

Mission Impossible



The Henry Smith Charity

founded in 1628

Clare Cannock

Head of Grants, Henry Smith Charity

Trustee, Blagrove Trust

How to Manage Demand from the
Frontline...aiming for the Impossible

The Henry Smith Charity

founded in 1628

Beneficiary of Grant Funding

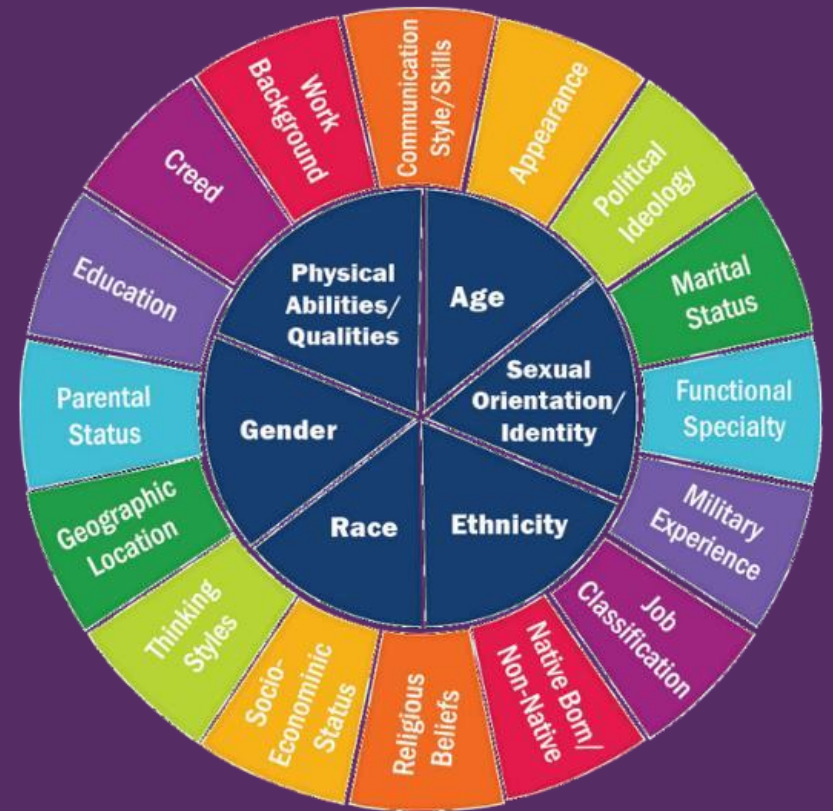


| Social Action Delivery | Fundraising | Grant Making | Trustee/Director |
|--------------------------|-----------------------|----------------------------|----------------------------|
| Dundee Rep | Jubilee Sailing Trust | Gcap Media | Hampshire Dance |
| Dance City, Newcastle | Nat. Youth Dance Co | BBC CiN | Plymouth Dance CiC |
| Eastleigh BC (The Point) | Cancer Research UK | Henry Smith Charity | Swindon Dance |
| | IoW Youth Trust | Arts Council/Lottery | The Blaggrave Trust |

Daniel's Story



Social deprivation
Poverty
Physical abuse
Young carer
Parent with addiction
Struggling with school
Lonely
Anxiety
Stress
Suicidal thoughts...
...Questioning sexuality



Positionality

3 min Discussion

All organisations have been assessed as equally strong and fundable!

You can only fund ONE!

Which do you fund and why?



Project applications targeting support for Daniel

FUSION YOUTH ACCESS



This project provides Daniel with advice, support, and access to accredited counselling. The staff have been trained in trauma informed approaches. There are opportunities for both 1-1 and peer support to develop coping strategies to manage stress. His mental health improves.

FRANKTON YOUNG CARERS' GROUP



This project helps Daniel feel less lonely and isolated, he makes friends who are also carers. There is an annual activity holiday to provide respite and he learns practical life skills including first aid and cooking. He is less lonely and feels supported.

EMPOWER MENTORING & BEFRIENDING



This project helps Daniel feel more confident. He has a trusted adult who believes in him and supports him. He feels cared for and his mentor supports and empowers to consider his ambitions for the future. He increases in self-esteem and develops future ambitions.

3 min Discussion

Have you engaged lived and learnt experience in your decision-making processes?

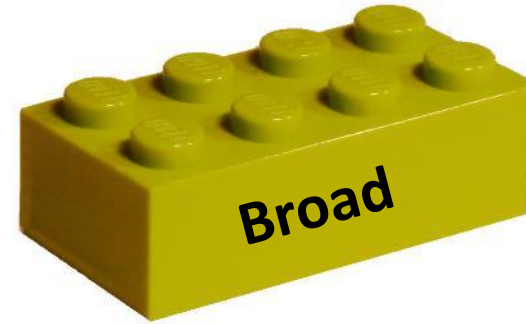
If so, was this at strategic development, programme design or grant decision levels?

If not, have you been considering engaging with lived expertise?

- **What do you consider to be the benefits?**
- **What do you consider to be the challenges?**
- **What would you do differently or aspire to do in future?**

3 Missions

'We are an independent grant making trust. We aim to use our resources to help people and communities at a time of need and to bring about positive change.'



'Investing in domestic abuse and sexual violence organisations across England and Wales that are led 'by/with and for' communities facing racial inequality, disabled people or LGBTQ+ communities.'

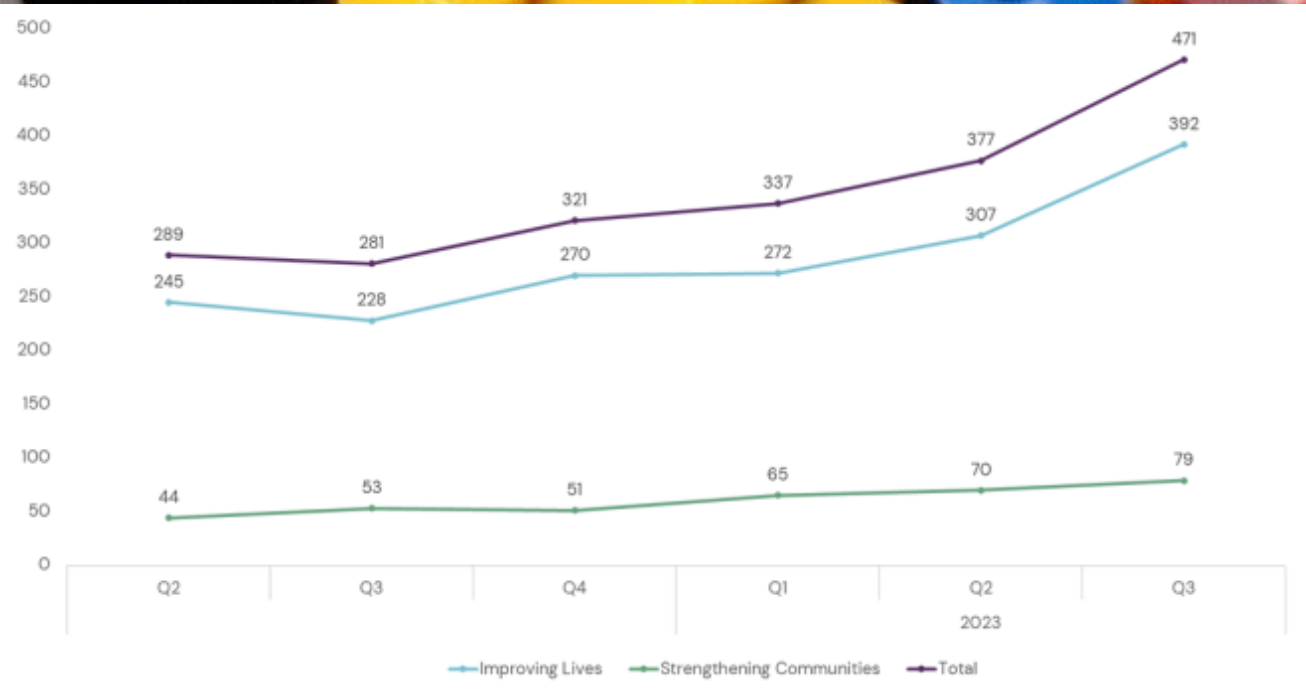


'We fund and collaborate with partners to bring lasting change to the lives of young people. We invest in them as powerful forces for change and act upon their right to be heard in pursuit of a fair and just society.'



How clear is your communication as a funder, to support applicants to consider whether to apply or not?

'We are an independent grant making trust. We aim to use our resources to help people and communities at a time of need and to bring about positive change.'



2023 – Henry Smith Charity Open responsive funding programmes

Over 1500 applications received

268 grants awarded (18% success rate)

Approx 1230 applications declined

Average application takes over 40 hours*

**49,200 hours or
2,050 days or
£640,000 of sector resource committed for £0 return**

*NPC Grantee Perception Survey

Q. What do we do when we have more fundable projects than funds available?

A. We could flip a coin or prioritise

Q. How do we prioritise?....



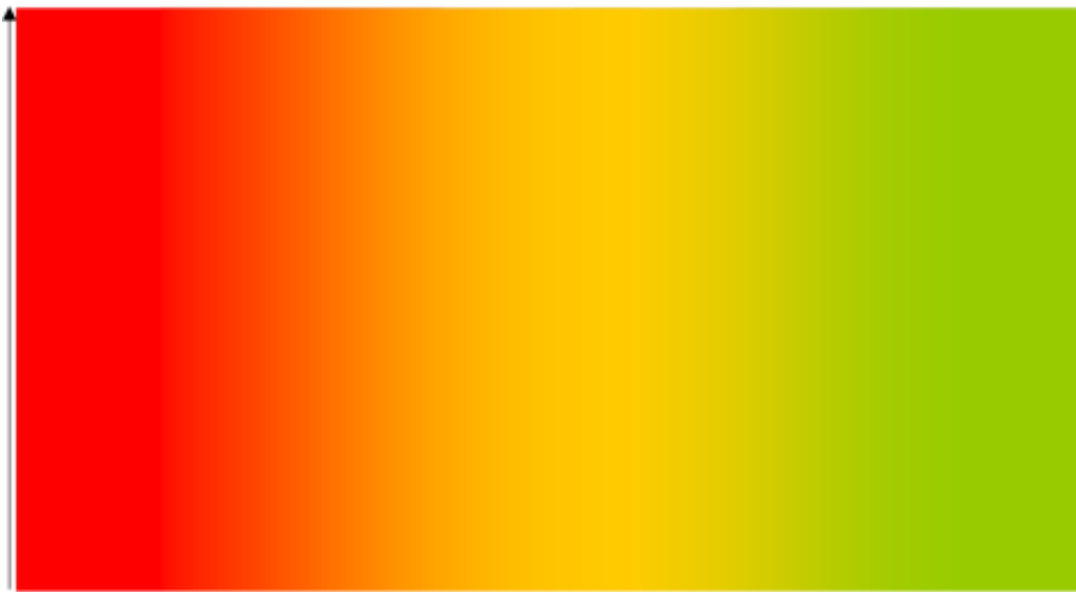
TASK: 2 minutes

What do you, or have you used to prioritise how you award your funding?

Was this at strategy development level, programme design level, or grant decision level?

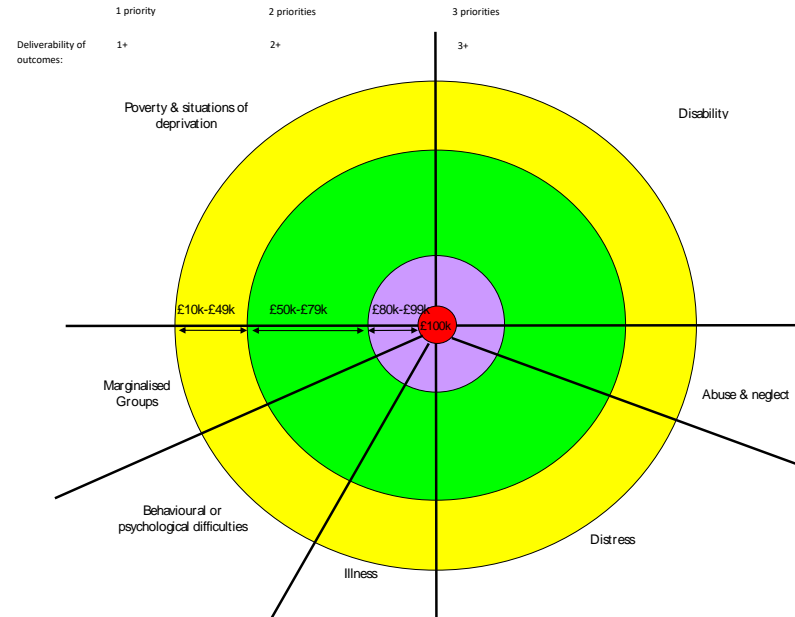
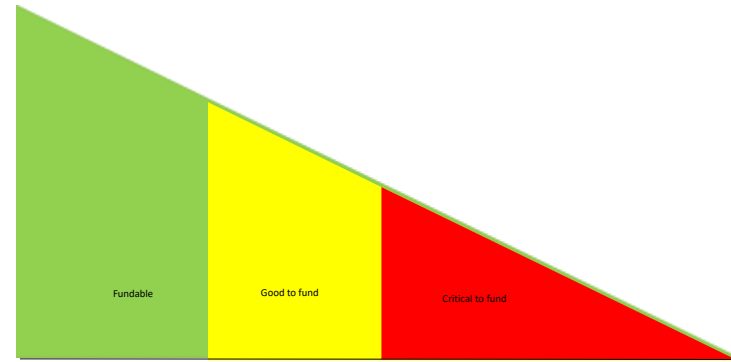
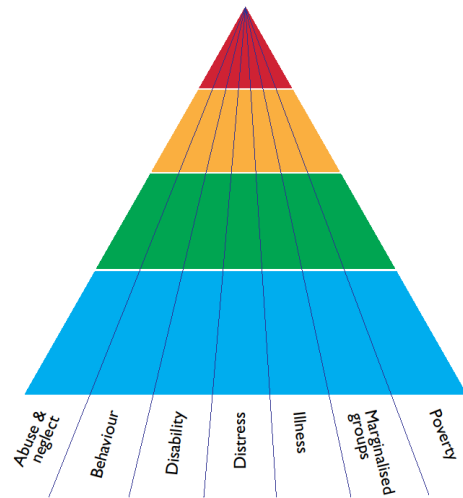
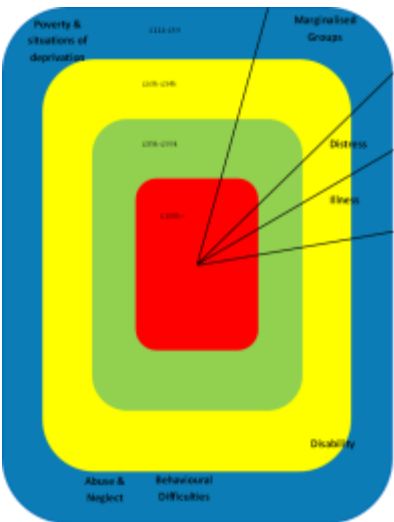
PRIORITISATION TOOLS

Based on the same agreed principles

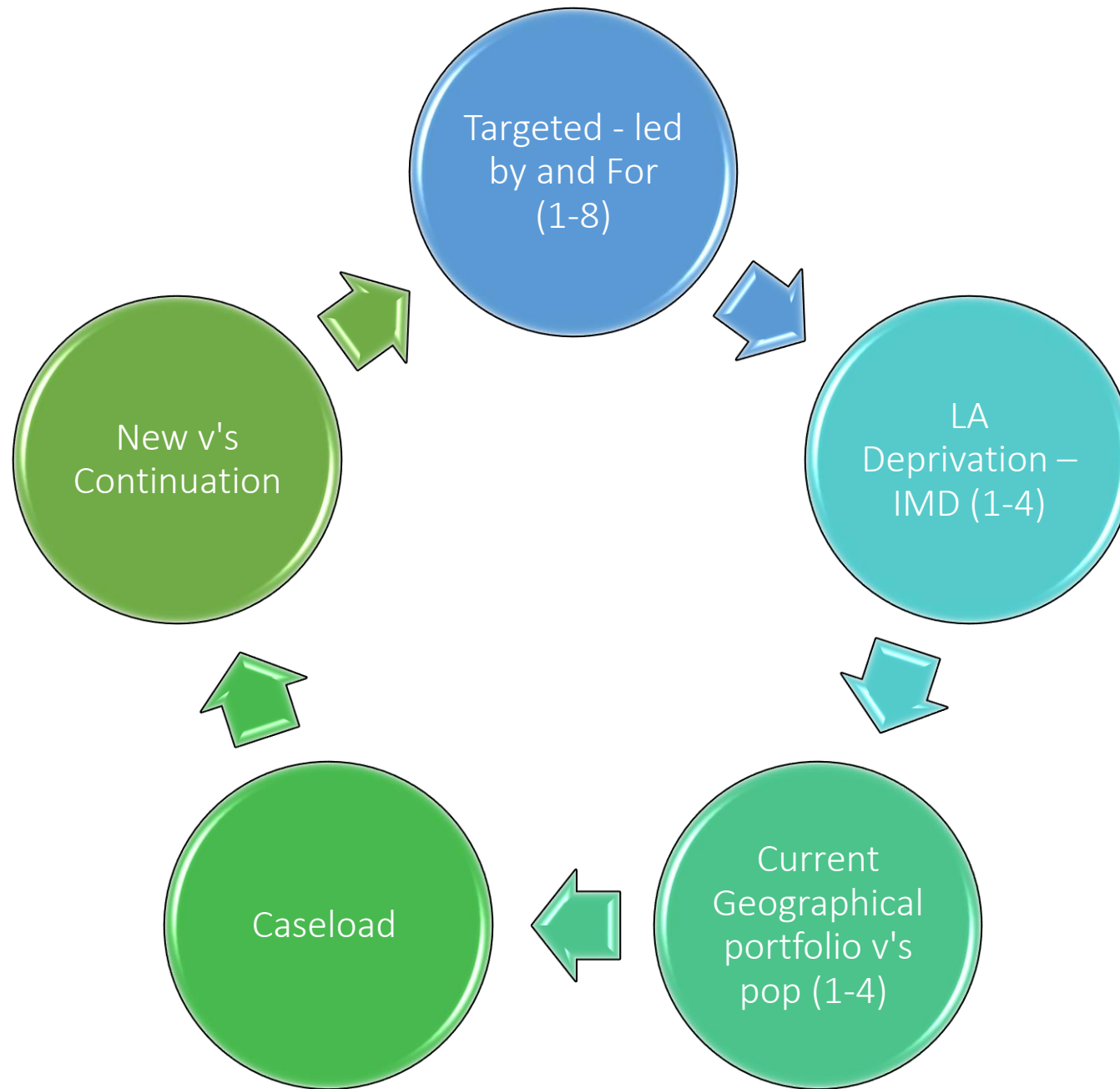


| | | | |
|--------------|---------------|-----------------------------|------------------------------------|
| Poor Quality | Little Impact | Not a geographical priority | Not a priority disadvantaged group |
|--------------|---------------|-----------------------------|------------------------------------|

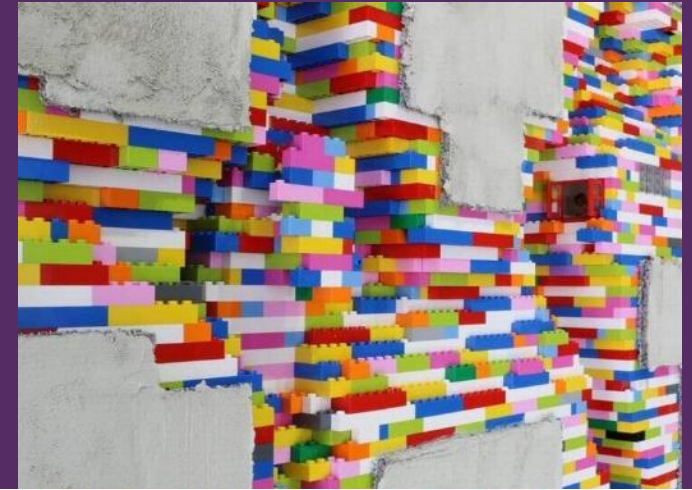
| | | | | | | |
|--------------------|---------------------|----------------|----------------------|---------------------|--------------|-------------------|
| Continuities / New | Salary / non-salary | Programme Type | Type of Disadvantage | Geographic Priority | Great Impact | Excellent Quality |
|--------------------|---------------------|----------------|----------------------|---------------------|--------------|-------------------|



PRIORITISATION TOOLS



DECISION MAKING PRIORITIES TOOLBOX



Bias in prioritisation and decision making

False consensus bias - when people assume their thoughts are the same as those of others

Gender bias - the tendency to prefer one gender over the other

Conflict of interest bias - when what is a reviewer's interest might not be in the best interest of the grant maker

Confirmation bias - searching for and interpreting information that's consistent with our already existing beliefs

Race, ethnicity and cultural bias - prejudices that trigger unfair reactions toward people based on their race and ethnicity

Affinity bias - the likelihood of connecting with persons who share similar interests, experiences and backgrounds

Attribution bias - when people judge and attempt to find the reasons behind their actions and the actions of others

Language bias - the inclination to favour grant proposals and applications written well in a particular language.



Managing Bias in decision making and prioritisation

Acknowledge the possibility of bias – create a culture that recognises and challenges bias

Develop a plan – create specific and measurable goals to measure a reduction in bias

Evaluate your current processes – establish where favoritism and inequality challenges the integrity of your systems

Embed equity, diversity and inclusion practice – ensure EDI is at the heart of your processes, and develop systems to be held accountable

Leverage Technology – Bias is a human problem, but be aware that humans programme technology, ensure AI is developed to minimise bias

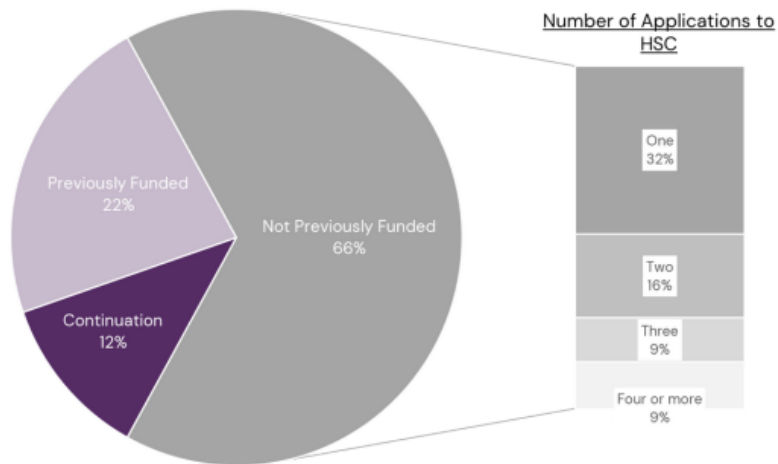
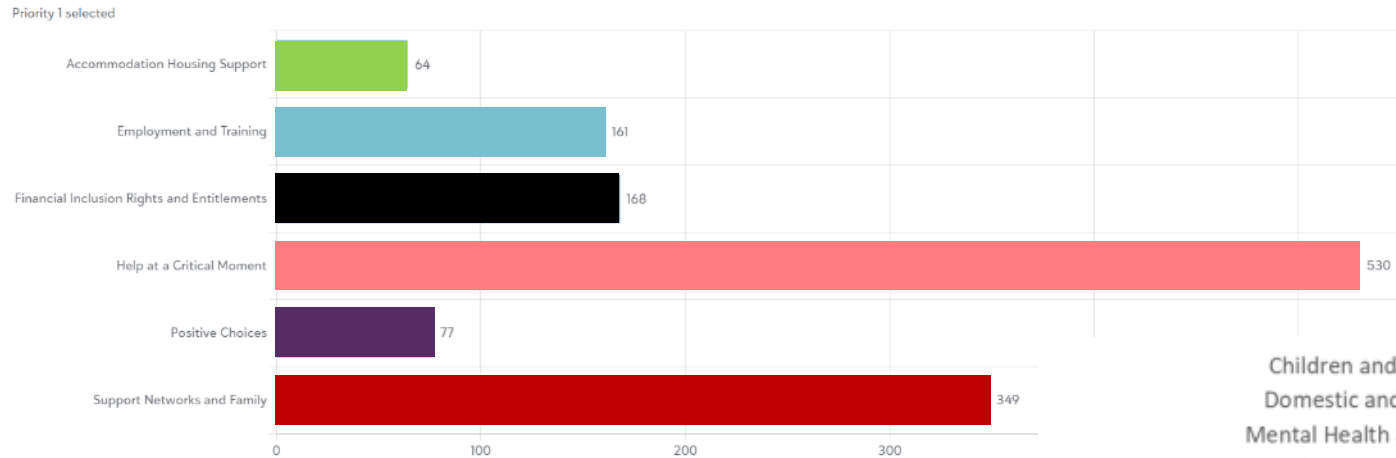
Revisit your reviewing – ensure a diverse team of reviewers, including those from communities served to boost equity and fairness

Collect and analyse data – data can help spot anomalies such as a high preference for certain types of work, types of orgs or relationships

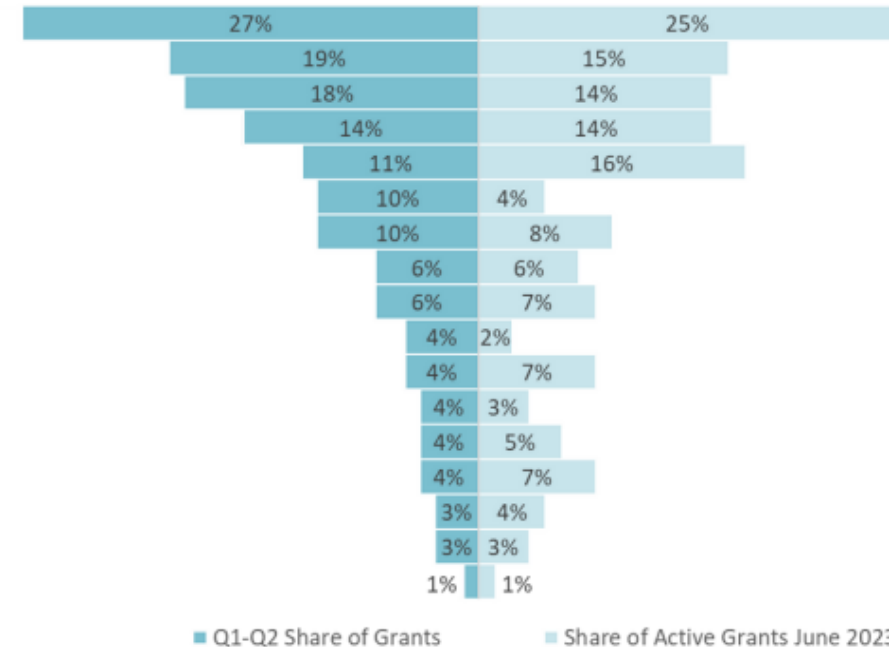
Reducing bias and building integrity in your grant making will support the robustness of your prioritisation and decision making.



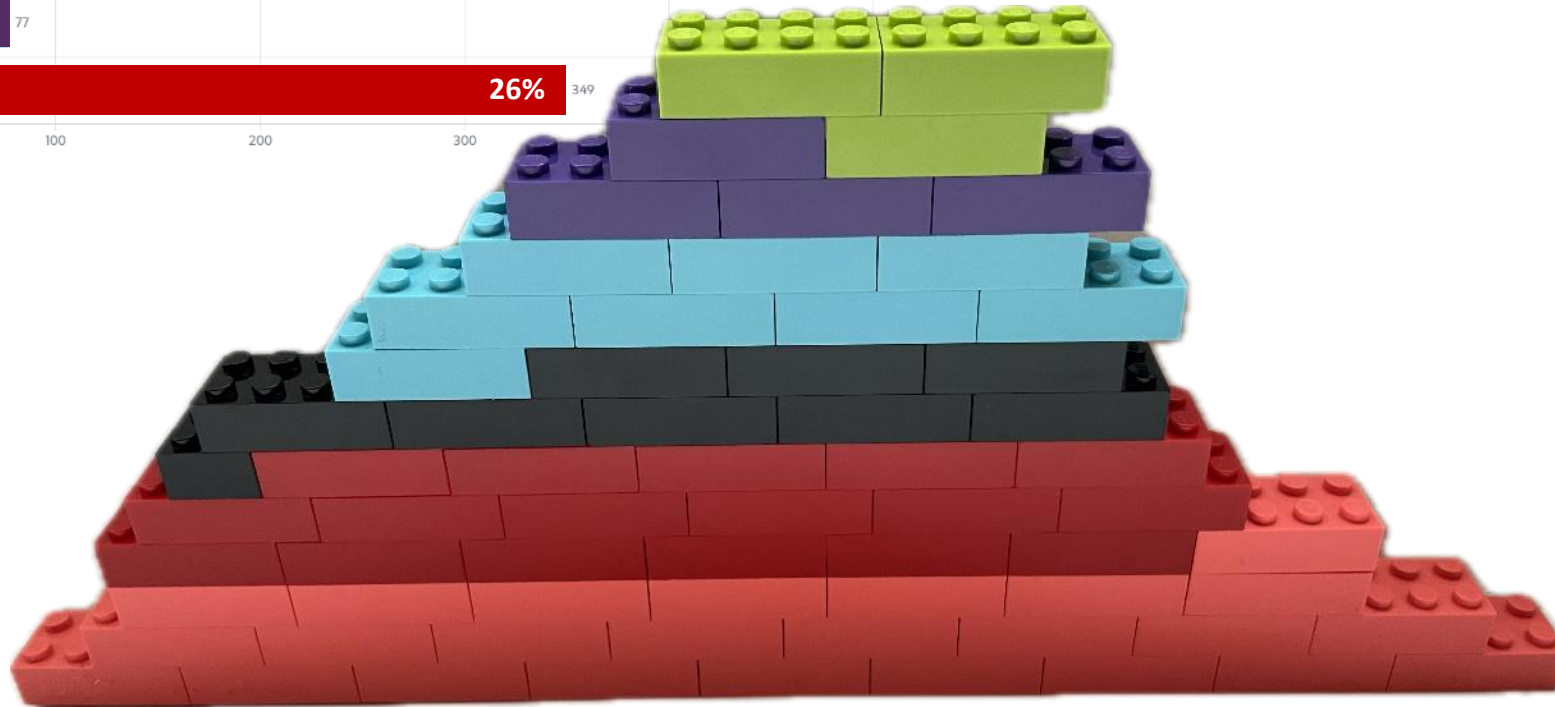
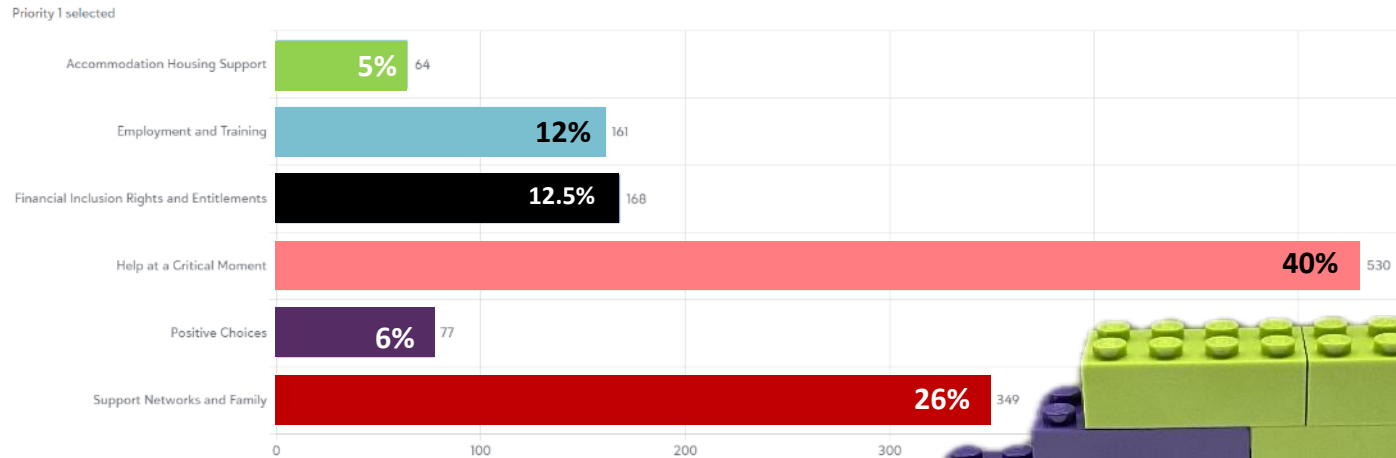
Data and insight



- Children and Young People
- Domestic and Sexual Abuse
- Mental Health and Wellbeing
- Disadvantaged Communities
- Family Services
- Women
- Refugees and Asylum Seekers
- Homelessness
- Black, Asian and Minority Ethnic Communities
- LGBTQ
- Learning Disabilities
- Substance Misuse and Dependency
- Older People
- Disability
- Prisoners and Ex-Offenders
- Carers
- Sex Work, Trafficking and Modern Slavery



Portfolio Analysis



Priorities

40% **Help at a Critical Moment**
Helping people to rebuild their lives following a crisis, critical moment, trauma or abuse

6% **Positive Choices**
Helping people, whose actions or behaviours have led to negative consequences for themselves and others, to make positive choices

5% **Accommodation / Housing Support**
Enabling people to work towards or maintain accommodation

12% **Employment and Training**
Supporting people to move towards or gain employment

12.5% **Financial Inclusion, Rights & Entitlements**
Supporting people to overcome their financial problems and ensure that they are able to claim their rights and entitlements

26% **Support Networks & Family**
Working with people to develop improved support networks and family relationships

Portfolio Building

Table Task: If you were designing this programme from scratch, what type of portfolio would you aim for, what would you prioritise and why?

Use the Lego available to build a balanced portfolio with the aim to help people when other sources of support have failed, are inappropriate, or are simply not available.

*Feel free to use substitute colours for each priority area



Priorities



Help at a Critical Moment

Helping people to rebuild their lives following a crisis, critical moment, trauma or abuse



Positive Choices

Helping people, whose actions or behaviours have led to negative consequences for themselves and others, to make positive choices



Accommodation / Housing Support

Enabling people to work towards or maintain accommodation



Employment and Training

Supporting people to move towards or gain employment



Financial Inclusion, Rights & Entitlements

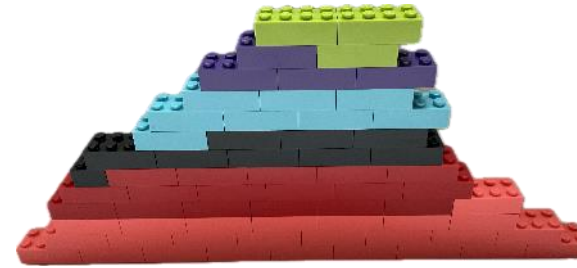
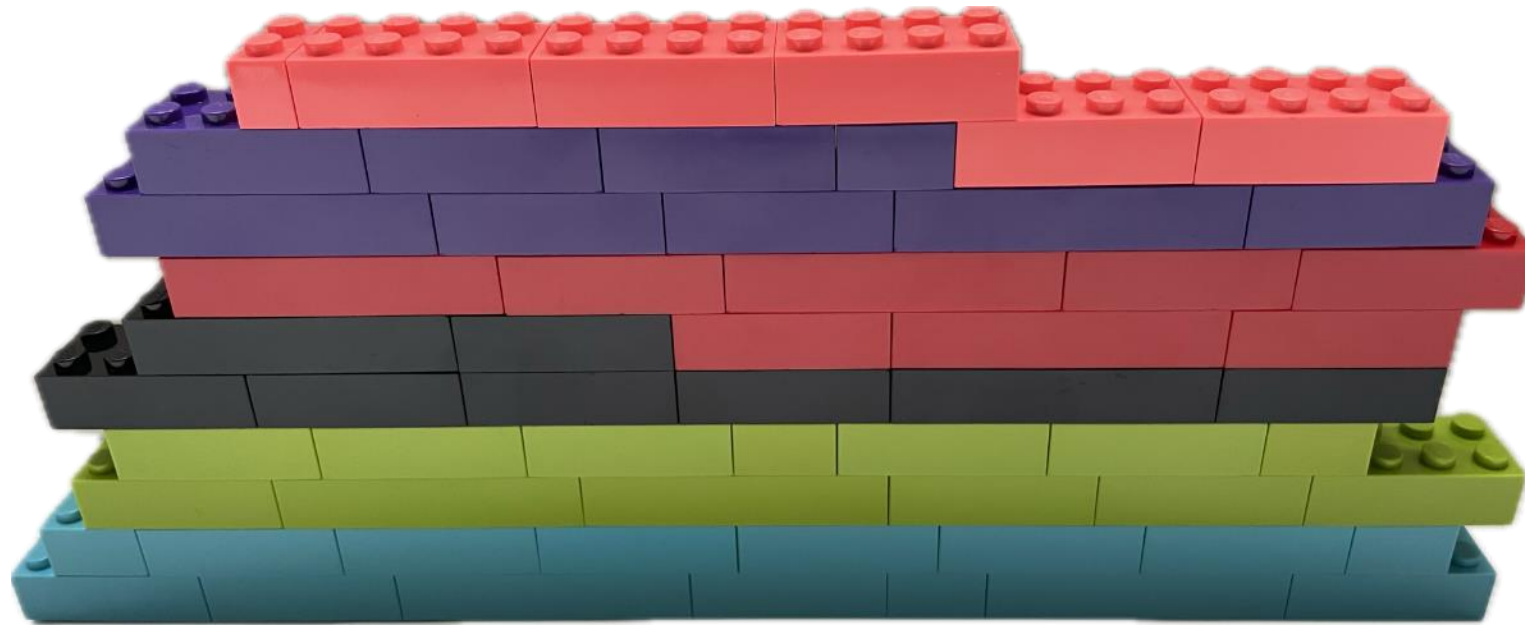
Supporting people to overcome their financial problems and ensure that they are able to claim their rights and entitlements



Support Networks & Family

Working with people to develop improved support networks and family relationships

Engaging lived expertise in portfolio design



Daniel prioritised Employment & Training alongside Housing Support, then Financial Inclusion, Support Networks and Positive Choices with the aim of reducing the overall number of people needing Help at a Critical Moment.

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