



OUR IMPACT IN 2016



BREAKING DISADVANTAGE BETTERING LIVES



Subco means the world to me. I can share and ease my problems here surrounded by friends while being fully supported by staff and volunteers. I'm a full time carer to my husband, and here I can be independent and have fun.



 Elder at Subco Trust supported by £74,112 Invest grant.

Contents

- 3 » Message from the Chair and Chief Executive
- 4 » Our role and purpose
- 6 » Our year at a glance – how we performed against our objectives
- 8 » Our year in numbers
- 10 » Improving mental health
- 12 » Supporting people into employment
- 14 » Out of homelessness
- 16 » Safety from domestic and sexual abuse
- 18 » Supporting refugees and asylum seekers
- 20 » Independent living and support for ex-offenders
- 22 » Strengthening small and local charities
- 24 » Our national programmes
- 26 » Championing small and medium-sized charities
- 28 » A unique partnership with Lloyds Banking Group
- 30 » Looking ahead to 2017



**WATCH OUR
FUNDING
IN ACTION**



where you see this symbol, you can watch more about our work at www.lloydsbankfoundation.org.uk

Cover photo: Roy, service user at Suфра NW London.

Message from the Chair and Chief Executive

2016 was a tumultuous year and particularly tough for small and medium-sized charities. **It's why grants like ours increasingly**

offer a lifeline for those charities working at the heart of communities across England and Wales.

We know small and medium-sized charities make a powerful difference to those facing disadvantage and we're proud to support those on the frontline through our grant programmes: **Invest, Enable and Enhance.**

But there is more we can do. In 2016 we deepened our organisational development support through **Enhance** and launched a new pilot **Grow**, aimed at delivering targeted support to grassroots charities in particularly deprived communities. Through the leadership courses we fund with School of Social Entrepreneurs, we know charities want to adapt and thrive. We launched local **ella forums** offering charity CEOs a safe space to share successes, challenges and learn from each other.

Whilst our grants support people facing multiple disadvantage at key transition points in their lives, we know that to make a long-term difference we need to tackle the operating environment that affects and limits the impact charities can make.

With fewer resources available and growing demand for their services, it's more important than ever that we **champion and amplify the voice of small and medium-sized charities.** Our research, *Charities after the Crash and Commissioning in Crisis*, provide clear evidence of the challenges facing small charities and the risks at stake if they are not supported to survive. They offer us a powerful platform from which we have stimulated debate, lobbied for and worked directly with Government to develop solutions.

Our **national programmes** seek to improve and influence policy and practice locally and nationally. We supported domestic and sexual abuse organisations to navigate competitive commissioning and developed guidance to support commissioners. Some problems need to be tackled at source, that's why we are key funders and partners of **Drive**, an innovative programme designed to tackle perpetrators of domestic abuse. We are also catalysing new responses to some of society's biggest challenges through **Homeshare**, which brings young people needing accommodation together with older people needing companionship and help to stay in their homes.



We are not afraid to take risks in our fight against disadvantage but we cannot do this alone – **partnerships** are central to our approach and impact. Grantees remain at the heart of our strategy and in 2016 we introduced them onto our decision-making panels to promote transparency and understanding of our funding. The honest and collaborative relationships our regional grant managers build with local charities mean their ongoing feedback shapes our plans for the future.

We are only able to invest in charities thanks to the generous support we receive from **Lloyds Banking Group** and our relationship with the group continues to flourish. 301 staff have now been matched to mentor charities we fund and more teams from within the group are volunteering their skills and expertise for local charities. Internally, we said goodbye to two stalwarts of the board but were delighted to welcome five **new trustees** with diverse experience. They join us as we consider the challenges awaiting us as a Foundation but also charities and wider society in 2017.

Small and medium local charities are essential to our communities and society. We are proud to play our part in supporting them, helping to ensure all of Britain's communities can prosper and progress.

Baroness Rennie Fritchie DBE
Chair and Trustee

Paul Streets OBE
Chief Executive

Our role and purpose

Lloyds Bank Foundation for England & Wales is an independent charity and one of the UK's leading community grant makers, funded by the profits of Lloyds Banking Group. Our mission is to invest in charities supporting people to breakout of disadvantage at critical points in their lives, and promote practical approaches to lasting change.

We support local charities making a difference

"People arrive to us in crisis so they can leave with a future. We're here every day on the frontline and that's what makes us unique."

Marie Davis, Chief Executive at Falcon Support Services supported with a £14,970 grant.



Helping people overcome multiple disadvantage

"Through the powerful combination of employment skills and one-to-one support, we help people take the next step and ease themselves back into full-time, meaningful work."

Nick Priggis, Director and Trustee at Hope Initiatives supported by a £14,565 grant.



Championing small charities and amplifying their voice

We're shining a spotlight on the challenges facing local charities, making a compelling case for better support and directly influencing policy and practice.



Grant making at a time of growing need

"Funding has and will always be a problem. Funders are interested in funding the same projects, and unlike Lloyds, rarely are they interested in supporting our core costs to develop the things we really see a need for".

Janice Walker, Co-Founder of Natural Ability, supported with a grant of £68,137.



Strengthening charities so they become more sustainable

"Funding for the PQASSO qualification means that we are able to measure our outcomes to a recognised standard. Not only can we enhance the reputation of our charity but we can also give assurances to all our stakeholders."

Victoria Hobson, Managing Director of Mudlarks Community Garden provided Enhance support in addition to a grant.



Using the skills and expertise of Lloyds Banking Group to make a difference

"Funding for a charity is becoming very difficult. Jo helped me to put together a plan to help maximise our ability to raise funds. This support in addition to our grant has been invaluable."

Marcia Lewinson, Chief Executive of W.A.I.T.S, mentored by Jo Harris, Managing Director, Retail Business Banking and Foundation Trustee.



Our year at a glance



HOW WE DELIVERED AGAINST OUR STRATEGIC OBJECTIVES IN 2016:

1. Focus our work and impact on people facing multiple disadvantage

- ✓ Supported **1,231** small and medium-sized charities tackling a range of disadvantage in communities right across England and Wales.
- ✓ Awarded **109** new Enable and **172** new Invest grants worth over **£12.02m**.
- ✓ Supported **99,967** beneficiaries, **403** salaries and **5,083** volunteer roles through Invest grants.

2. Develop flexible and responsive grant making

- ✓ Invested **£686,454** into **182** charities through Enhance, helping strengthen charities.
- ✓ Piloted an Income Diversification Programme providing the tools and support charities need to explore different income options.
- ✓ Launched Grow, a programme designed to strengthen and grow small charities and community organisations in deprived communities.

3. Develop our national profile and impact in England and Wales

- ✓ Delivered three research projects into the impact the financial crash had on small and medium-sized charities, the role and value of small charities and the challenges they face with contracting and procurement processes.
- ✓ Invested in diverse programmes to strengthen specialist domestic abuse charities, improve commissioning and tackle perpetrators of abuse.
- ✓ Developed our role as a commentator on small charities through media coverage, social media engagement and directly with Government.

4. Become a learning organisation, improving the impact and quality of what we do

- ✓ Involved grantees directly in our grant decision making through new grantee adviser roles.
- ✓ Published an external review of our Enhance programme which showed **95%** of grant recipients reported personal development benefits and **100%** valued the programme.
- ✓ Published details of **4,000** grants to **360** Giving's open and transparent data standard offering greater transparency about our grant making.

5. Realise the value of our strategic partnership with Lloyds Banking Group

- ✓ Developed new volunteering opportunities for colleagues to use expertise in risk management, digital communications and HR to support charities.
- ✓ Achieved **301** matches of Lloyds Banking Group colleagues as Charity Mentors to support the charities we fund.
- ✓ Matched the fundraising and volunteering efforts of colleagues up to the value of **£3.2m** for **1,805** charities.

6. Provide best-in-class customer service

- ✓ Developed our analysis of data and grant monitoring to improve our knowledge and effectiveness and commissioned an independent survey of key stakeholders.
- ✓ Received Living Wage Friendly Funder accreditation and actively encouraged charities to pay posts we fund the Living Wage.
- ✓ Brought CEOs of grantees together through local forums and nationally through a Grantee Summit to help them share challenges and solutions.

WE INVESTED A TOTAL OF £16.6 MILLION INTO CHARITIES ACROSS ENGLAND AND WALES IN 2016

Investing in small and medium-sized charities

£12.7m was awarded through Invest, Enable and Enhance grants



Influencing National Policy and Practice

£666,174 was invested in new national programmes including championing the role of small and medium-sized charities and Homeshare



Matching the efforts of Lloyds Banking Group

£3.2m was distributed to 1,805 charities thanks to the fundraising and volunteering efforts of colleagues



Charity Mentoring

301 Lloyds Banking Group staff now matched to mentor local charities we fund



£12.7m
AWARDED TO
SMALL AND
MEDIUM-SIZED
CHARITIES

£1.4m

in new Enable grants to 109 charities



Enable

funds help charities deliver their services more effectively through organisational development support.

£10.5m

in new Invest grants to 172 charities



Invest

grants provide long-term funding for core or day to day delivery costs for charities.

182

charities strengthened through Enhance support



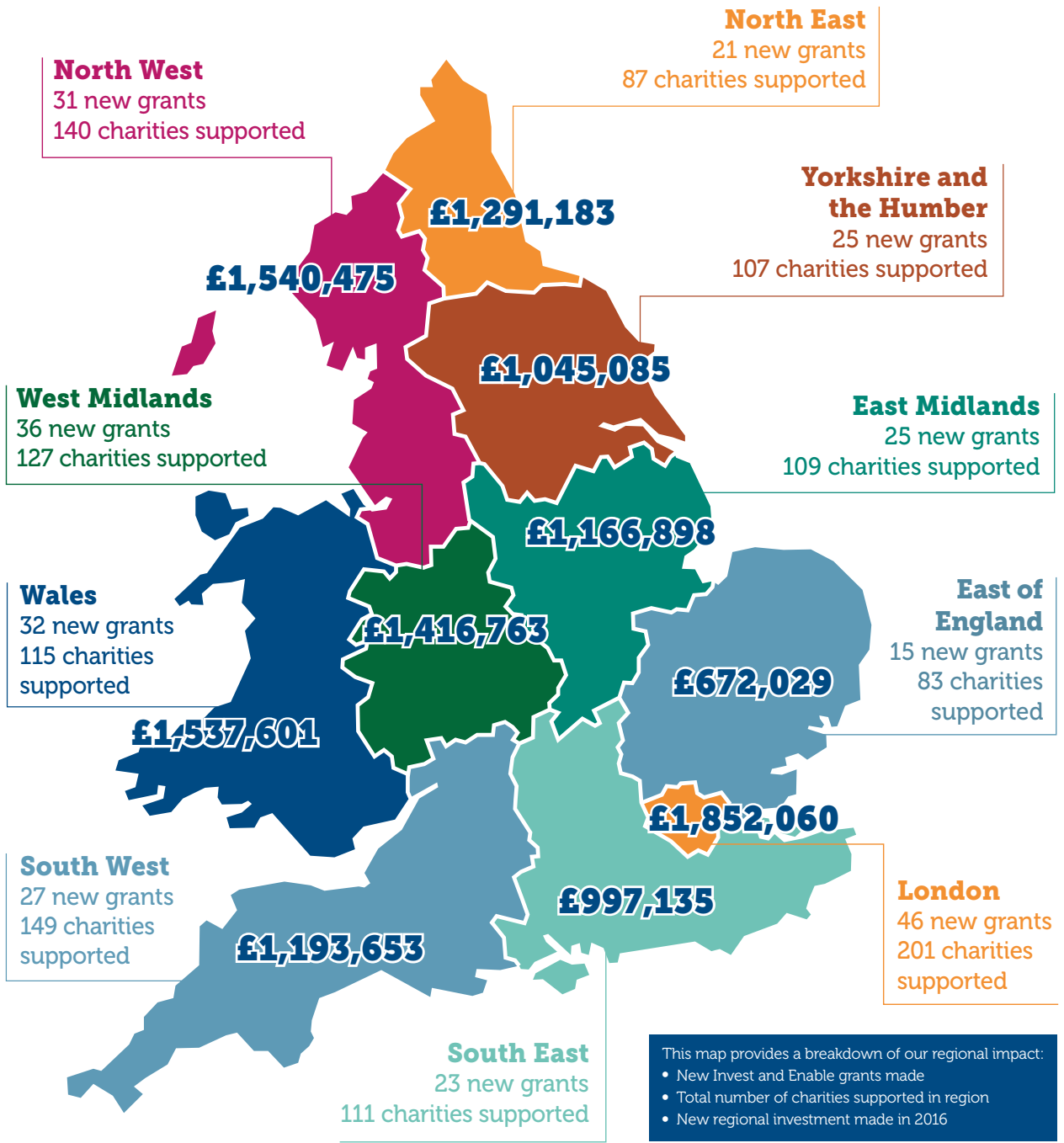
Enhance

is available to Invest or Enable grantees and provides additional support to strengthen their capabilities and effectiveness.

[Click here for more information about our grant programmes](#)

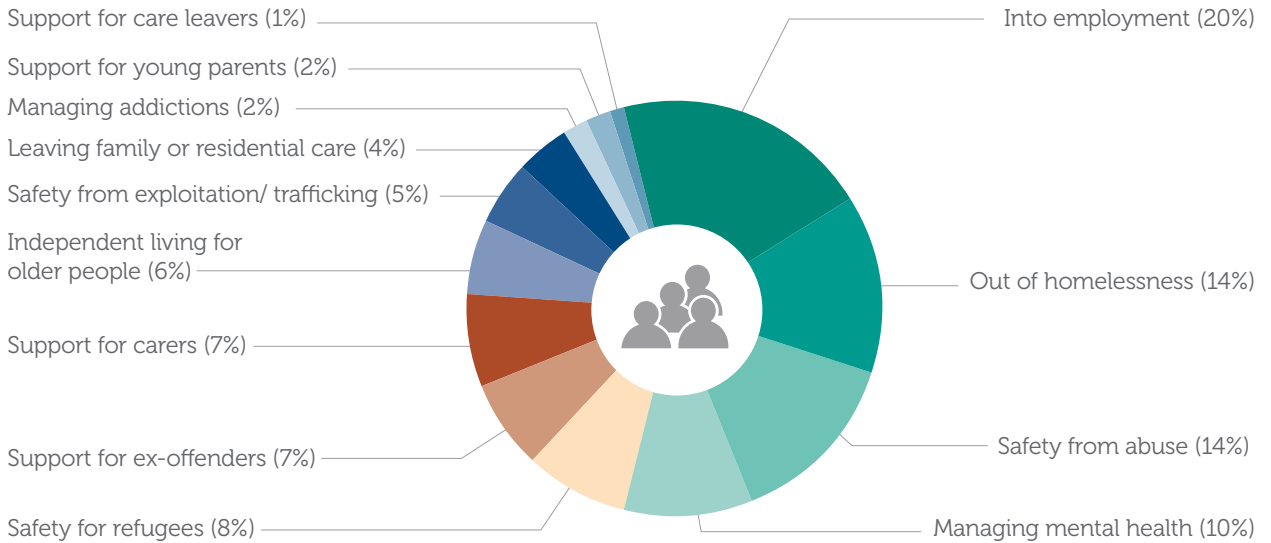
Our year in numbers

In 2016 we invested **£12.7m** through **281** new grants to charities across England and Wales. In total we supported **1,231** charities throughout the year.



Click here for more information about what we fund

ISSUES SUPPORTED THROUGH NEW GRANTS



You can read more about our main areas of funding over the page

WE HELPED THOUSANDS OF PEOPLE BREAK OUT OF DISADVANTAGE*



19,253

people helped to be safe and independent



3,300

people didn't reoffend



12,323

people increased their basic skills



2,983

people safely managed their addictions



10,271

people saw improved mental health



2,978

people achieved qualifications



7,624

people found safe and suitable accommodation



2,970

people took up volunteering opportunities



5,278

people were supported into education



2,665

people helped into work



3,526

people supported to live independently

* This data has been compiled from the annual monitoring reports of 245 charities who received Invest grant funding in 2016 and the outcomes they achieved.

Improving mental health

With one in four people in the UK experiencing a mental health problem, we're funding creative and personalised ways charities can provide support; ensuring people have access to the expertise and support to live meaningful and fulfilled lives.



When I first came here I was very distressed. Coming here has helped me to deal with everything. It's a place without judgment where people just understand, and that's so important.





Mind in Furness

Offers user led activities and services to help promote better health and improve the quality of life of people experiencing mental health conditions.

We awarded a **£70,112 Invest grant over three years** funding the salaries and running costs of a recovery support programme.

“Funding has been an ongoing issue for us, especially for our core services. Lloyds Bank Foundation contributes towards our recovery programme where individuals with mental health conditions can be supported to develop their own approach to recovery and take control of their lives.”

Karen Dobson, Chief Executive

OUR GRANTS MADE A DIFFERENCE TO PEOPLE WITH MENTAL HEALTH CONDITIONS



Supporting people into employment

The effect of the economic downturn means it's still hard for disadvantaged individuals to find work. The charities we fund use targeted coaching and skill development to help people furthest away from the employment market.



“

Not long ago I was a recipient of Sufra's food bank. I'm now enrolled in the Food Academy, which is an opportunity I jumped at because it opens new career options, especially the business side of it. In a year's time I hope to be in full employment and completely rehabilitated. I've got my happy back!

”

© Roy, ex foodbank user and Food Academy trainee



Sufra NW London

A community foodbank and kitchen that supports disadvantaged people experiencing food poverty.

We awarded a **£14,630 Enable grant over two years** funding the charity's organisational development and impact measurement work.

“ Our food bank brings people to us and we use this to harnesses interest in our other services such as volunteering in our garden or our Food Academy Plus, which provides training, coaching and support people need to find sustainable employment.”

Mohammed Mamdani, Chief Executive

OUR GRANTS SUPPORTED PEOPLE ON THEIR JOURNEY TO WORK




Out of homelessness

On any one night there are over 4,000 people sleeping rough across England and this figure is rising.* We fund charities that offer a lifeline to some of the most vulnerable and at risk individuals in our society helping people escape and move on from homelessness.

11

At Beacon House Ministries you can socialise, get help with housing, anything really. It's nice to have company, and it gets people off the streets and doing things. It's just a really good place and has given my life something extra.

11

 Nigel, service user

* DCLG Rough sleeping statistics England Autumn 2016 Table 1

Beacon House Ministries

A Colchester based charity that offers services to help homeless people overcome the issues that prevent them from securing and maintaining accommodation.

We awarded an **Invest grant of £62,326** to fund day care services for homeless people.

“Our three year grant from Lloyds Bank Foundation gives us some sort of stability. We’ve been able to show our trustees for the first time in however long that it is safe to plan for the long-term, and I’ve had time and permission to network and facilitate local relationships that are integral to our success. In the future we’d love to expand our services and continue to be a passageway to progression for the homeless people we meet.”

Vivienne Wiggins, Chief Executive



OUR GRANTS SUPPORTED PEOPLE TO MOVE ON FROM HOMELESSNESS



Safety from domestic and sexual abuse

One in four women will experience domestic abuse in their lifetime. Small, locally-based charities are there on the frontline supporting those in abusive or exploitative relationships to either assert or remove themselves from their situation and to rebuild their lives.



Everybody is here to help – they're all approachable and I feel very welcome and safe when I'm here.



Mandy, service user and volunteer



Winner, the Preston Road Women's Centre

Offers holistic support to women and children in Hull who are experiencing domestic or sexual abuse helping them make positive improvements in their lives.

We awarded a **£78,449 Invest grant over three years** funding a specialist domestic violence and abuse support worker.

“Our domestic violence and abuse workers are experienced in working with women whatever their issue, whether it's housing, clothing, legal advice, therapy or even broken bones. When women come to us, they only have to tell their story once and we'll support them for as long as they need it. I always felt Lloyds Bank Foundation understood what it was we were trying to do at Winner. They take time to get to know us so we feel much more like partners working towards a common goal.”

Lisa Hilder, Founder and Trustee also mentored by **Tina Cooper**, Local Mortgage Manager, Lloyds Banking Group, Lincolnshire.

OUR GRANTS SUPPORTED PEOPLE EXPERIENCING DOMESTIC AND SEXUAL ABUSE



Supporting refugees and asylum seekers

Whilst the refugee crisis generated headlines throughout 2016, local charities worked quietly behind the scenes offering support. Our grants funded charities providing diverse support to refugees and asylum seekers including help with immigration status, access to accommodation, language and cultural skills and support to move into employment.

“

Moving to a new country, a new culture is a big decision. I fell into depression. Then I found out from a friend about Open Doors. I became a student and little by little I started to trust people again. I fell in love with the school and became a volunteer. I never felt safer in a working environment than I feel here. Everyone is friendly and tries to help other people without expecting anything in return.

”



© Volunteer Andreea with English class student

Open Doors International Language School

Supports asylum seekers and refugees in Plymouth, offering courses and qualifications in English, literacy, numeracy and employment skills.

We awarded an **Enable grant of £15,000 over two years** to fund improvements to HR and management processes and strategy development.

“There isn't much money for asylum seekers out there, and with changes in government funding, our grant from Lloyds Bank Foundation is more important. Its allowed us to strengthen our own infrastructure, website and training so we can create our own funds, too, which means we're less reliant on generating money from elsewhere.”

Cassie Roberts, Founder and Chief Executive



Volunteer with students

OUR GRANTS MADE A DIFFERENCE TO REFUGEES AND ASYLUM SEEKERS



Supporting older people to live independently



Grange Day Centre is my life saver, it's my security – it's my whole support system really. You get plenty of support, but it's meant I get a feeling of freedom and excitement that I thought I wouldn't feel again.

Aileen, service user



Grange Day Centre

Provides day care and services for the elderly in Newcastle upon Tyne and Northumberland. The charity received a **£14,930 Enable grant** to support the development of an evaluation framework and website.

“In a year's time, through our Enable funding from Lloyds Bank Foundation, we'll have evidence of good practice that we can show our funders to prove the difference that we make. Hopefully this will also attract more people to use our services because loneliness and isolation is a growing problem. We encourage the people who come to take part in activities that aren't normally associated with elders to help them retain their independence through giving them purpose and joy.”

Michele Wright, Day Centre Manager

Support for ex-offenders



Last Christmas I was stabbed 8 times – that’s just the kind of world I grew up in and before you realise what’s going on, that’s your world too. I’m getting away from that now and Synergy is giving me a platform to do that. They’ve given me the ball and now I’ve got to run with it.

Anthony, service user



Synergy Theatre Project

Runs theatre based rehabilitation and resettlement programmes with ex offenders and prisoners. The charity received a **£75,000 Invest grant over three years** funding the salary of an artistic director and general manager.

“The Foundation’s contribution towards our core funding has been brilliant. It allowed us to develop the progression routes and accreditation we offer prisoners and ex-offenders, as well as gave us the time and capacity to cultivate the partnerships that make us strong, and expand the work placements we offer.”

Esther Baker, Artistic Director

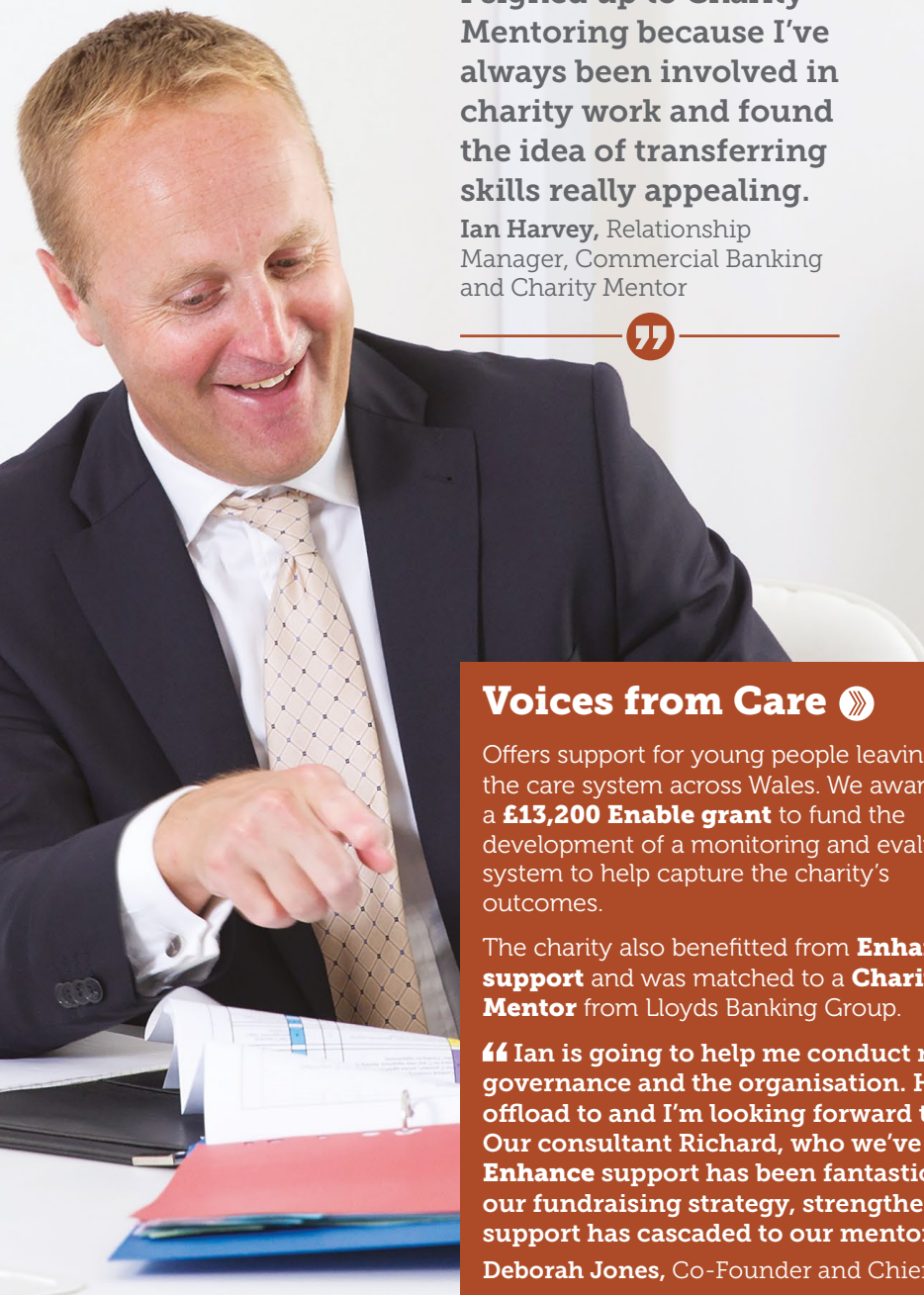
Strengthening small and local charities

Our **Enhance** programme provides targeted support to our **Invest** and **Enable** grant recipients, helping to strengthen their effectiveness in reaching disadvantaged people and become more sustainable for the future.



I signed up to Charity Mentoring because I've always been involved in charity work and found the idea of transferring skills really appealing.

Ian Harvey, Relationship Manager, Commercial Banking and Charity Mentor



Voices from Care »

Offers support for young people leaving the care system across Wales. We awarded a **£13,200 Enable grant** to fund the development of a monitoring and evaluation system to help capture the charity's outcomes.

The charity also benefitted from **Enhance support** and was matched to a **Charity Mentor** from Lloyds Banking Group.



“ Ian is going to help me conduct risk analysis of our governance and the organisation. He's also someone I can offload to and I'm looking forward to hearing his insights. Our consultant Richard, who we've received through our **Enhance** support has been fantastic. He's helped us to develop our fundraising strategy, strengthen our governance and this support has cascaded to our mentoring committee. ”

Deborah Jones, Co-Founder and Chief Executive



Doncaster Housing for Young People »

Provides holistic support for young homeless or potentially homeless people helping them develop a positive and independent future.

We awarded an **Invest grant of £39,320** funding essential services.

“As well as our core grant, Lloyds have supported us in so many different ways. We’ve had consultancy support to help us develop a business plan and a digital strategy. I’ve also joined the local ella forum with Chief Executives from other local charities. It’s a safe space where we can come together to share our successes, challenges and learn from each other.”

Stuart Shore, Chief Executive

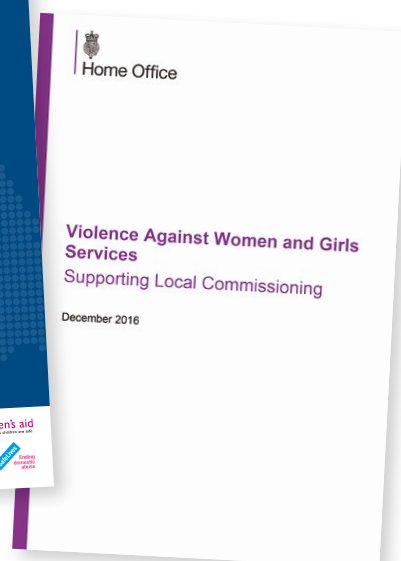
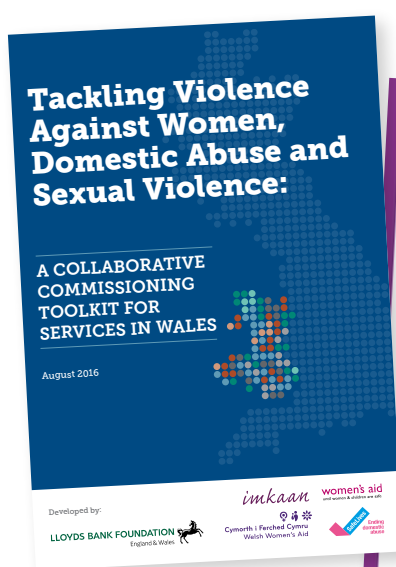


Our national programmes



Influencing domestic and sexual abuse policy and practice »

Support from specialist, local charities is vital for those seeking to escape and move on from abuse, but cuts and a competitive commissioning environment increasingly move funding towards larger more generic services and organisations. Together with Imkaan, SafeLives, Welsh Women's Aid and Women's Aid Federation of England, we produced toolkits to support commissioners in both England and Wales, and received the backing from the Welsh Government and the Home Office. [Click here for more information](#)



Transform »

We committed £1m to **Transform**, a new policy, practice and infrastructure grants programme, that opened for applications in 2016.

Offering grants up to £100,000, we will fund projects that build evidence of effective interventions and shape policy, practice and infrastructure to tackle domestic and sexual abuse. We received a diverse range of applications and will be making funding decisions in 2017.

[Click here for more information](#)



Innovative solutions to society's challenges

Drive

If we are to end cycles of domestic abuse, we must move away from asking "why doesn't she leave?" and ask "why doesn't he stop?" instead.

We are the lead philanthropic funder of **Drive**, a new programme that brings SafeLives, Respect and Social Finance together to tackle perpetrators of abuse. The launch in February achieved widespread [national media coverage](#) and direct case work with perpetrators began in three areas in April.



Homeshare

Homeshare is an innovative approach to solving two of the biggest social challenges of unaffordable housing costs for young people and growing levels of isolation and loneliness amongst older people in the UK.

Our investment in Homeshare started to pay dividends in 2016 with eight local schemes up and running and active recruitment of Homesharers taking place across England and Wales. The programme brings the Foundation and Big Lottery Fund together with Age UK, Shared Lives Plus, Foyer Federation and The Social Care Institute for Excellence and local agencies to test and evaluate different Homeshare models.

[Click here for more information](#)



Championing small and medium-sized charities

We're committed to raising the profile of the positive difference small charities make and highlighting the challenges they face delivering support to people in need.

Building an evidence base through research

With charities facing growing demand for their services, we funded research from IPPR North. It highlighted how small charities offer specific knowledge and expertise to tackle complex social issues locally. We also commissioned NCVO to carry out ground-breaking research to track the funding challenges facing small charities.

[Click here for more information](#)



Commissioning in Crisis

With commissioners increasingly moving away from grants towards ever larger, complex contracts, we published *Commissioning in Crisis* to capture the experiences of charities affected by this trend.

It revealed how central and local government uses complicated and inappropriate contracting and commissioning processes to secure public services. The survival of small charities, and their services is at risk if this practice is not urgently reformed. We took our research to Government and were delighted that the Minister responded with new measures to improve commissioning of public services.

[Click here for more information](#)



Grantee Summit




 Susan Herring, Office for Civil Society

Our Grantee Summit in November brought over 70 charities together for a series of workshops. Charities had the opportunity to raise their concerns about commissioning reform directly with the Government's Office for Civil Society and gained insight to better manage campaigns and communications.

Reaching the people that don't fit the "system"



Westminster Reception

 Craig Whittaker MP, Baroness Rennie Fritchie, Chair of Lloyds Bank Foundation, Rob Wilson MP and Minister for Civil Society and Lord Blackwell, Chair of Lloyds Banking Group

Rob Wilson MP and Minister for Civil Society welcomed over 200 charities and MPs at our Westminster Reception. Charities had the unique opportunity to meet their local MP and inform those in Government about the challenges they face on the frontline.

[Click here for more information](#)

 Craig Whittaker MP and Holly Lynch MP meet local charities



A unique partnership with Lloyds Banking Group

Our strong partnership with [Lloyds Banking Group](#), whose profits fund our work, mean we can build long-term impactful relationships with charities across England and Wales. We share an ambition to help [people, communities and Britain prosper](#) and believe that we can achieve greater impact by working closely together.

Charity Mentoring »

We match colleagues from across the Group to mentor leaders of local charities we fund.

“Chris helps me move forward and carefully consider my options. It feels really good to have a critical friend at a senior level so I can have those strategic conversations.”

Vivienne Wiggins, Beacon House Ministries mentored by Chris Gardiner, Regional Operations Manager at Lloyds Bank.

[Click here for more information](#)



© Chris Gardiner meets service user at Beacon House Ministries

Access to expertise and resources »

Many colleagues across Lloyds Banking Group offer their skills and expertise for good causes.

Beneficiaries of charities we fund in the West Midlands were offered a training programme to help them prepare for new job opportunities. Participants took courses in communication, team building and customer service run by colleagues from the Group. Monta, supported by Norton Hall, subsequently secured a three-month paid work placement with the bank. She said “I didn’t ever think I’d get the chance to work in banking, and when I found out that I had been chosen for the work placement I was so happy that I cried. The opportunity has helped to change my life.”



© Participants at Lloyds Banking Group's Pendeford Business Park, Wolverhampton

Matched Giving

£3.2m

distributed through
Matched Giving



1,805

charities supported



£809,868

donated to Children in Need,
Lloyds Banking Group's
Charity of the Year




Whether it was a sports challenge, a quiz or volunteering with a local charity, colleagues across the Group supported good causes in countless different and varied ways.

In 2016, almost 10,000 employees of Lloyds Banking Group dedicated their time and energy to fundraise and volunteer and had their efforts supported through our **Matched Giving** programme.



Six colleagues from Lloyds Bank's Street and Sherborne Branches in Glastonbury entered the Great-Inflate-a-Race, a 5km fun run with inflatable obstacles in Yeovil.

Together the colleagues raised an additional £3,000 for Yeovil Hospital Charity by having their fundraising efforts matched by the Foundation. 



2017 Action List



Delivering our strategy to strengthen charities and break disadvantage

- We will reach up to **1,000** charities in 2017 including making **300** new grants. We will build longer-term funding relationships with charities up to a maximum of six years.
- We will continue to help charities develop into strong and vibrant organisations through our **Enhance** programme, including directing up to £100,000 through our grassroots programme **Grow**.
- We will **champion small and medium-sized charities**, amplifying their voices and taking their concerns to local and central government to argue for effective changes in commissioning practice.
- We will make evidence-based decisions and use rigorous **monitoring** and **evaluation** processes to inform grant making. We will commission new research to determine the true social and financial difference small charities make to our communities.
- We will continue to develop our strategic programmes to **influence policy and practice** across England and Wales. We will evaluate the Homeshare model and strengthen our response to domestic and sexual abuse through our new programme **Transform** and continue our support for **Drive** which tackles perpetrator behaviour.
- We will strengthen our strategic partnership with **Lloyds Banking Group**, maximising the positive impact on charities and communities as part of the Group's commitment to Helping Britain Prosper. We will grow our **Charity Mentoring** scheme and specialist skills-based support programmes and connect more colleagues with charities in local communities.
- We will review our systems, staff and resources to ensure we deliver to the best of our ability. During 2017, we will revise our **organisational strategy** and develop a new four-year plan to ensure we can effectively respond to the current challenges facing small and medium-sized charities and those they support.



My role has given Natural Ability the chance to empower the individuals we support, putting them and their development needs at the heart of all we do.

Dawn Walker, Personal Support Worker, Natural Ability, funded by a £68,137 grant.



Trustees and Senior Management

Trustees

Baroness Rennie Fritchie DBE
Chair

Professor Patricia Broadfoot CBE
Vice Chair

The Rt Hon. Baroness Hilary Armstrong

Kate Cheetham

Philip Cliff

Helen Edwards CBE

Paul Farmer OBE

James Garvey

Jo Harris

Lesley King-Lewis

Dame Gillian Morgan

Dr Neil Wooding

Senior Management Team

Paul Streets OBE
Chief Executive

Julie Currie
Chief Finance and Operating Officer

Chris Anderson
Director of Grant Making South

Harriet Stranks
Director of Grant Making North and Wales

Duncan Shrubsole
Director of Policy, Partnerships and Communications

BREAKING DISADVANTAGE BETTERING LIVES

The Lloyds Bank Foundation for England and Wales is one of the UK's leading community grant makers. An independent registered charity funded by the profits of Lloyds Banking Group as part of the Group's commitment to Helping Britain Prosper.

The Foundation invests in charities supporting people to break out of disadvantage at critical points in their lives, and promotes practical approaches to lasting change.

Company Limited by Guarantee
Registered in England and Wales
Company No. 1971242
Registered Charity No. 327114

Pentagon House
52-54 Southwark Street
London SE1 1UN

Telephone 0870 411 1223

 @LBFEW

 /lloydsbankfoundation

enquiries@lloydsbankfoundation.org.uk

www.lloydsbankfoundation.org.uk