventions Fund	Art	0	(0%)	£0	(0%)
	Education	1	(1%)	£44,650	(2%)
	Social Change	16	(22%)	£515,300	(21%)
<b>Total Grants</b>		<b>74</b>	<b>(100%)</b>	<b>£2,404,100</b>	<b>(100%)</b>

## BREAKDOWN OF TOTAL EXPENDITURE

	2011	2010	2009
Arts Grants	£512,300	£632,500	£750,925
Education Grants	£252,700	£299,503	£395,940
Social Change Grants	£1,639,100	£1,278,274	£934,450
Direct Activities and Grant Costs	£115,792	£140,170	£174,730
<b>Total Grants/Direct Activities</b>	<b>£2,519,892</b>	<b>£2,350,447</b>	<b>£2,256,045</b>
Staff Costs	£500,976	£471,637	£594,726
Administrative Costs	£277,628	£242,620	£311,673
<b>Total Overheads</b>	<b>£778,604</b>	<b>£714,257</b>	<b>£906,399</b>
<b>Total Expenditure</b>	<b>£3,298,496</b>	<b>£3,064,704</b>	<b>£3,162,444</b>

## DIRECT ACTIVITIES AND GRANT COSTS

Costs associated with grant giving	£109,614
Publications costs	£6,178
<b>Total</b>	<b>£115,792</b>

## UK Branch Personnel 2011

## Director

Andrew Barnett

## Programmes

Deputy Director **Siân Ede**  
 International Officer **Isabel Lucena**  
 Project Officer **Louisa Hooper**  
 Project Officer **Annabel Knight**

## Communications

Head of Communications **Felicity Luard**  
 Communications Intern **Yasemin Yildiz**  
 Policy and Public Affairs Intern **Teresa Leitao dos Santos**

## Finance and Administration

Head of Finance and Administration **Elizabeth Freeman**  
 Office Manager and PA to the Director **Rob Clyne**  
 Finance and Administration Assistant **Barbara Karch**

## About the Foundation



Calouste Sarkis Gulbenkian.

The Foundation's Headquarters in Lisbon.

### WHO WAS CALOUSTE GULBENKIAN?

Calouste Sarkis Gulbenkian was an Armenian born near Istanbul in 1869. He conducted much of his work in Britain, taking British citizenship, lived in France and finally settled in Portugal. He was influential in the early development of the oil industry. He was multicultural and multilingual and spent a lifetime bringing people together from different cultures and nationalities. This is reflected in his art collection, a unique mixture of Eastern and Western art now displayed at the Foundation's headquarters in Lisbon.

### WHAT IS THE CALOUSTE GULBENKIAN FOUNDATION?

On his death in 1955, Calouste left his collection and fortune to a foundation set up as a private institution of public utility under an act of the Portuguese Government. Although he gave extensively to Armenian causes he told his primary trustee that he wanted his Foundation to benefit 'all humanity'. Its headquarters are in Lisbon and it has offices in London (the UK Branch) and Paris. It has assets of around €2.9 billion and an annual budget of over €100 million.

### WHAT WORK DOES IT DO AND WHERE?

The Foundation acts in four areas – arts, education, science, and social welfare – by giving grants and scholarships and through its own projects and initiatives. Most activities are in Portugal but the Foundation's impact is felt more widely and it is becoming increasingly international in fulfilment of its founder's wishes. It works extensively with other major European Foundations.

In Lisbon, in addition to the museum containing the founder's collection, the Foundation runs a modern art centre, an art library, an orchestra and choir. It also has an international science research centre based in the outskirts of Lisbon.



Calouste Gulbenkian Museum.

### HOW IS THE FOUNDATION GOVERNED?

The Foundation is governed by a board of trustees the majority of whom must hold Portuguese nationality. The board has always included a member of the founder's family. His grandson is Honorary President and his great-grandson, Martin Essayan, a British citizen, is now the third generation to serve on the board. He is trustee for the UK Branch and for the Armenian Communities Department.

### HOW CAN I FIND OUT MORE?

For further information, consult the Foundation's website [www.gulbenkian.pt](http://www.gulbenkian.pt) or the linked website for the UK Branch [www.gulbenkian.org.uk](http://www.gulbenkian.org.uk)





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