

Lankelly Chase

Foundation

A matter of trust

A brief history of the LankellyChase Foundation

By Peter Kilgarriff



LankellyChase Foundation is an independent charitable trust that works to bring about change that will transform the quality of life of people who face severe and multiple disadvantage.

It focuses particularly on the clustering of serious social harms, such as homelessness, substance misuse, mental illness, violence and abuse, and chronic poverty. Its work combines grant making, commissioned research and policy analysis, and special initiatives.

www.lankellychase.org.uk

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*Cartoons by Calton Younger,
original director of the LankellyChase Foundation*

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Foreword

I feel very honoured to be asked by Peter to write a foreword for his splendid history of the Chase Charity and the Lankelly Foundation, now joined appropriately as one entity.

Histories of companies and charities can be boring to write and boring to read but not this one. It is so much more than the story of how two charitable trusts developed over the years and eventually merged. His writing is lively and he infuses his work with his enthusiasm, his curiosity, his perceptiveness. Peter has creative vision; he is innovative, deeply thoughtful, sensitive, with a great understanding of how human beings work, especially those in the charitable world. His achievements, especially in the field of penal affairs, are remarkable. His book is a model for grant-makers. Throughout, his sheer professionalism is palpable.

Such professionalism was much less common in 1962 when Major Alfred Allnatt founded the Chase Charity and asked me to run it. I was a bank clerk with little to offer other than a knowledge of imports and exports and letters of credit – hardly the right qualifications for the job. The trustees – all business associates of Major Allnatt, except for Donald Hall, a writer – had no

say in my appointment. The charitable trust world was new to them too. We were all amateurs. But that was not unusual at the time; for many retired diplomats and senior officers of the armed forces running a charitable trust was a second career. I visited several of them and was always welcomed. Lord Kilmaine, then running both the Pilgrim Trust and the Dulverton Trust, took me under his wing and proved a kindly mentor. There were few women trust executives then; nowadays women head many of the large trusts and foundations.

“At first I worked in my bedsit, using my pre-war Royal typewriter, having to type meeting papers three times with carbon copies so that the trustees could read them”

At first I worked in my bedsit, using my pre-war Royal typewriter, having to type meeting papers three times with carbon copies so that the trustees could read them.

“If I had to sum up Ron Diggins in two words I would say ‘genial’ and ‘courteous’. I was always touched by the deference he paid to Major Allnatt, who had employed him as a school leaver, although his wealth had long since surpassed his mentor’s”

When I married I moved into my wife’s dining room. Then in 1968, when Ron Diggins established the Lankelly Foundation and asked me to run it, I found a proper office at 77 Gloucester Road and acquired a part-time secretary.

The two settlers could not have been more different from each other. Major Allnatt, whom everyone called ‘Old Bill’, was a born philanthropist. He knew how to make money and exactly how to spend it. There was always a purpose to his generosity. His purchase of valuable racehorses during World War Two, which Peter mentions in Chapter 1, was to ensure that they were not sold abroad.

He felt that such beautiful animals should not be allowed to leave the country. For a time he enjoyed racing them. He bought Adoration of the Magi because he saw it as the altarpiece at King’s College Cambridge. As Peter says, he was a rather endearing eccentric. He created the Society for the Promotion of

Old English Pastimes and each year held a week-long ‘Conventical’ on Osea Island (which he owned) in the Blackwater Estuary in Essex. Friends and associates were expected to attend and to take part in various events, from tractor slaloms to mud walloping, which had the likes of Ron Diggins searching for ping-pong balls buried in the mud at low tide.

If I had to sum up Ron Diggins in two words I would say ‘genial’ and ‘courteous’. I was always touched by the deference he paid to Major Allnatt, who had employed him as a school leaver, although his wealth had long since surpassed his mentor’s.

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A very modest man, he never spoke of his wartime activities, in which he rose to the rank of Colonel in the Royal Engineers and earned a military OBE. He, too, was adept at making money but he was less sure of what to do with it. He lived comfortably but unostentatiously, with few indulgences other than his beloved aeroplane. He subscribed very modestly to a few charities, but it was F. E. Seldon, his financial adviser and Chairman of the Chase Charity, who persuaded him to establish the Lankelly Foundation in which, eventually, he came to take great interest.

The changes over the years were remarkable. Social change was reflected by changes in grant-making. It is hard to believe that in the 1960s we helped mother and baby homes and the Rainer Foundation’s scheme for the education of pregnant school girls. By 1984, Chase and Lankelly inhabited four offices and I now had one full-time and one part-time secretary. We were serving two sets of trustees, and the work, especially with the infusion of new funds, became too

much for me, mainly because we had always believed it important to visit projects all over the country. It was at this point that Peter was appointed my assistant, with the promise that he would succeed me. I have always claimed that my strong recommendation to the trustees of Chase and Lankelly that Peter be engaged without advertising the post was my greatest achievement, but even I was not fully aware of his potential.

I mentioned earlier that we began as amateurs, and a whiff of amateurism still pervaded the office. In Chiswick, where we rented office space, we had been known as the Old Curiosity Shop because our old-fashioned umbrella stand poked up above the low canvas wall. Now we had a new office in North End Road, the first that we actually owned. Lankelly had augmented its team of trustees, and the three survivors of the original Chase team died within months of each other and were replaced. We had two teams of trustees, all of whom had expertise in various fields and a great

deal of wisdom, and were certainly not amateurs in any sense. The whiff came from me. Peter began to modernise both the office and our procedures. He introduced me to something called a computer when I was still in awe of the electric typewriter with a memory. I learned much more from my apprentice than he learned from me.

When I retired in 1989, Peter moved Chase and Lankelly to the Wantage area and, as the LankellyChase Foundation, it now has a well-equipped office with a highly talented staff. Peter has retired himself now, but still has a role at the Foundation because his gifts are too fine to waste.

This year, 2012, sees the fiftieth anniversary of the Chase Charity and that evokes many memories, most of them good. By visiting

the projects we were minded to help, we invariably made many friends, some of whom, like Frank Field, later made a name for themselves. We earned a reputation for making quick decisions in an emergency and for being willing to take risks in helping fund many pioneering projects. But for me, Chase’s greatest legacy is the Kirckman Concert Society, established by the trustees at the behest of the settlor in 1963, and sustained by Chase and then by LankellyChase to the present day. I remember many distinguished musicians as youngsters at the beginning of their careers and it makes me feel a bit like Mr Chips. Peter also takes many such happy memories into retirement.

Calton Younger

Chapter 1

Beginnings

In the 1920s, Major Alfred Allnatt hired fields in North Acton in London to carry out a contract to feed and house workers on the Wembley Exhibition. He became friendly with Jack Harvie-Clarke, a Royal Bank of Scotland manager, who also used the fields for a Boy's Club football team that he ran.

The two men believed the fields were ripe for industrial development. Harvie-Clarke arranged a massive loan and Major Allnatt bought the land and began to develop it. For many years, the workers' huts were the offices of his company.

This work of building and leasing industrial and commercial property made Major Allnatt a very wealthy man. He was eccentric in a wonderfully English kind of way, and he enjoyed a certain devilment. He appreciated art and bought a lot of it, but he also had a passion for the Turf. He once bought eleven yearlings formerly owned by the late Sir Sultan Mohammed Kahn. His motive was to ensure that the horses were not lost to owners abroad. Some time in the 1950s he purchased the Allnatt, a fine 101-carat yellow diamond that probably came from the De Beers mine in South Africa. He commissioned Cartier to design a floral brooch beset with brilliant diamonds, which his wife often wore when she went for a stroll around Frensham Ponds. It is not known when he sold the diamond, but it was sold again in

1996 by Christie's in Geneva for \$3,043,496. However, it was not so much his flamboyance but his patronage of the arts and his personal generosity by which many knew him. In his will he left bequests to 175 different people.

As the company grew, he took on two school leavers, Ronald Diggins and Leslie Smith. After the war, during which Mr Diggins served in the Royal Engineers, reaching the rank of Colonel, while Les Smith built airfields, the pair established companies of their own while still maintaining their links with Major Allnatt. Indeed, their company, Allnatt London Properties, was named after him and when it went public both men made a fortune. This link between the Chase Charity and the Lankelly Foundation characterised the future development of both charities, but as we shall see, it did not rely solely on the company connections between the founders.

Major Allnatt founded the Chase Charity in 1962, naming it after that part of London

known as the Chase Estate, formerly a medieval hunting ground, where his business started. The Charity's principal activity was initially to be the purchase and renovation of a neglected private art gallery on Richmond Hill, which the Major intended the Charity to run as an art gallery and recital hall for young artists and musicians. This plan foundered when he and the owner – a carpet millionaire named Metaxides – could not agree on a price, and the idea was binned in favour of establishing a simple grant-making trust. The Charity's

arts or to supporting young artists and musicians, but early Minutes show this to have been a principal interest – it wove in and out of the Chase Charity like a thread. Even at their first meeting in August 1962, the Charity's new trustees, urged by Major Allnatt who was present, discussed how they might best support young musicians, and a year later the Kirckman Concert Society was established under the direction of Geraint Jones¹. The LankellyChase Foundation continues to support the Society to this day.

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objects included provision for almshouses, universities, parish churches, public art galleries and other historic buildings of interest and beauty. Crucially, the trustees were also allowed the freedom to apply 'the property and income of the charity... towards such other charitable purposes in the United Kingdom as (they) shall from time to time determine', and over the years they used this power extensively.

Given Major Allnatt's interest in promoting the arts, it was rather strange that the Memorandum and Articles contained no particular reference to promotion of the

Ron Diggins established the Lankelly Foundation on 18 March 1968. Like the Major he was a good businessman, but they had little else in common. The Foundation's unknown name, taken from a small piece of land in his beloved Cornwall, exemplified the settlor's wish for anonymity. Unlike Major Allnatt, Ron Diggins gave no steer to the newly appointed trustees about what the Foundation might do – its Deed simply referred to 'general charitable purposes'.

At the same time as he established the Lankelly Foundation, Ron Diggins also set up the Northwood Trust, a discretionary non-charitable trust whose beneficiaries in the main were individuals, mostly employees of the company and their dependants. The charitable foundation was named as the residuary beneficiary of the Northwood Trust, which will be wound up in 2028 when

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¹ Geraint Jones's thirty-five years as director of the Kirckman Concert Society marked him out as a man with a great knack for spotting talented youngsters. Dame Felicity Lott was just one of Jones's protégées. The singer Mitsuko Shirai, the pianist Hartmut Höll and, more recently, the Emperor String Quartet, were other beneficiaries of the Society's largesse.

any remaining capital will come to the LankellyChase Foundation. In the meantime, the LankellyChase Foundation has greatly benefited from the release of unspent annual income and the accompanying tax rebate.

The first trustees

The early trustees of both the Charity and the Foundation were all connected in some way to the founders' business dealings. They seem to have been strong characters, confident in their relationships with the founders and trusted by them. There were three original trustees of the Chase Charity, or 'Members of the Council' as they were called.

One, Sylvia Saunders, was Major Allnatt's PA, not a secretary but a dogsbody who was prepared to do anything – from buying a shop to which 'Old Bill' (as the Major was known by family and close friends) had taken a fancy, to playing bridge with him all night. She had begun as a telephonist but her business sense was such that she managed to build up her own fortune by the time she retired. It was she who gave the art dealer instructions at the auction of Rubens's Adoration of the Magi, taking it upon herself to bid a much higher figure than the Major had authorised². The remaining two, Eric Marshall and Walter Wright, were, respectively, solicitor and financial director to the company. Ernie Quilter, the Clerk at Marshall Shortland & Co, was appointed the Charity's Company Secretary.

At the meeting of the Council on 3 August 1962, Francis Eugene Seldon, or F.E. as he was always known, a former Chief Inspector of Taxes, was appointed a member both of the Charity and of the Council. He was soon appointed the Charity's first Chairman and was instrumental in deciding on the Charity's objects. He later became an influential figure in the web of trusts that were established in the following years. At the same meeting, Norman Gray, a stockbroker, was elected a Member of the Council.

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Years earlier, Allnatt had given shares in his various companies to Walter Wright, Sally Saunders, Eric Marshall and Norman Gray with the direction that they do something useful with the money when the time was right. At this and subsequent meetings, these four people formally transferred their shares to the Charity. Major Allnatt also directed that the total assets of the G.W.M. Trust (Gray, Wright and Marshall), which he had set up some years before, should also be transferred to the Charity. These gifts formed the Charity's endowment; this seemingly convoluted way of settling a trust may perhaps have been yet another ploy to hide the true identity of the founder.

² At the time, this was a world record figure for any painting and the purchase caused Major Allnatt to evade the consequent media spotlight, an evasion that he is said to have enjoyed!

The first trustees of the Lankelly Foundation were also closely connected to the founder's company. It was F.E. who talked Mr Diggens into establishing a Foundation, but Mr Diggens himself was its first Chairman. However, the trustees, who included Les Smith and Ernest Macer as well as F.E., rarely met and it was F.E. who was the dominant trustee (as well as Chair of the Chase Charity and the Northwood Trust, Mr Diggens's discretionary trust).

The Foundation's early years were as different from those of the Chase Charity as the founders were different from each other. For the first decade, the Foundation operated without trustee meetings and without publicity. It received relatively few applications, which were dealt with by F.E. and the Secretary, who then took them to the founder for approval. By contrast, the Chase Charity had a clear vision of what it wanted to do and an active and committed group of trustees who were familiar with the concerns and worries of those whom they were trying to support. In hindsight, it seems now that this difference is due in no small part to the different influence which the two groups of trustees allowed the Secretary (as the staff lead was then known). Getting the balance right between these two roles remains a fulcrum upon which an endowed trust can tip from effectiveness to ineffectiveness.

Administering the charities

Both Major Allnatt and Ronald Diggens chose anonymity and the trustees guarded this jealously. Both wanted to appoint a Secretary whom they could trust and who would develop the work they had made possible. For almost the first fifty years of the trusts, there have only been two

Secretaries, and serendipity seems to have played a large part in their appointments.

Calton 'Cal' Younger came to Britain from Australia in 1941. After operational training he was posted to an Australian Squadron operating in Bomber Command, but in May the following year he was shot down and taken prisoner. When he was repatriated in 1945, he enjoyed the hospitality of John and Marjorie Peel. Mrs Peel had befriended him earlier in the war and had sent him his first clothing parcel. Eventually Mrs Peel introduced him to her brother, Major Allnatt. Cal realised the Major's wealth when he recognised an El Greco on the wall of the Major's flat, as well as works by other well known painters. The El Greco was later given to New College, Oxford, and at the same time Major Allnatt gave Rubens's Adoration of the Magi to King's College Cambridge.

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With his obvious interest in art, his painting and cartooning skills (which were used to great effect in the POW camp) and his literary talents (Cal is a published biographer and novelist), it is easy to see why Major Allnatt chose him to manage his newly established charity. Through the Major, Cal was well known to Ron Diggens, and when the Lankelly Foundation was established Ron Diggens asked Cal to run that too.

Cal took up his job with the Chase Charity in 1962. In the early days he shared an office at Major Allnatt's headquarters in Park Royal House, but soon moved the office to his bedsit – until he married Dee when he took over her front room! In 1968, he took on the administration of the Lankelly Foundation, which operated in a very

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different manner. This changed, however, when in 1977 Ron Diggins established a second charitable foundation, the Hambland Foundation. This had the same objects and trustees as the Lankelly Foundation, as well as a similarly obscure name, which again emanated from the founder's beloved Cornwall. Responsibility for the administration of three trusts, each not of inconsiderable size, was made more difficult by the complicated dynamics of three groups of trustees (albeit two with the same members), which had a different approach as to how they took decisions and how they interpreted their independence. Major Allnatt had died in 1969, and by the time the Hambland Foundation was established the Chase trustees had already had fifteen years in which to develop their ethos and culture. They no longer looked over their shoulders trying to determine what the founder would think of their decisions. Chase was a respected player in a number of different artistic sectors and areas of social need.

This confidence and independence was largely due to Cal Younger's willingness to travel, visit, listen and learn. He embarked on a programme of visits to other trusts and foundations, and Lord Kilmaine, the Secretary of the Pilgrim Trust, introduced him to the Donor's Dozen – an informal grouping of chief executives of trusts (not that they were called that then) that later became known as the Foundation's Forum. It was not unusual for trusts to operate only within the confines of their offices and proactive collaboration was rare – unless the Chancellor started to look at tax changes that might adversely affect them. Nevertheless, this early mixing with other trusts did lead to a greater willingness to share learning, and it has developed into frequent and effective collaborations amongst trusts and foundations. A more immediate return for the Chase Charity was that these visits gave the trustees a context in which to take their decisions and an insight into the personalities behind the work they decided to fund.

The early years of the Lankelly and Hambland Foundations were more confined. Perhaps the fact that the company (with which most trustees had close associations) was itself going through a period of change diverted attention away from the Foundations' potential. Perhaps it was the respect, even awe, in which the founder was held, but the trustees clearly felt limited in what they could do – they needed to revert to him before they ratified any decisions. Similarly, the Secretary's role was less influential here than it was at the Chase Charity – but this changed over time.

Amongst the mentors Cal collected was Sir Donald Allen, the Clerk to the City Parochial Foundation (now Trust for London). When Cal suggested that the Chase Charity might be interested in supporting people who had got in trouble with the law or were in danger of doing so, Sir Donald arranged for him to meet Merfyn Turner, who in 1954 had established the first halfway house for men leaving prison. The ethos of Norman House in Islington rested on the belief that a caring community home could support ex-prisoners and help them move to a life without crime, and it became a prototype on which other such ventures were modelled, both here and abroad. It also received one of the early grants made by the Chase Charity.

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Merfyn himself knew what prison did to people; as a conscientious objector he had been imprisoned in Swansea jail and, as with Cal, the experience left an indelible mark. Both had been imprisoned because of who they were and what they stood for rather than for any wrong-doing, but they understood that the denial of freedom itself was punishment indeed. This deep empathy with prisoners led Merfyn to spend his life learning and teaching about what is now called resettlement, and Cal willingly supported him, both by helping to fund the work and by joining Norman House's Management Committee. Fourteen years later, in 1976, I joined the Committee. At the time, I was working at Community Service

Volunteers and Merfyn had written to Alec Dickson, CSV's founder, to ask for help to get some younger people on to the Committee. I volunteered and joined an eclectic group of people, which included a classical scholar, a solicitor and probation officers and, of course, Merfyn and Cal. Norman House was intended to be run like a normal home and communal meals were the apex of the day, but conversation reflected the diversity of the people around the table, moving easily from the mundane to the specialist, or even the obscure.

In 1980, Merfyn retired and most of the long-standing committee members retired with him. With Mike Callaghan, the link Probation Officer, I then formed a new committee, and for ten years or so Norman House continued to be blessed with talented characters, both residents and trustees. Good things continued to happen and sometimes there were miracles. Late one hot summer evening when the committee, treasurer-less, was struggling with house finances, a loud scream pierced the still air. A woman had been mugged right outside the house. We rushed out, as did all the residents, only to find the poor victim on the ground holding the strap of her shoulder bag. We brought her in and gave her a cup of tea but decided not to call the police immediately because we knew of at least twelve criminals who were wandering around the neighbourhood! When the men returned, one muttering about how such a thing 'brought our profession into disrepute', we did call the police, but the miracle was that the victim turned out to teach accountancy and she joined the Management Committee as our treasurer!

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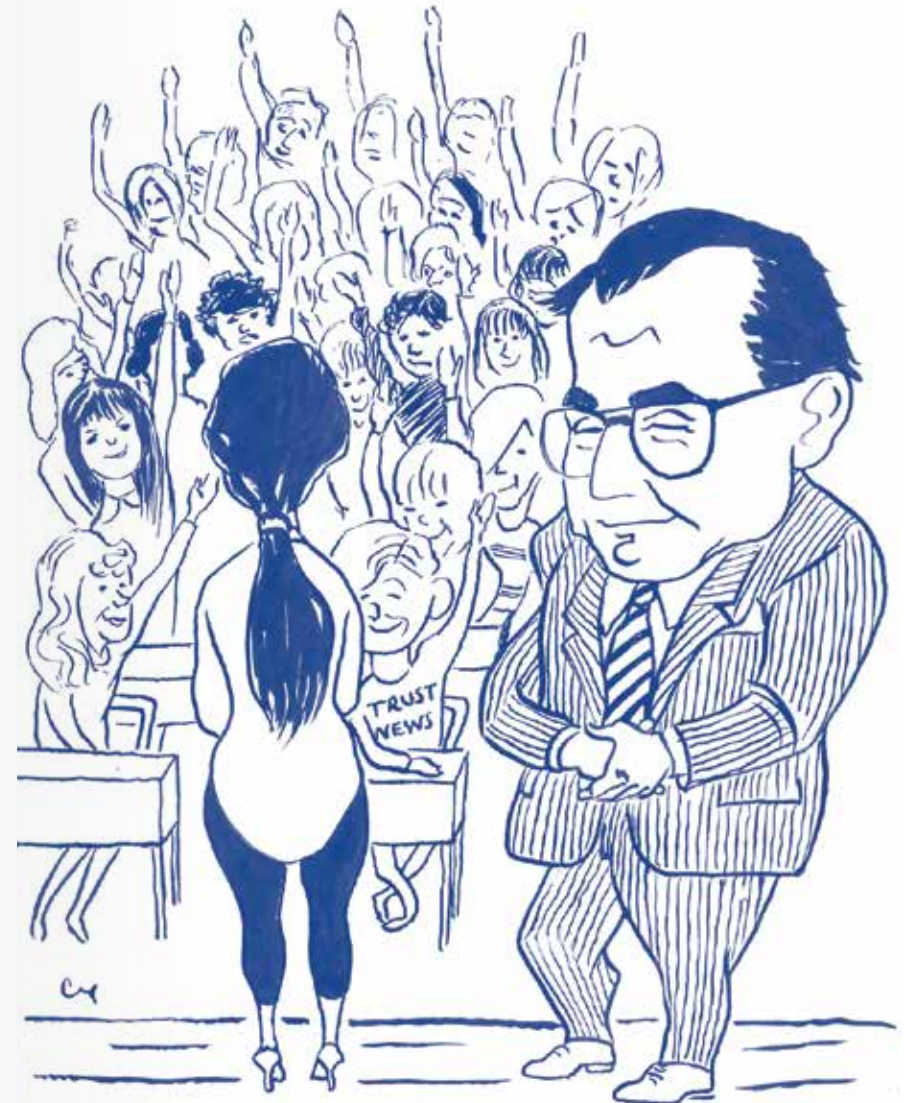
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However, changes in practice and new regulations, coupled with funding problems, made it increasingly difficult to do the work on this scale and in 1990, Norman House was handed over to be run by Stonham Housing, a much larger provider of housing services to ex-prisoners. Stonham extended the house considerably and it continues to house ex-offenders to this day.

It was, therefore, at Norman House where I met Cal, and when in the early 80s the income of the Lankelly and Hambland Foundations began to grow, the trustees of both the Charity and the Foundation realised

that Cal could do with an assistant. He asked me if I would be interested in working for the trusts and without much understanding I said yes. However, as explained below, this idea had to be shelved when the trustees decided to make a very large donation to Haberdashers’ Aske’s School in Elstree, thus nullifying the immediate need for an assistant to Calton. Two years later, however, the idea was broached again and this time, after being rigorously interviewed by the Chase Charity trustees, I took up the post of Assistant Secretary to all three trusts on 4 March 1984.



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*Mr Trustman has given us a nice talk, children.
Hands up those who want to be trust administrators
when they grow up!*

Chapter 2

The Chase Charity

The grants agreed over the years show how the Chase Charity trustees interpreted the Trust Deed and, specifically, how they made use of the clause that allowed them to support other charitable purposes as they saw fit.

Much time in the early meetings was taken up with discussion about the Kirckman Concert Society. As already mentioned, this might have become the main activity of the Charity if Major Allnatt's plans for a concert hall had been realised, but it seems that not all the early trustees were as keen on this as the founder. They recognised that their support would probably always be needed (the aim of being self-sustaining was always very unlikely), but the Minutes show some reluctance to spend a disproportionate part of the Charity's income on the Society. However, despite F.E.'s objections, substantial support was agreed and the Society received 10% of the £1,420,000 disbursed in the first twenty years. From the beginning, however, the trustees were keen to support a wide spectrum of art forms and these, including literature, dance, theatre and community arts, received a further 12% of this total. But it is significant that, although 21% of the total was spent on the conservation of ancient buildings, over half was spent on social welfare in support of the elderly, young people and those with special needs.

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The largest single grant was made to King's College Cambridge to pay for the siting and hanging of the Adoration of the Magi. This was a quite complicated task which involved some structural work, but King's didn't ask the Charity to pay for it. Rather the Bursar, who was a friend of Major Allnatt, explained that King's could well afford to pay for this work themselves but F.E. insisted that if the beneficiary of such a 'sublime gift' had to bear the cost of hanging it, the gift itself would be undermined. Not all the trustees agreed. Norman Gray suggested that the Charity might pay for a nail but, instead, the Charity forked out £41,600 – almost a year's income in the 1960s.

It is clear that the trustees took their responsibilities very seriously. It was not unusual for them to meet five times a year and consider up to eighteen or twenty cases that had been researched and presented by Cal Younger. They often went to see things they had funded, especially theatre and dance, and sometimes gave adverse reviews at the next meeting of the Council. From the start, Cal acted first as investigator and then as advocate, making strong recommendations to the Council but prepared to take the knock-back when it happened. In its first year, at their meeting in January 1963, the Council held a full discussion on the general policy of the Charity. Partnerships with other agencies were already being developed, and at this meeting the Council agreed to work with the Historic Churches Preservation Trust (HCPT) and the National Association of Almshouses. These partnerships began through personal meetings with Cal and lasted for over twenty-five years because they were mutually beneficial. They enabled the Chase trustees to see individual applications in a wider context and raised the profile of the Charity. HCPT's balance sheet was strengthened because the three or four grants made per meeting to help conserve historic village churches were paid through them. On the other hand, the National Association of Almshouses could make a stronger argument to potential members by showing strong links with grant-making trusts that might help with their programme of modernisation.

Major Allnatt must have had a soft spot for almshouses. He also established the Almshouse Christmas Fund, which had the laudable but complicated aim of ensuring

that all almshouse residents received a present at Christmas. Initially, this was a box of Meltis fruit jellies, which were dispatched by the company that the Major owned. At its height this scheme sent out 26,000 such parcels each Christmas to individual almshouses. When the link with the company ended, Cal took over the scheme, which then sent redeemable vouchers instead of sweets. In the 1980s, with the capital much reduced, and no doubt with some relief, the fund was transferred to the National Association of Almshouses to administer.

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This mix of interest – in building conservation, the arts and social welfare – came to characterise the Chase Charity, and it became well known for its work and admired for punching above its weight. Increasingly, as the original trustees died (until 1999 the only reason given in the Register for ceasing to be a Director of the company is 'death'), new trustees were appointed because of their knowledge and personal experience of the areas covered by the Charity. After eleven years as Chairman, F.E. Seldon died on 1 May 1973. Jack Harvie-Clark, who in a sense had started the whole thing off when he arranged the initial loans to Major Allnatt, became the Chairman, a position which he, like Mr Seldon, held for eleven years.

Organisations, even rich ones, are themselves sterile things. It is the personalities involved that give them life, colour and purpose, and as the Charity developed it had these elements in abundance. As far as purpose is concerned, the trustees had a collective experience and clarity of aims that enabled them to operate with confidence. As the people changed, however, so did the Charity. Eric Marshall died a few months after F.E. Seldon and the Council asked Cal to keep an eye out for potential trustees. From this time on, he was largely responsible for putting forward all subsequent trustees. He did this by arranging a dinner party at his house to which one or two existing trustees were invited, together with the unsuspecting candidate. Things usually went well and a suggestion at the next Council meeting was invariably supported.

In 1973 two new Council Members were appointed – Ramsay Hack and Richard Mills. Ramsay was the Financial Director at Allnatt London Properties and a director of Guildhall Property Company, which Major Allnatt had founded. He brought a financial expertise that filled the gap left by Mr Seldon’s death, but, more significantly, he was already a trustee of the Lankelly and Hambland Foundations, which Mr Diggins had established. He continued, therefore, to be the link between the Charity and the Foundations, a link that grew in importance as each developed separately while sharing a joint administration.

Richard Mills brought other talents. He and Donald Hall were the only trustees who were not involved in the company, either as directors or professional advisers. Donald Hall was a personal friend of the Founder;

Richard Mills was the highly regarded Deputy Director of the Gulbenkian Foundation (UK) and had already worked with Cal on a number of projects. He brought a strategic vision and understanding to the trustee body, helping them to see the wider social context of their work and the possible role they might play.

Three years later, in September 1976, Elizabeth Moore joined the Council of Management. She was not the first published author to join the charity – Donald Hall and Cal himself were before her – but she was the most celebrated. She wrote under the nom de plume of Elizabeth Berridge, and her novels explored human relationships and emotions in attentive detail. She brought that attention to the cases put before the Council and her sympathetic understanding of human nature, combined with a rather wicked sense of humour, brought depth and light to Council meetings.

It would be another seven years until the next new trustee was appointed, and during those seven years Chase Charity developed its work in the traditional areas such as the conservation of historic buildings and promotion of the arts. But it also started to work more strategically in others. One such area was deafness. Before joining the Charity as a trustee, Richard Mills had worked with Cal to support Diane and Andrew Kenyon who founded what was to become Breakthrough in the 1960s. Breakthrough, now known as deafPLUS, aimed for the integration of deaf and hearing people, and it helped to develop the first teleprinter and text phones which deaf people could use. Cal was also much involved in the

Association for Experiment in Deaf Education (AEDE), which promoted the ideas of Sir Richard Paget, a scientist who had done a lot of work on ASDIC, the submarine detection system. Sir Richard, and on his death Lady Paget, in association with Pierre Gorman, had developed an alternative sign language based on syntax that enabled signers to communicate in sentences rather than in single words. It is typical of the Charity’s involvement and Cal’s generosity that he was allowed to be a director of AEDE. There was no arm’s length involvement here.

.....
“ This interest in alleviating individual poverty or building upon individual talent runs throughout the Charity’s history ”

Another early partnership was formed with Ron Howells, who headed the Intermediate Treatment Fund, a government initiative that aimed to provide an alternative to custody for young offenders. Ron later went on to run the Hilden Charitable Fund with which the Charity has had a long association. The Fund purchased the Charity’s offices in North End Road when the Charity moved from London and, after his retirement, Cal was invited to join its trustee board.

The Chase Charity had long funded a very wide range of causes but there were a few regulars. The travel costs of the Little Sisters of the Assumption, a nursing order of nuns who offered home-based care, were covered

by annual grants, and the Family Welfare Association (FWA), now Family Action, were given an annual subvention to bolster their grants to individuals in need. At the Council meeting on 23 March 1966 a request to support FWA’s core funding was deferred on the grounds ‘that it is against the Charity’s normal policy to contribute to general funds since this achieves nothing specific and involves the risk of a continuing commitment’. Six months later the Council discussed the matter again and, persuaded by Cal’s paper, the Chairman remarked that he ‘could not think that the Council could put £1,000 to a better purpose’³.

This interest in alleviating individual poverty or building upon individual talent runs throughout the Charity’s history. A few people – like the young girl who was left in charge of a young family when her father died, or the promising young musician who couldn’t afford his school fees – were given direct help, but it was more common for trustees to provide the funding for others to disburse.

However, grants were more commonly made to organisations that offered support and services to those in need: young people at risk of offending or homelessness, the resettlement of prisoners, useful outlets for youngsters, support for the sick and disabled. But the Charity also broke new ground. For example, it was amongst the early funders of rape crisis centres, victim support and women’s refuges; in 1969, it was the first to provide funding to the small group

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³ Family Action is one of the few early beneficiaries that the LankellyChase Foundation continues to support. Meeting individual need is a specialist type of grant-making, and Family Action does this with thoroughness and speed.

of women from Ware who, lead by Mali Jenkins, wanted to do something about Parkinson's disease – this was the beginning of a series of grants to the Parkinson's Disease Society, now Parkinson's UK. Nor was the Charity averse to joining other trusts in research projects. In May 1971, it co-funded a project at Brunel University with the Rowntree Social Service Trust researching why publicity designed to help people who were eligible for rate rebates was ineffective. It also joined with the Gulbenkian Foundation to fund research into baby battering.

In 1983, Gordon Halcrow was appointed a trustee, once again bringing a wealth of professional and personal experience that enriched the Charity's development and the Council's deliberations. Gordon was a Senior Lecturer at Brunel where Cal's wife Dee worked (hence the pre-existing link

.....
“By 1986, all the original trustees had died, and unsurprisingly, with a change in the dynamics of the Council of Management, the Charity itself began to change”

with Cal). He brought vast experience in working with young people in education, together with all the understanding, patience and love that he and Sheena, his wife, displayed in their lifelong care of Rhona, their severely disabled daughter. Gordon's first-hand knowledge of the difficulties that families with disabled members have to face was complemented in 1986 when Claudia Flanders was appointed a trustee. Claudia was the daughter of Claud Cockburn, the British author and

journalist who was controversial for his communist sympathies. She had married Michael Flanders of Flanders and Swann fame and travelled with him all over the world. This experience gave her considerable interest in, and knowledge of, the problems wheelchair users faced when travelling, and this issue became an important focus for the Chase Charity in the following years. Many grants were made to enable public galleries and museums to install ramps and lifts until at last such provision became a legal requirement with the passing of the Disability Discrimination Act in 2004.

By 1986, all the original trustees had died, and unsurprisingly, with a change in the dynamics of the Council of Management, the Charity itself began to change. The rather strict formality that existed in its early years had relaxed over time and as new trustees were appointed, it was replaced with an easy friendship. Trustee meetings were enjoyable as well as businesslike. This lightness, I think, became a hallmark of the Charity and expressed itself in its dealings with the people who sought its support. Cal had always treated applicants with great respect and every letter sent out was a personal response giving the reason why we couldn't help (indeed, it was not unusual for Cal to include a personal donation when the cause was particularly worthy – a generosity that his successor failed to emulate!).

Perhaps one of the reasons for this approach was that both staff and trustees knew what it was like to rely on the decisions of others for funds, including depending upon the eclectic generosity of trusts and foundations.

Keith Grant turned the Community Art Department at Roehampton Institute into a bridge between college and community; Ann Stannard founded the Central School of Ballet with Christopher Gable; Dodie Carter sought support for community-based initiatives that supported people with mental health problems⁴; Ninian Perry, a professional musician, brought refugees and asylum seekers together to make music.

Their experience brought a considerable understanding of the difficulties and occasional desperation that applicants face in their search for resources. Ramsay Hack was in many ways the linchpin of the Council of Management. He was elected Chairman in August 1984, and served in that capacity until his death in October 2000. His financial acumen, combined with his search for consensus, even when he strongly disagreed with a proposal, guaranteed strong leadership. The fact that he was also a trustee of the Lankelly Foundation meant that he acted as a bridge between the two charities, enabling them easily to manage a joint staff team and the administrative responsibilities that ensued.

The applications that most excited Ramsay were ones that helped young people develop useful skills. He was an enthusiastic supporter of projects designed to challenge youngsters or to bring out their latent talents, and he very much admired the self-discipline demanded from, for example, the young students at the Central School of Ballet. This enthusiasm, which was shared by the

other trustees, was perhaps best expressed in the bursaries and awards first offered to the Royal College of Art in 1984 to allow students to live and work in Venice for three

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“Perhaps one of the reasons for this approach was that both staff and trustees knew what it was like to rely on the decisions of others for funds, including depending upon the eclectic generosity of trusts and foundations”

months. This later developed into support for students at Roehampton Institute, whose art department was gaining a reputation, under Keith Grant's leadership, for winning community-based commissions, mostly in mosaics. This time the awards enabled students to study the famous mosaics in Ravenna. Chase Charity Scholarships were also offered to help talented students at the Central School of Ballet, whose families couldn't afford the expense entailed. In 1996, the awards were offered to the glass department at Central St Martin's College of Art & Design, and this continued right up to 2011 with both trustees and staff being involved in the judging.

As may be inferred from above, the Council of Management were focused as much on the good the Charity was doing as on the growth of the value of its endowment, and its investment policy reflected this.

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⁴ At the time of writing, Ann Stannard and Dodie Carter are the only two Chase Charity trustees who remain trustees of the LankellyChase Foundation.

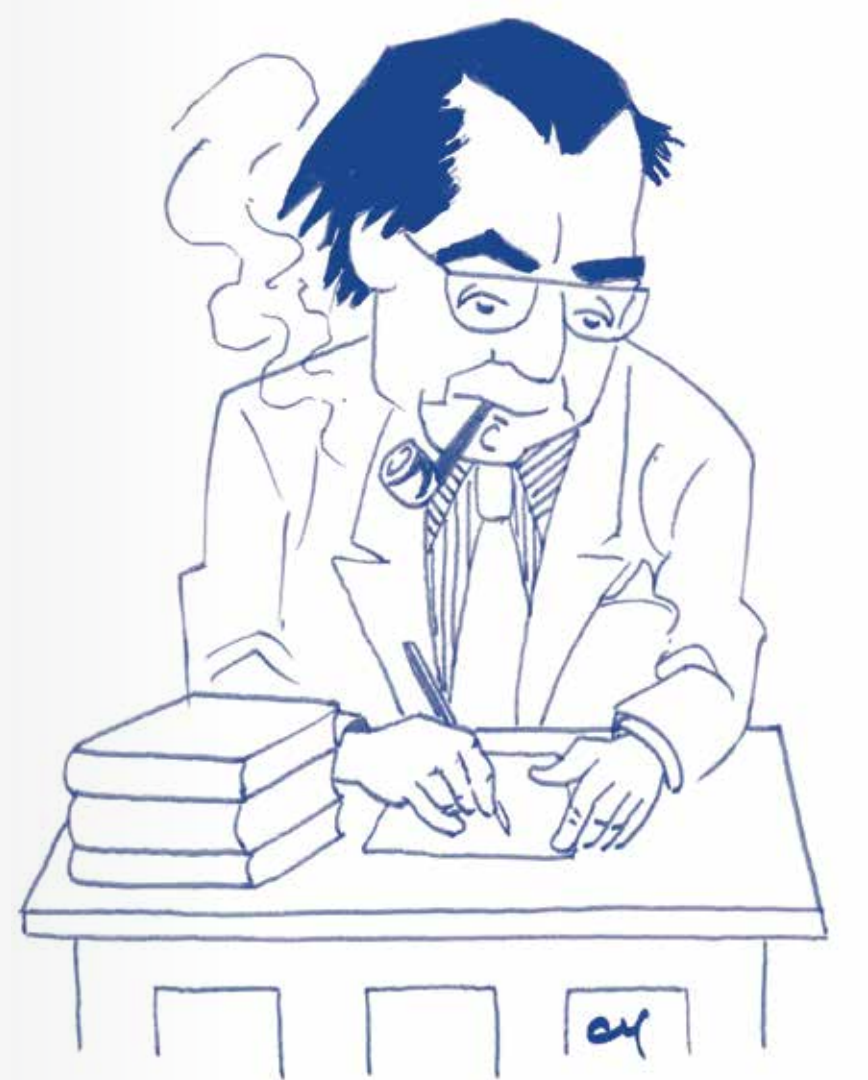
The investment aim was 'to achieve a balance between capital growth of the Charity's assets and, whilst taking a moderate risk, a consistent growth in the income which these produce'. No ethical restrictions were imposed. Ramsay Hack and Cal himself took the lead in managing the finances, but they were assisted considerably by the appointment of Sandy Robertson as a co-opted member in September 1998⁵.

The first Balance Sheet of the Charity, dated 30 September 1963, shows the Charity's investments to be valued at £791,776.11s.10d, most of it invested in the Guildhall Property Company established by Major Allnatt. In November 1973, the Members of the Council discussed the wisdom of holding 60% of the Charity's investments in one company, and the Investment Committee was asked to hold the situation in review. In the following years the investments were diversified. (Twenty-five years later, this need to diversify investments became a pressing issue for the Lankelly Foundation.) Cal Younger was an active member of the Investment

“... it was Gordon, together with Ann Stannard, who would eventually lead the Charity towards its amalgamation with the Lankelly Foundation in 2005”

Sub-Committee and with the advice and support of Rodney Dartnall, the Charity's long-serving stockbroker, he took active oversight of the investments. He retired in 1989, but continued to oversee the Charity's investments until 1999, when Mercury Asset Management was appointed to manage the Charity's endowment.

When Ramsay died in 2000, Gordon Halcrow, who had been acting as Interim Chairman for some time, was formally elected Chairman, and it was Gordon, together with Ann Stannard, who would eventually lead the Charity towards its amalgamation with the Lankelly Foundation in 2005. In the light of so much history, this was not an easy task and Gordon undertook it with great care and diligence.



*I'm doing the entry for the CAF Directory.
Have we got a policy, Miss Johnson?*

⁵ The Charity's Constitution stipulated that the Members of the Council should not exceed seven. Sandy Robertson was confirmed as a full Member on the death of Richard Mills in November 1999.

Chapter 3

The Lankelly and Hambland Foundations

When Cal was first asked to manage the Chase Charity in 1962 he worked from home. Then as the work grew he moved into a succession of small offices in West London and recruited secretarial support.

In 1968, when F.E. Seldon persuaded Ron Diggins to set up the Lankelly Foundation, Cal was asked to manage that too. Nine years later, Ron Diggins established a second charitable trust, the Hambland Foundation. Unusually, Hambland was established by an oral Declaration of Trust on 5 January 1977 in the presence of Ramsay Hack and Michael Wilcox, Mr Diggins's legal adviser. This was the result of a complex series of discussions that also involved the Northwood Trust, the discretionary trust established at the same time as the Lankelly Foundation, its residual beneficiary. The aims were to establish the trusts in the most efficient manner possible, given that the settlement would take the form of a transfer of shares, and to increase the income available for charitable purposes.

From this distance, it all seems most inefficient. Mr Diggins's oral declaration was made holding the Lankelly Foundation Deed of Settlement in one hand and a certificate for 1,614,910 shares in Allnatt London Properties Ltd. in the other. It was

recorded, typed up and confirmed by statutory declaration in front of a Commissioner for Oaths. The Lankelly Deed was important because the Declaration states that 'all the trusts, powers and provisions set out in the Lankelly Trust Deed shall apply to this trust... and as if references in the Lankelly Trust Deed to "the trust fund" were references to the new charity holding'. The Declaration also gave specific permission for the trustees of the Hambland Foundation to transfer all or part of the new charity holding to the Lankelly Foundation; finally, it specifically allowed for the future amalgamation of the two charitable trusts.

Given this, it is unclear why a second entity was established when the first could simply have been added to. The documentation refers to possible trustee liabilities in the event of the settlor's early death, but this presumably would not apply to transfers to charitable trusts. Apparently the oral declaration saved stamp duty, and there may have been other tax implications, or perhaps the settlor wanted to keep control of his

wealth. He was, after all, the sole named trustee of the Hambland Foundation.

Both Lankelly and Hambland had wide charitable objects and wide investment powers, although each had to be separately accounted for and audited. In March 1979, Ron Diggins stepped down as the trustee of the Hambland Foundation in favour of Leslie Smith, Ernie Macer and Ramsay Hack, all trustees of the Lankelly Foundation. From then onwards, the two trusts were

were run. Regular meetings were held and clear grant criteria were agreed. It was as if the Lankelly Foundation was given a new lease of life by the birth of its new sister trust.

The first joint meeting of Lankelly and Hambland was held 8–9 November 1977, and the Minutes include a draft of the first entry in the newly established Directory of Grant Making Trusts published by the Charities Aid Foundation⁶.

.....
“The first joint meeting of Lankelly and Hambland was held 8–9 November 1977, and the Minutes include a draft of the first entry in the newly established Directory of Grant Making Trusts published by the Charities Aid Foundation”

run together, with money to meet grant commitments coming from either trust. Moreover, Lankelly and Hambland formalised their contribution to the costs of the joint administration, which in the first instance were borne by the Chase Charity. This did rather complicate the administration of the trusts, but Ramsay Hack was responsible for all the accountancy work involved in the two Foundations, including the preparation of accounts, and this must have helped enormously. In any event, Mr Diggins's creation of a second charitable trust with such close ties to the Lankelly Foundation marked a gear change in the way his trusts

This meeting also records a wide range of grant criteria. Priority would be given to the conservation of wildlife and the environment, historic buildings, support for the elderly and handicapped, settlements, children's holidays, playschemes and rural affairs. Shared administration and a link trustee made it inevitable that this list, in part, reflected the interests of the Chase Charity. Lankelly and Hambland together were much bigger than the Chase Charity, and it was entirely reasonable for the larger but less experienced sister trusts to put their combined weight behind the excellent work on which the Charity had done the groundwork, but whose needs were too great for the Charity alone to meet.

Next in line came medicine, education and social welfare, while the trustees agreed that less emphasis would be placed on youth, non-medical research, the arts and overseas aid. In the years to follow, these guidelines were amended; for example,

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⁶ The Directory was a welcome development, an important step in opening up the extremely opaque, even secretive, world of trusts and foundations.

medical research was dropped altogether. But perhaps its inclusion in the early days better reflected the individual wishes of the trustees and their interpretation of what the settlor wanted. Despite the trustees' lack of professional expertise, this support of medical research was very practical and saw some notable successes. For example, in 1976 it enabled the surgical heart unit at St Thomas' Hospital, headed by Professor Hearse, to continue research, which led to the development of the solution that keeps the heart alive during open heart surgery.

The Charities Aid Foundation's Charity Statistics 1977–1978, which reflects the previous year's finances of the largest 200 grant-making trusts ranked by income, makes no reference to either Lankelly or Hambland. The Chase Charity comes in at 164th with income of £78,000, grants totalling £68,000 and assets of £952,000. The following year's publication includes the Hambland Foundation for the first time but, strangely, not the Lankelly Foundation. This shows that in its first year, Hambland's income was £99,000, it made grants totalling £54,000 and held assets valued at £2,104,000. Lankelly comes in for the first time in the 1979–1980 publication, which shows income of £76,000, grants of £72,000 and assets of £883,000.

For the best part of two decades, the trustees of the two Foundations and the discretionary trust were much exercised with deciding how they could support the settlor's old school, Haberdashers' Aske's in Elstree. This seems to have been a topic of discussion driven, since the late 1960s, by the redoubtable F.E. Seldon. Until his death in 1973, F.E. was in the powerful position of

being Chairman of the Lankelly Foundation, the Chase Charity and the (discretionary) Northwood Trust, and it is interesting how, in correspondence with the school, his reference to the need to defer to the settlor begins to be replaced by the use of the first person singular. On the other hand, the naming of the new music block the 'Seldon Wing' may simply have been to protect the settlor's anonymity.

Ron Diggins did indeed insist on anonymity, as The Times of 5 November 1970 attests:

“An anonymous benefactor has given £195,000 to Haberdashers' Aske's, the public school in Elstree, Hertfordshire. It brings the total of gifts from the same source to nearly £250,000 over two and a half years. The first gift, of £35,000, was given to the school in 1968 and helped to pay for a new library which was opened last year. Of the latest donation, £45,000 will go to a new geography, science and technology block and £150,000 for an arts laboratory block. Dr T. W. Taylor, the Headmaster, said: 'It was an absolute condition that the benefactor should remain utterly and completely anonymous. The buildings now under construction should be finished by September next year. It is hoped that Mrs M Thatcher, the Secretary of State for Education and Science will open them. The school has 450 pupils aged up to 12 and 750 aged 13–19. The maximum fees are £510 per year for senior school boarders.’”

For twenty years or so, it seems, the school continued to mine the three trusts. The trustees, led by Les Smith, now the Chairman of the two Foundations, and Michael Wilcox, the Chairman of the

Northwood Trust, continued to carry out the will of the settlor as they saw it – although this was not always easy to determine. Over this period, very significant donations were made towards a new library and teaching block, as well as a science and technology block, new music rooms and computer facilities.

In 1981, at the behest of the settlor, the three trusts committed to paying for the whole cost of a preparatory school for Haberdashers' Aske's. When existing commitments were taken into account – for example, £50,000 to the Parkinson's Disease Society – this meant that the two charitable Foundations had very little to disburse elsewhere for the next couple of years. The school must have thought its luck was in when they attracted the attention of Mr Diggins, for a combination of their doggedness and the trustees' wish to carry out the settlor's wishes meant that it received upwards of £3m from the Lankelly and Hambland Foundations and, to a much lesser extent, the Northwood Trust before this chapter of our giving was finally drawn to a close in 1993.

There was another significant development during this time, and it concerned the Allnatt London Property Company and another large property company, Slough Estates. Links between Major Allnatt and Slough Estates went back to 1928 when they co-operated on a development in Acton. In 1956, the board of Slough Estates was informed that overnight an anonymous party had purchased 300,000 shares and now owned 18% of the company. Major Allnatt, in the role of agent for this large anonymous shareholder, met with the Slough Estates Chairman and demanded a seat on the board on their behalf.

When it later became clear that the anonymous purchaser was Arthur Guinness, the brewery group, the Slough Estates' board were much reassured and agreed to the Major's suggestion that Ron Diggins join them as a director.

In his history of Slough Estates, Michael Cassel records:

“The new director, however, was seen as nothing less than a Trojan horse; he was not welcome nor made to feel welcome, at least at first. He had been imposed as a shareholder insistent upon boardroom representation and both sides appeared quite aggressive towards each other during their first encounters. After he left the boardroom a separate confidential agenda was often discussed.

Diggins, a 44-year-old bachelor, was a determined, tough and shrewd businessman but always the perfect gentleman. A former amateur boxer, ballroom dancer and light aircraft pilot, he also had the kind of property experience which a company like Slough Estates could not easily afford to ignore.

It was a messy start to what would be a long, if unconventional relationship, in which Slough Estates, Allnatt and Guildhall would be linked by Diggins but cast for many years as competitors in a tough market, anxious to keep off each other's patch? ”

In 1983, discussions started about a possible merger between Allnatt London Properties and Guildhall Property Company and Slough Estates, and this was completed in 1984. Les Smith then joined Slough Estates' board, and a year later Ron Diggins stepped

down, despite the fact that he was now the largest single shareholder in the company.

The merger, of course, had ramifications for all the trusts. The Lankelly and Hambland Foundations and the Northwood Trust now found themselves significant shareholders in Slough Estates. Together they owned about 6% of the company. The Chase Charity chose to take loan stock and cash with which they bought a new office in North End Road.

The trustees and the settlor agreed that the trustee body should be strengthened and in November 1985, Cecil Heather, a former partner in Pannell Kerr Forster, was appointed. Mr Heather, always known as 'Bill', brought a wonderful knowledgeable gentleness to the group, along with a canny knack for asking awkward questions about an applicant's accounts and an intense love of cricket. When Les Smith died in April 1989, he became Chair of the Foundations.

In a move that mirrored Major Allnatt's action on behalf of Arthur Guinness in 1956, Sir Nigel Mobbs, the Chairman of Slough Estates, then suggested to Ron Diggens that one of his directors, Wallace Mackenzie, join the trustee boards. This he did in December 1987, but any suspicion quickly evaporated, for Wallace became a committed trustee who proved to be deeply interested in the trusts' potential for good and was especially useful in helping the trustees understand and monitor its investments. His appointment was very welcome and there were no secret agendas!

In November 1989, Cal Younger retired. Five years earlier, when I was appointed his assistant, it was the intention of the trustees that I would succeed him and this I duly did. Cal continued as an adviser and was a regular visitor to the office which, with the trustees agreement, I moved out of London. The move was largely for personal family reasons, but the trustees were also aware that, per capita, London residents received more trust money than anywhere else in the country. In particular, the trustees were aware of the comparable social problems which existed (and still exist) in the scattered urban areas that surround our other major cities, but which often received little attention. A move from London would allow us to focus more on them, and this, together with the fact that there were a number of large foundations limited to giving in London⁸, was the main reason why the Foundations decided to drastically reduce their giving in London – a decision that strengthened the case for an office move.

The move to Oxfordshire took place in 1989, very soon after Ailsa Hornsby was cajoled into leaving the BMA and agreed to join us as Assistant Secretary, her final decision being made on top of a Scottish mountain! Soon afterwards, the administration of the three trusts was consolidated at the new office, which was situated above a 'pumping iron' gym (of which the staff did not take advantage) in a country club near Wantage. Ramsay gave up being the Foundations' accountant, and that work and much more

was picked up by Marian Durban who was appointed in 1989. Marian quickly became the hub without which the various administrative spokes would have flown off and done serious damage!

.....
“The merger, of course, had ramifications for all the trusts. The Lankelly and Hambland Foundations and the Northwood Trust now found themselves significant shareholders in Slough Estates”

Ailsa was the first woman appointed to be directly involved in grant-making as opposed to office-based secretarial posts, and this definitely had an impact at meetings. Up until that time, all the staff and trustees at Foundation board meetings were men, most of them mature and fairly well off, and all of them white. The balance was further restored with the appointment of Mrs Shirley Turner as a trustee in 1991. Shirley was married to Merfyn Turner, the founder of Norman House, and a person of immense experience and skill. Norman House, and perhaps Merfyn himself, were challenge enough for anyone, but Shirley also qualified as a barrister and raised a family of five.

When she joined the Foundation, Shirley had just stepped down from the government's Mental Health Tribunal and was a serving member of the Rent Tribunal. She very quickly won the respect of all the board and staff, and her sense of fairness and concern for the less well off became a driving force in the Foundations' growing focus on poverty and disadvantage.

The Foundations' grant-making were also increasing at this time, thanks to strong income from its large holding in Slough Estates and to its position as the residuary beneficiary of the Northwood Trust, whose own unspent income was transferred to the Lankelly Foundation and then enhanced by a 35% tax rebate. Indeed, the affairs of the Foundations were becoming increasingly complicated and it was with some relief that, in 1993, the anomalies created by the establishment of two foundations with the same trustees, objects and administration, were addressed.

Over time, Michael Wilcox had become the unofficial legal adviser to the Foundations, but this situation was formally ended in July 1992. The suggestion that the Lankelly Foundation and the Northwood Trust might collaborate in the appointment of fund managers was also dismissed on the grounds that there may well be a conflict of interest. The Foundations instead turned to Bates Wells and Braithwaite (BWB) for legal advice, and it was they who assisted the trustees to gain the agreement of the Charity Commission to grant a scheme by which the trustees themselves could amend the original Deed of Settlement. This had begun to cause some difficulties with the passage of time.

In 1992, the most pressing constitutional problem needing attention was the powerlessness of the trustees to appoint new trustees. Mr Diggens was the only person who could do this, but he was becoming increasingly disabled by the Parkinson's disease from which he had

.....
⁷ Michael Cassel, Long Lease! (Pencorp Books, 1991).

⁸ For example, the City Bridge Trust had recently been allowed to widen its objects from the upkeep of four London bridges, with the result that it was now able to distribute a further £11m a year in support of London charities.

suffered for many years. Before the appointment of Shirley Turner there were only three trustees, and important decisions could be delayed if one fell ill or was unable to attend a meeting.

One of these important decisions was to do with the recognised inadvisability of having a large proportion of the Foundation's portfolio invested in one company. The trustees discussed how best to achieve this, and perhaps the amalgamation of Lankelly and Hambland made it easier for them to take a difficult decision – after all, Slough Estates provided an acceptable and secure income. Unfortunately, a fall in the share price delayed any immediate action and although trustees sold some stock in manageable bites, a major diversification had to wait until June 1999.

Other administrative matters were streamlined. Signing procedures were made easier and a resolution was passed that enabled two trustees to execute transactions in the names of all the trustees (the Lankelly Foundation was not at this time a company limited by guarantee). Five-year terms for trustees were also introduced (a maximum of six as Chair), after which they had to be re-elected by their colleagues.

The 1990s were years of continuing change. During 1994, three new trustees joined the board: Lady Colleen Merlyn-Rees, Mrs Georgina Linton and Mr Leo Fraser-Mackenzie. They each brought different skills, wide experience and energy to the board resulting in closer attention to investment and administrative matters. In April that year, a second Assistant Secretary was appointed. Brian Whittaker came from the voluntary sector and brought

experience of running family services in Coventry and a Council of Voluntary Service in Swindon. His help with grant-making was much needed. By this time, the full board were meeting four times a year and there were four additional interim meetings that looked at applications under £10,000.

.....

“In 1992, the most pressing constitutional problem needing attention was the powerlessness of the trustees to appoint new trustees”

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In that year, 160 major grants were awarded to agencies all over the United Kingdom totalling £2,379,622. All of them had been visited by staff, for one of the principles under which we continued to operate was that, around the table where decisions were made, there should be somebody who had first-hand knowledge of the case being considered. The staff's role, as it had always been, was first to investigate and then advocate. This principle has served us well but it has meant an awful lot of travelling!

There was a noticeable shift in the Foundation's grant-making in this decade. The decision to withdraw from London was followed by a decision to halt making grants to Northern Ireland, as the charitable sector in the province seemed awash with 'peace money' from Europe and America. More and larger grants were being made and, after a policy review in 1995, the focus was increasingly on poverty and deprivation as witnessed in local neighbourhoods,

in homelessness and amongst individuals and families caught up in the criminal justice system. The trustees were also more willing to take risks, and indeed they saw in failed or cancelled grants a benchmark of their risk-taking. They took the view that if every grant was going smoothly they were not doing their job properly. Their continuing and major support of the Faithful Foundation's search for premises, where counsellors could work intensively with released paedophiles, was a case in point. In addition to this change of approach, the amount the trustees disbursed was also rising. This was largely as a result of their decision to eat into a fund of accumulated uncommitted income that had built up over the years⁹.

.....

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Ron Diggins died in the winter of 1997 and left the residue of his estate, by far the largest portion, to the Lankelly Foundation. The accounts of the financial year ending 31 March 1998 show the effect of this legacy – the Foundation's total assets jumped from £34.5m to £111.07m.

The legacy included a large holding in Slough Estates, as well as smaller holdings in a couple of private property companies

and a piece of land at Jackets Lane in Northwood. This was a stream-divided field of about six acres that Ron Diggins had purchased for his gardener to keep her horses on for free. When I visited in 1998, her horses were still there and the trustees were concerned that the lease could be viewed as an agricultural lease, which gave the tenant the right to pass it on to succeeding generations as long as it was used for the same purpose (that is, for stabling horses).

In the event, it turned out that the tenant had no intention of doing this and the Foundation eventually sold the land in 2007. The sale was made on condition that if planning restraints were lifted and the land was sold for development within a thirty-year period, the Foundation would receive a proportion of any profits. (Wilcox & Co, the solicitors who dealt with the land sale on our behalf, annually check that the Land Registry entry contains this condition.)

Over the next few years, the Chase Charity and the Lankelly Foundation continued to operate separately, even though the trustees agreed common grants criteria. In truth, despite Ramsay Hack's role as a link trustee, the two trustee bodies didn't know each other very well. The Charity itself had changed over the period and it seems as though roles had been reversed in the relationship. Some years before, the Foundation had taken over the direct responsibility for staffing and administrative

⁹ Much earlier, efforts had been made to try and persuade the ailing settlor to 'do something big', but much to the relief of Cal and myself, these were unsuccessful. In any case, we saw the Lankelly Foundation itself as his lasting memorial.

.....

“Over the next few years, the Chase Charity and the Lankelly Foundation continued to operate separately, even though the trustees agreed common grants criteria”

.....

expenditure and these had risen inexorably, largely because of the growth of the Foundation. A third Assistant Secretary, Sue Ash, was appointed in November 1999, and the Foundation board was expanded to include Simon Raybould, a lively academic from Newcastle upon Tyne, and Nick Tatman who came with city and charity board experience. Despite working together on a Joint Administrative Committee, perhaps it was inevitable that the Chase Charity was seen by some as the poor relation.

The staff, of course, were all jointly employed by the two trusts, and through them, both groups of trustees were well served. Some years earlier, Ailsa had formally been appointed Secretary to the Chase Charity to ensure this. Nevertheless, it became increasingly obvious that the journeys of the two trusts were diverging. We were reaching a crossroad where we would have to choose between going our separate ways or forming an ever closer union.



.....

Appropriate applications are carefully selected by the Secretary and Assistant Secretary.

Chapter 4

Amalgamation – The LankellyChase Foundation

As the Lankelly Foundation grew, its relationship with the Chase Charity changed, and individual trustees from both trusts began to discuss how they should continue to work together in the future.

For some years each had reviewed their operation separately, looking at their administration, investment policies and, most importantly, their grant-making policies. These meetings took place every three or four years and were instrumental in developing thinking amongst trustees and staff. Latterly, each of the Chairmen had attended the other's review. At their respective policy review meetings in 2001 both trusts agreed to discuss the issues around an amalgamation. Lankelly held their meeting first on 9 May, and at this meeting I was asked to produce a paper outlining the pros and cons of an amalgamation. The Chase Charity held their review meeting on 21 June 2001, and this meeting agreed that the two Chairmen, Shirley Turner at the Lankelly Foundation and Gordon Halcrow at the Chase Charity, should meet to assess the debate concerning the possible amalgamation of the two trusts. This meeting, which I attended, was held on Wednesday 11 July 2001. The two Chairmen agreed:

1. that the majority of neither trustee body showed any enthusiasm for the idea of amalgamation, and that strong arguments, both ideological and practical, had been put forward to retain the separate identity of the two trusts for the foreseeable future;
2. that neither trustee body ruled out the possibility entirely, and both agreed that it should be discussed again at some time in the future. The next tri-annual review seemed an appropriate time;
3. that in the meantime, greater harmonisation of procedures should be encouraged to simplify administration and each trustee body should receive Minutes of the other's meetings.

The seeming lack of enthusiasm had been underlined for Gordon Halcrow at the Charity's policy review, which was held at the offices of the Hayward Foundation. The Minutes reflect the discussion in detail but the outcome was clear: the Chase Charity decided not pursue amalgamation at that

stage but wanted to continue to reflect and discuss the matter between themselves and with the trustees of the Lankelly Foundation. The liveliness of the discussion was, in my view, better reported in the manner of football commentary by Sandy Robertson, the Chase trustee who had first proposed the idea of amalgamation. His report came to me with the warning 'only to be distributed to those with a sense of humour':

“Final result: Amalgamation Athletic 1 v Co-ordination Corinthians 4

The much anticipated final between Athletic and Corinthians was played at the neutral venue of Hayward Foundation Wanderers' ground on this sunny June morning in West London. A large crowd had turned out to watch the battle of the trustee giants in what promised to be a mouth-watering fixture. Tellingly, the Corinthians had their lucky mascot Cal Younger alongside them – the history books would show that they had not lost a match with Cal beside them since he hung up his boots late last century.

The game started tamely with little output from the Foreword, Publicity or Grants Budget but then burst into life midway through the first half; ironically it was Athletic who were to make the first impact in what was to prove a frantic period. Robertson took possession for Athletic and with a swift manoeuvre around business reasons he topped off a fine strike with the best interests of the beneficiaries at heart. 1–0 for Amalgamation! Athletic's joy was short lived as directly at the kick-off, Lisa 'Velociraptor' Moore sprinted down the right flank and with a swift nod to history the scores were level. The big travelling

support which Co-ordination had brought went wild. Before Athletic could regroup, Carter, the latest signing for Corinthians, scored in an almost identical manner but with the added bonus of nutmegging Robertson's business reasons. 2–1 to Corinthians and we surely had a match. A few minutes later the ball fell to Perry on the halfway line who had a clear run on goal – unfortunately he couldn't work out which way to run and the chance was lost to either side.

Half Time: Amalgamation Athletic 1 v Co-ordination Corinthians 2

With all to play for both teams started spritely in the second half, but after only five minutes the nail was firmly hammered into the Athletic coffin. Stannard, who had been having a quiet game so far, picked up possession deep in her own half but after some sparkling work involving character, personality, individuality and a general lambasting of Robertson's business perspective, she drilled a shot high into the net. 3–1 to Corinthians and surely the match was all but over. Halcrow, a muted observer until this point, stripped off his tracksuit top to reveal his Corinthians kit and fittingly with his first touch sealed victory for the Corinthians. 4–1 to Co-ordination and they were scenting victory. Whittaker then closed for Amalgamation followed by a chance at the other end for Ash. A 'feeble' effort by Kilgarraiff left the crowd wondering who he was playing for and was followed by a superb move by Hollond who crashed the ball against the Amalgamation bar, almost smashing it in two such was the ferocity of her attack.

The game was fizzling out as a competition, but there was still time for Amalgamation captain Robertson to embarrass himself as he set up Kilgarriff on Penal Affairs. It was all too much for the hapless ‘businessman’ and he retired hurt as the game drifted towards its final conclusion. ‘I’m looking forward to a rematch in three year’s time,’ said a dejected Robertson afterwards, but unless he can strengthen his team in some way it is doubtful that he will be able to match the veteran defence of Co-ordination.”

It was clear that more time was needed, but these early discussions played an important role in the two boards getting to know and respect each other, as evidenced by their agreement to work in the same areas of social need, albeit in a different way, and share the same publicity. Indeed, for some years the Foundations made the Chase Charity a grant of £250,000 a year to bolster its giving in the arts and heritage field. This brought them a little closer together, while enabling both to focus on their grant programmes – to some extent it bridged the gap between the size of their respective grants. The two trusts also continued in subsequent meetings to debate the pros and cons of amalgamation. Time and cost savings and clarity for applicants were part of the former while loss of identity and reducing possibilities for applicants formed part of the latter. They remained, however, confusing to the outside world, who increasingly referred to them as one entity in any event.

Internally, the biggest stumbling block was not that they were stuck in the past, but, I think, the Chase trustees’ fear of being swallowed up by a much larger trust that would attach little importance to its history

and ethos, and, in particular, to its reputation for the promotion of the arts. At the same policy review where they first discussed amalgamation (the football match) they also agreed that Paul Curno (who had followed in the footsteps of Richard Mills as the former Deputy of the Gulbenkian Foundation) should be appointed a trustee and that their one-time headquarters in West London, which the Charity had purchased in 1984, should be sold to the Hilden Charitable Fund. What is more, they agreed that the proceeds from this sale could be used to establish an innovative loan fund to be managed by Triodos Bank for the benefit of agencies offering affordable accommodation to those in need by way of low interest loans to upgrade buildings. Although the loan fund was not as successful as was hoped, this was the first time either trust had attempted to use part of its endowment in this way. It was a move that sowed the seeds for a more determined social investment programme in the years to come.

“Internally, the biggest stumbling block was not that they were stuck in the past, but, I think, the Chase trustees’ fear of being swallowed up by a much larger trust that would attach little importance to its history and ethos”

The discussions about amalgamation, however, had come to a bit of an impasse. Amalgamation carried few administrative difficulties – all staff were jointly employed

by both trusts – but it did break with history, and inevitably it signalled a change in ethos. Moreover, although the two trustee bodies had agreed to link their grant criteria, differences of emphasis and priority were emerging, such as the Lankelly Foundation’s decision to raise its voice in the social welfare marketplace, its growing focus on work with ethnic minority groups, its emphasis on monitoring and evaluation, and its wish to actively co-operate with other trusts. Not all of these approaches were entirely new to either trust, but they were given a fresh impetus and consistency in the Foundation by the trustees’ stated wish to work in this way.

This openness was most evident in the manner and relative frequency in which new trustees were appointed. The effect of three new trustees, Lady Colleen Merlyn-Rees, Leo Fraser-Mackenzie and Georgina Linton, bringing new ideas and approaches to an existing board of four, even if their joining was staggered, should not be underestimated. In 1994, the process of appointing new trustees still depended on personal contacts: a long list was created from suggestions put forward by both trustees and staff, and a selected number were invited to meet us, in much the same manner that Cal Younger had used to recruit trustees to the Chase Charity. By 1999, when Simon Raybould and Nick Tatman were appointed, formal interviews were held and, for the first time, the Foundation put itself into the position of having to openly turn down someone who had volunteered to join the board and been invited for interview. This process was repeated in 2003 when Abdul Shakoor and Shameem Malooq were interviewed with four other applicants and appointed trustees. These were watershed moments,

important stages in the Foundation’s development that were evidence of its growing confidence and clarity about what sort of trust it wanted to be.

“It appeared that the majority of Lankelly trustees were for amalgamation while the majority of Chase trustees did not yet feel that this was in the best interests of the Charity or its beneficiaries”

New board members brought new ways of working and thinking. A modernised constitution facilitated this and Shirley Turner, who had been elected Chairman in 1999, encouraged it. It was almost two years since the founder had died and the trustees were now ready to make full use of his generous legacy.

There was a feeling that Lankelly had changed and that the Chase Charity had chosen not to. The approach of both was quite valid but the difference between the two was becoming increasingly confusing for staff and applicants. It appeared that the majority of Lankelly trustees were for amalgamation while the majority of Chase trustees did not yet feel that this was in the best interests of the Charity or its beneficiaries.

As time went on, however, it became increasingly clear that this was not a discussion that the staff could influence. Over the years, staff numbers had been increased from two to nine, and this was rightly thought by the Chase Charity trustees to be solely down to the growth of the

Lankelly Foundation. Perhaps staff were considered too partisan, although there were differing views amongst us; perhaps we were thought to be the main beneficiaries of amalgamation, given that it would make the job of administering the trusts easier, and consequently our objectivity was suspect.

Nevertheless, despite these differences, the conversation about amalgamation continued and in late 2003 the two trustee boards decided to commission Sally Griffin, an organisational consultant who had significant experience of conducting reviews into the way organisations – charities in particular – are structured. She proposed to carry out a detailed consultation on future working relationships entailing:

- an independent professional assessment of the viability of the present arrangement;
- an analysis of how the two trusts might function separately, and whether or not this would be viable, efficient and effective;
- identification of possible models for the functioning of a merged organisation;
- an analysis of the ideas and thoughts expressed in order to understand how deep-seated loyalties and strongly-held opinions might influence perceptions and attitudes to possible different future options.

The proposal was accepted in the spring of 2004 and a Project Group was established to which the Sally Griffin reported; its members were Gordon Halcrow, Ann Stannard, Shirley Turner and myself. All the trustees and Cal Younger (for he held the history of the Charity and the Foundation) were

individually interviewed in their own homes and the staff were seen in the office. The draft report was first discussed by the Project Group, and then discussed by the consultant in separate meetings with the Chase and Lankelly trustees and the staff.

The Project Group met to consider Sally Griffin's draft report at the Institute of Mechanical Engineers (Gordon Halcrow was a member) on 20 May 2004. Sally Griffin reported:

“The development of a single new charitable trust is the option favoured by almost all of those consulted. Most believed that forming a new single trust by dissolving both the Chase Charity and the Lankelly Foundation would be in the best long-term interests of beneficiaries and would, therefore, meet the founders' wishes. They thought that there was ample evidence that the two trusts had the capacity to function effectively together and would be able to direct grant-making successfully in the chosen areas, thus relieving poverty and disadvantage in a way that could create lasting change for communities. There is also a shared interest in developing Arts and Conservation work to promote the quality of people's lives and enhance communities.”

Two trustees were concerned that the traditions of the Chase Charity would be lost, but none voted in favour of the third option, which was that the two trusts operate quite separately:

“Most people described a separation as the worst possible outcome after such a long shared history of cordial and intertwining relationships and joint administration.

.....

“The creation of the new trust, the LankellyChase Foundation, and the transfer to it of the Chase Charity's and the Lankelly Foundation's assets and liabilities was sealed and celebrated on 15–16 November 2004 ”

.....

Separation would, it was thought, jeopardise the capacity of Chase to carry out its objects, certainly in the longer term.”

The creation of the new trust, the LankellyChase Foundation, and the transfer to it of the Chase Charity's and the Lankelly Foundation's assets and liabilities, including the latter's status as the residuary beneficiary of the Northwood Trust, was sealed and celebrated on 15–16 November 2004 at the Petersham Hotel in Richmond. Ironically, the hotel is not far from the private gallery which, if Major Allnatt's purchase bid had succeeded nearly forty-five years previously, would have changed the whole nature of the Chase Charity. Heather Swailes, the former Secretary of the Allen Lane Foundation, acted as facilitator for the sessions, which dealt with the proposed Deed, how the new Foundation would operate and its grant-making policies. There was a lot to cover but it was not all work! It was a jolly occasion where bonhomie and good humour ran

through all the serious business of two traditions coming together to adopt a new, single, constitution.

All trustees of both the original trusts were invited to be trustees of the new Foundation, and all serving trustees accepted, although Paul Curno resigned in late 2004 and Ninian Perry, who had been a Chase Charity trustee since February 1998, had informed his colleagues at their meeting in February 2005 that, due to increased professional commitments, he would not be able to take up appointment as a LankellyChase trustee.

Shirley Turner agreed to extend her period as Chairman by one year to allow time for the new Foundation to settle down, and Ann Stannard, who had taken over the helm of the Chase Charity from Gordon Halcrow in 2004, agreed to be the Vice-Chair. Ann also agreed to chair the newly constituted Administration Committee.



You want audited accounts and budget for the next twelve months? Jim, I only asked for a little more housekeeping money.

Chapter 5

Still Giving – The Development of Thematic Programmes

Both the Chase Charity and the Lankelly Foundation had, over the years, developed their grant-making in similar fields of work.

The Chase Charity placed more emphasis on promotion of the arts and the preservation of historic buildings, and for a number of years it became known as having a particular interest in rural matters. Its trustees were keen to show how all the different facets of the arts might be used to improve self-esteem and well-being as well as promoting the intrinsic value of the arts; for example, they were as keen to support new writers through the Arvon Foundation as they were to help fund a writer-in-residence post in a prison. In its turn, the Foundation's interest in the arts expressed itself in the conservation of a painting or support for improvements to major galleries and museums. As far as rural matters were concerned, the conservation of the countryside and its denizens took precedence over the built environment, and so, over a number of years, it supported the Otter Trust and, with others, can take some credit for the successful re-establishment of otters in large parts of the country.

In time, however, the major part of time and money of both trusts was increasingly

focused on social disadvantage and poverty of either health, environment or spirit. As mentioned earlier, the needs of people with disabilities figured large in their grant-making, as did the myriad, often small, charities that were created to promote research into particular medical conditions. But the social issues that plague our society, such as homelessness, addiction, imprisonment, mental ill-health, domestic violence, rape and sexual abuse, were reflected on the agenda of both trusts from the beginning.

“In time, however, the major part of time and money of both trusts was increasingly focused on social disadvantage and poverty of either health, environment or spirit”

In the ten years or so prior to amalgamation, the thematic connection between these various strands was

increasingly recognised. In particular, Lankelly agendas were divided to reflect the different themes and the connections and commonalities that the individual grants shared. This made it easier to compare the different characteristics of individual applications and draw lessons from, for example, the different relationships with their respective local authorities. It became easier to recognise comparative weaknesses and strengths, and lessons drawn could be as useful to the applicant as the grant itself.

.....
“ This way of working could be criticised for lacking a strategic base, only ameliorating symptoms rather than attempting to tackle causes, but the trustees were very clear that they wanted to provide practical support that would help solve a particular problem ”

Chase Charity meetings developed differently and had a lighter touch. They preferred to hop from one subject area to another, except in the case of the two or three applications from historic churches that were a feature of every meeting. However, looking back, there was little sense of these individual grants being seen as forming a programme that had a strategic aim. There certainly were recurrent themes, but the individual grant decisions were more a set of unconnected responses to individual requests.

This way of working could be criticised for lacking a strategic base, only ameliorating symptoms rather than attempting to tackle causes, but the trustees were very clear that they wanted to provide practical support that would help solve a particular problem.

They believed their job was to be reactive because in doing so they gave the initiative to the people who were dealing with the problem – their request to us defined the need as they saw it, rather than us telling them what they needed. That said, of course, many was the time when grant applications only reflected what the charity thought we would consider, not what was actually needed, and visits by the staff regularly resulted in a quite different (often larger) request being put to the trustees. (I remember walking

into a community room in Belfast and nearly falling through the floor. They had asked us for money to purchase kitchen equipment. When I asked why they didn't ask us to pay for a new floor they said that they didn't think we 'did floors'!)

Deliberately, both trusts were keen to target their precious

resources on causes that neither caught the public's attention nor the whole-hearted commitment of the government. On both boards there were different opinions about the limits of the government's responsibilities to provide services, but there was firm agreement that trusts should not duplicate or pay for statutory services. Initially, this was expressed as doing something 'extra' or 'putting the icing on the cake', but as governments and government policies changed, delineation of governmental responsibilities grew more opaque. Statutory responsibility to ensure services were in place replaced responsibility for the direct provision of those services and 'the icing on the cake' became increasingly difficult to define.

.....
“ Deliberately, both trusts were keen to target their precious resources on causes that neither caught the public's attention nor the whole-hearted commitment of the government ”

In the 1980s and 90s this approach began to change. Different things drove this change. Externally, the relationship between government and service-providing charities was evolving. Although handicapped by a plethora of titles (which often still draw a blank with the man in the street in a way that the title 'charity' doesn't) the charity world was growing in confidence and increasingly involved in the provision of public services that had formerly been provided by the State. Perhaps housing is the pre-eminent example, although even in the more specialist areas supported by the trusts, contracts with government and government agencies were common and, indeed, much sought after as a means of providing a sustainable income. Indeed, our grants were often made (and still are) in order to strengthen an organisation so that it could tender for a government contract. This can have an effect on the way trusts operate. When drug rehabilitation services were first contracted out to specialist agencies by the Prison Service, a number of trusts, including ourselves, stopped working in that area, not simply because many of the agencies grew very large very quickly

but also because they recognised that support from independent funders might simply make one tender for a contract more attractive than another. Is that what we are in business for? Trustees also recognised that although contracts might ensure survival, they do that on other people's terms. Winning a contract means the work and its outcome is prescribed by others; a grant preserves (or should do) an organisation's independence.

Significant legal changes also had their effect. The new charity legislation of 1993 onwards had quite an impact on the way trusts thought about themselves. Some trusts thought it interfered with their vital independence; certainly, it made endowed charities more accountable. For Chase and Lankelly, the requirement to explain and describe ourselves to the outside world provided a welcome impetus for change.

Significantly, there was also much more contact between trusts. In 1990, the more progressive trusts and foundations had formed the Association of Charitable Foundations (ACF)¹⁰, and this quickly built on the shared learning that previously had been led by the Charitable Trust Administrators Group (CTAG) and the Foundation's Forum. The sharing of good practice was better arranged and trusts began to get a much better understanding of how each other worked. Within ACF itself, interest groups were established that encouraged members to meet and discuss the issues that characterised different areas of grant-

.....
¹⁰ This was not an easy exercise, but both the Charity and the Foundation recognised the potential for collaboration and both were founding members of ACF.

making. These looked at relations with government departments, relevant political initiatives, new approaches to old problems as well as emerging new social problems. Even if trustee involvement in these gatherings was lower than hoped for, the ideas and understanding gained, and the links formed, influenced us and undoubtedly helped us to think about our grant-making in a more strategic and joined up fashion.

There were also internal drivers. Our work in the criminal justice field was being increasingly recognised, partly because we led the ACF Issue Based Penal Affairs Interest Group. This group was quite active visiting prisons and sharing experiences about the variety of prison-based interventions provided by a flourishing voluntary sector, but, importantly, it also provided a point of contact between the Prison Service and the world of endowed foundations. The Prison Service itself was beginning to get more interested in the voluntary sector, and although its tendency to think that 'voluntary' meant 'free' was very difficult to shift, real dialogue began to take place. The Foundation became very involved in the Prison Service Voluntary Sector Advisory Group, which was set up following the appointment of Jo Gordon as its first Voluntary Sector Co-ordinator. This involvement in what was a significant change within the Prison Service, which was changing the way prisons thought about and worked with voluntary sector agencies, in turn helped the trustees to see the value of long-term involvement in focused pieces of work and gave form to what working in 'programmes' might look like.

New trustees also brought new ideas and approaches, new questions and emphases. Before the mid-1990s, neither trust had regular away days when, freed of the responsibility of taking day-to-day decisions, time was spent looking at the purpose,

.....
“The Prison Service itself was beginning to get more interested in the voluntary sector, and although its tendency to think that ‘voluntary’ meant ‘free’ was very difficult to shift, real dialogue began to take place”

methodology and impact of our work. The Lankelly trustees held their first away day in 1995 and Chase followed a year later. These reviews were then carried out at regular intervals by each trust, both together and separately, until their amalgamation in 2005 – by which time they were seen as a vitally important part of how we operate. These meetings increasingly tried to define and focus our aims and refine our processes.

Both trusts had published grant criteria in the available directories, but they were largely reactive to the flow of applications that came in. In 1995/6, the Chase Charity received 1,513 applications and made 78 grants; thus 19 out of every 20 applicants were unsuccessful. In the same year, 1 in 15 applicants received a major grant from the Lankelly Foundation, which attracted 1,794 applications and made 132 major grants (not counting for the 100 or so small grants in support of summer playschemes). These hit rates were recognised as being unacceptable and pretty meaningless. They represented

a lot of wasted time and effort for all concerned, and they told us little about how effective we were being or whether we were achieving what we set out to do. But at least they helped us to think about and debate what it was that we were trying to do!

On three occasions in 1997/8, both trusts surveyed successful and unsuccessful applicants to find out the effect of our grant and what they thought of the way in which their application was dealt with. The former produced a high level of responses (about 80%) and brought encouraging evidence that our support levered money from elsewhere. The survey of unsuccessful applicants gave more food for thought. Of these, 166 organisations were contacted, 110 that had applied to Lankelly and 56 to the Chase Charity. The responses to both were remarkably similar. Each had a response rate of around 60%; of these the majority had never (to their knowledge) applied to us before. Tellingly, around half of the respondents to either trust acknowledged that they had not seen our guidelines or sought to find out about priorities, and a third had not managed to raise any of the funds they needed. Apart from the encouraging news that most of the unsuccessful applicants felt that they had been listened to and were satisfied with the speed of our response (if not its content), the results emphasised the way many grant-seekers view grant-making trusts – as fishing ponds in which to throw lines as often as possible without much preparation. This kind of exercise served to motivate staff and trustees to state more clearly what we were about and this, in turn, helped to give the emerging programmes a clearer shape.

The trustees of both the Charity and the Foundation had long encouraged staff to lead them in their thinking about the purpose, role and methodology of grant-making. This was not to abrogate their responsibilities; rather they took the view that their role was to set the policy direction for the staff to develop and enact. Increasingly, as the staff developed knowledge and expertise in particular areas, distinct themes began to emerge.

In their 2003/4 report in the Guide to the Major Trusts, the Directory of Social Change commented:

“Within its chosen field of work, the (Lankelly) foundation has fitted its grantmaking to the areas of expertise of its staff, as much as the other way round. The freedom to act unconventionally like this is often given as one of the benefits of the independence of trusts but it is one that few foundations make use of. It is good to find such a clear example of conscious unorthodoxy.”

In the years preceding the amalgamation, the different size and approach of the two trusts clouded the development of particular programmes, but in the period leading up to 2005 and the amalgamation itself, the need for a clearer purpose and focus was very evident. The external environment was changing and the traditional role of trusts and foundations was being questioned, not least by trusts themselves. Although they had been holding separate review days for over ten years, the first time the two trustee groups held a joint review session was in June 2003. They met at the Wildfowl and Wetlands Trust in Barnes to discuss how we talked about what we did and how others

perceived us. Traditionally, both trusts worked on the principle of ‘doing good by stealth’, originally because of the founders’ wishes to remain anonymous and latterly because of a sense that speaking out might be too ‘political’. Although individual staff had been engaged in policy discussions with government, this was often done with others, or, for example, as a convener of one of ACF’s Issue Based Networks. The trusts themselves remained in the background. At the Barnes meeting both trusts accepted that they did have a role in policy and consultation discussions. They agreed that we did need to refresh how we described ourselves on websites and in print, and that we should be open to partnerships with others and take the initiative in bringing people together to learn from each other. In a word, they agreed that we should raise our voice (‘but not shout’) in support of the issues we helped financially; we should put our mouths where we put our money.

The Barnes meeting proved to be influential, not just because it was an important step towards amalgamation but because it enabled staff to work in a different way in their particular thematic areas. Partnerships with other trusts and service providers became more common and all the staff were involved in convening meetings, often through ACF, to discuss particular approaches or areas of concern.

The process leading to the amalgamation of the trusts in 2005 further strengthened the idea of programmes. The trustees agreed our first ever mission statement, which encapsulated the focus on disadvantage, the aim of promoting change by helping people fulfil their potential, and the need for a realistic balance between aims and resources:

“The LankellyChase Foundation works to promote change which will improve the quality of people’s lives. We focus particularly on areas of social need to help the most disadvantaged in our society to fulfil their potential. We are realistic, balancing what we seek to do with all the financial and human resources at our disposal.”

This mission statement was accompanied by a description of the areas of social need that were being prioritised. These built on past work, and included local neighbourhoods, penal affairs, art and the use of arts, young people, and mental health. The trustees further agreed that the Assistant Directors and Chief Executive should each take the lead in one of these areas, with responsibility for developing our knowledge, contacts and partnerships. In order to underline this point, Assistant Directors were now to be called Programme Directors.



*In a voluntary capacity, Mr Trustman,
I will be submitting an application...*

Chapter 6

More than Grant-making

From the early days, the trustees wanted to do more than simply disburse their income. For many years, this 'extra' took the form of staff visiting and advising on presentation or finances, and helping agencies to forge useful links.

The Foundation and the Charity had always sought to be as accessible as possible to applicant charities. This was mutually beneficial and led to a greater understanding of the needs and constraints that each of us faced. However, with the greater focus and the development of specific programmes came greater emphasis on this collaborative way of working, and partnerships were encouraged with actual or potential grant-recipients as well as with other trusts and foundations. Partnerships with the latter had, of course, been happening for years, but often these concerned the support of one particular agency at a time and they were often accidental rather than strategic.

As has been said already, the desire to 'do more' than award grants did not in any way imply that the trustees were losing confidence in grants. They continued to think that grant-aid was one of the most

effective means of support they could offer. They saw that grants have the ability to empower those on the front line, the service providers who actually do the work, in a way that research reports or paper information does not necessarily achieve. It helps them survive and develop new services and set their own priorities. On the other hand, the trustees were also aware of the dangers that arise when agencies work in isolation, repeating past mistakes because there is little shared learning and failing to use their combined influence when talking to policy-makers. This lack of communication is sometimes the result of not knowing what is 'out there', but often there is a deep-seated unwillingness to share knowledge and experience because of the intrinsic competition for resources that is perceived to characterise the relationship between voluntary sector agencies¹¹.

¹¹ Sadly, this sectoral competition is greatly increased by the privatisation of many public services and the confidentiality that surrounds the tendering for those services.

The development of specific programmes was well under way before the Foundation and the Charity amalgamated in 2005, and this enabled the trustees and staff to look at particular sub-sectors and develop different

.....
“Both the Charity and the Foundation had been working in Northern Ireland since the very start of the troubles, supporting cross-community initiatives designed to ameliorate some of the terrible community divisions that existed”

responses to different needs. One of the earliest examples of this was the Lankelly Foundation's involvement in the establishment of non-sectarian schools in Northern Ireland. Both the Charity and the Foundation had been working in Northern Ireland since the very start of the troubles, supporting cross-community initiatives designed to ameliorate some of the terrible community divisions that existed. Other trusts, notably the Barrow and Geraldine Cadbury Trust (as the Barrow Cadbury Fund was then called), the Wates Foundation and the Joseph Rowntree Charitable Trust, were also much involved and, indeed, before the Northern Ireland Voluntary Trust was established, England-based trusts were the principal charitable funders of community initiatives in the province.

The sectarian divides were mirrored in the education system, which many thought would have to change if these divisions were to be mended. A group of parents had formed All Children Together in the 1970s, and the first integrated school, Lagan College,

was opened in 1981. A number of trusts, including the Lankelly Foundation, were supporting the campaign and by 1985 three integrated schools had been opened despite considerable opposition from the Churches and the politicians. This was a movement begun and developed by parents and it depended completely on charitable support. With support from trusts, it was sustained and developed until all integrated schools enjoyed the same financial support that voluntary-aided schools enjoyed, namely 100% of running costs and 75% of building costs. The trusts involved joined with the European Union's Structural Fund to establish the Integrated Education Fund, which supports new initiatives until a school is opened. There are now 61 integrated schools in the province.

The Foundation's financial involvement in this work was not as great as some, amounting to over £100,000 between 1985 and 1990, but it is an important milestone because of its political undertones and its deliberate collaboration with other trusts. It reflects the trustees' growing confidence, which in this case was based partly on their long-term involvement in the province, to challenge the status quo and join with others in order to do so. These elements were to be seen in other examples of different ways of working. There was another small but significant effect of this grant for it underlined the growing difference between the Lankelly Foundation and the Chase Charity, both in terms of what they were able to do and in terms of what they were prepared to do. These differences became an important driver in the process of

amalgamation of which we have already spoken.

More examples of the trustees' willingness to adopt different ways of working are found in our work with offenders. From their very beginnings, the Charity and the Foundation had been involved in working with offenders and their families. Indeed, when Cal Younger suggested that the first Chase Charity trustees consider working with these groups, Major Allnatt responded very positively, saying that he went out of his way to employ ex-offenders in his companies whenever he could. By 2000, partly because the Foundation had convened ACF's Penal Affairs Interest Group for many years, both trusts were well known for this work and other trusts often turned to them for help and advice. Not all, however, came with the request which Peter Murray, founder of the Ormiston Trust, made. His trust, established in memory of his sister who had been killed in a road traffic accident on honeymoon in South Africa, had established its own service-providing charity, the Ormiston Children and Families Trust, which operated a number of community-based family centres and services in East Anglia. They also ran one or two visitors' centres in prisons, and children's crèche facilities in prison visiting halls, some of which the Foundation had funded. Peter was angry that this important work, which he saw as the State's responsibility, was left to charities to fund. He asked if the Foundation would be prepared to enter into a tripartite partnership with his Trust and the Prison Service to create a £3m fund to develop and spread these services in support of prisoners' families.

After much discussion, the principle was agreed by both trusts and Michael Spurr, at the time the manager of the Eastern Area of the Prison Service (he is currently Director of the National Offender Management Service). Cannily, the parties then met with the Prisons Minister rather than Martin Narey, the Director General of the Prison Service. What Minister could refuse a 'match one million pounds and get another free' offer of funding? Without more than a general written agreement, but with, I know, a ministerial instruction to officials to 'make this work', a five-year partnership was agreed to develop family-friendly prisons throughout the Eastern Region.

“The commitment and financial support of the Prison Service more than matched that of the founder trusts, and the project eventually saw the development of family services in nine of the area's eleven prisons”

In the end this partnership ran for almost seven years, extended by the welcome support of other funders, particularly the Henry Smith Foundation. The commitment and financial support of the Prison Service more than matched that of the founder trusts, and the project eventually saw the development of family services in nine of the area's eleven prisons and in the community, the latter especially with the children of families with an imprisoned member. Some of these services were quite innovative, such as the enhanced family visits at HMP Norwich, which gave selected

prisoners the opportunity to be with their family for most of a day, unsupervised except for a discreet camera. Others improved the range and standards of existing services. The partnership, which was known by the rather clumsy title of the Eastern Region Families Partnership, had both action research and evaluation built in from the start. The former ensured that families themselves were consulted and produced detailed reports of all the services in the area. These served to inform both the wider voluntary sector and the Prison Service, and helped ensure that family ties became increasingly recognised as an important pathway in the government target to reduce reoffending. The evaluation was carried out by Research Fellows Emeritus Professor Peter Wedge and Professor Gillian Boswell, who both had wide experience in this particular field¹².

In terms of both its longevity and the scale of its commitment this partnership broke new ground for all involved and there were many lessons to be learned. The commitment of all the parties was absolutely essential, for the time required from each of us was more than originally expected.

The whole process was overseen by a Partnership Board, which involved other individuals and agencies, both voluntary and statutory. This was chaired by the Foundation and included the Prison Service Area manager, senior representatives from the Eastern Region Government office and Probation Service, as well as other funders

and occasional observers from the Ministry of Justice. Such a profile of board members was deemed to be essential if the Partnership was to be successful but it also meant that the Foundation itself had to be prepared to take the lead in a way that it had not done before.

“In terms of both its longevity and the scale of its commitment this partnership broke new ground for all involved and there were many lessons to be learned”

One of the results of this way of working was a palpable increase in the Foundation's corporate confidence that it could speak with some authority in this particular area of social need, and this helped develop our other work and whet our appetite for other partnerships and different ways of working. For example, this was the first time the trustees agreed to allocate such a large amount of money in this way, and undoubtedly it helped when, later, they began to consider other social investments. It took them out of the comfort zone of agreeing £20,000 per annum grants and gave them another benchmark for what might be possible. However, the rationale for the allocation of funds to the Partnership was not to be repeated. The initial agreement to provide £1m was possible because it could be taken from a pot of unspent income that had accumulated over the years and so it

¹² Time Apart – a seven-year project to help children and families affected by imprisonment. Ormiston Children and Families Trust, 2009.

did not have an impact on the normal grant-making. In future, however, the funding for these special projects, unlike social investments, had to be drawn from the annual income of the Foundation. This actually had a beneficial effect in that future partnerships were integrated into the grant programmes and not seen as separate from them.

The Foundation's criminal justice work did not corner all of these initiatives. In 2003, its long-standing interest in strengthening local communities, led by Brian Whittaker, launched a three-year experimental programme with the Development Trusts Association. The Supporting Community Enterprise Programme was designed to

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“The promise of a new structure in which locally commissioned services would readily involve the voluntary and community sector was dangled in front of us but vanished before it took real shape”

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help smaller Development Trusts become more sustainable through enterprise. The Foundation invested £250,000, which was distributed to twenty-four Development Trusts seeking to develop or expand an enterprise or to acquire or develop land or buildings where enterprises could flourish. This is a difficult task at the best of times, but given that this programme specifically targeted newly established or small Development Trusts, the range of projects

supported, the effect this support had on the Development Trusts themselves and the shared learning that resulted was impressive. This programme was evaluated and the report published in 2007¹³.

The amalgamation of the two trusts in 2005 gave this appetite for partnership working greater focus. In that year a three-year partnership with the Tudor Trust began with the aim of pooling funds and sharing learning in order to help voluntary agencies working in the criminal justice sector in the South West meet the requirement of the newly appointed Regional Offender Managers, who were expected to be the commissioners of work with offenders across the region.

In the event, the highly centralised dream that was the National Offender Management Service (NOMS) proved to be something of a damp squib. The promise of a new structure in which locally commissioned services would readily involve the voluntary and community sector was dangled in front of us but vanished before

it took real shape. Sadly, as I write we seem still to be in the same position, but in 2008 the Tudor/LankellyChase partnership (TLC as it became known) decided to extend itself for a further two years with the more specific aim of fostering partnerships between service providers. We saw this as vital if their services were to be commissioned in the future. In total TLC disbursed £2.7m over the five years, an amount that was provided in equal measure by each trust.

This was a true partnership, where trustees and staff were fully engaged in assessment, visiting and decision-making, and it proved an enjoyable and learning-filled experience from which others could learn¹⁴.

This kind of collaborative working is to be seen throughout the various themes of the Foundation's work. Its Free and Quiet Minds programme had two prongs: one was concerned with how mental health problems affected minority ethnic communities and the other focused on destitute asylum seekers. Both depended on close working with the comparatively small number of service-providing agencies that shared these foci. Similarly, Ailsa Hollond's work in encouraging the use of the arts in secure units and Special Hospitals entailed gathering together different individuals and agencies interested in this neglected area. Despite her determined attempts to find or inspire other grant-makers to adopt these foci, in much of this work her partners were financially dependent on the Foundation. Obviously this creates a different dynamic to an inter-trust partnership, where neither partner needs to seek resources from the other in order to sustain its own work, but through close working and using the mechanism of a closed grant programme, Ailsa was able to make these partnerships effective and mutually enriching.

Sue Ash's programme, Breaking Cycles of Abuse, also relied upon a network of external agencies, particularly in relation to the difficulties around domestic abuse

in minority ethnic cultures. This was a partnership based on giving and receiving. Like Free and Quiet Minds, it was a symbiotic partnership that developed the Foundation's knowledge base and supported the often quite small agencies involved. Sue also partnered the Northern Rock Foundation in helping to establish Respect, a training

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“This kind of collaborative working is to be seen throughout the various themes of the Foundation's work”

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agency that targets the perpetrators of domestic violence. As with other partnerships, this proved to be time-consuming, but this approach often results in a much more effective working relationship than is usual between grant-makers and grant-recipients. This, I think, is hugely beneficial. It helps to break down often unsupportive barriers, encouraging endowed trusts to be more informed and more realistic about their role, while also informing and building the confidence of those we set out to support.

The most recent example of partnership working is the most complex. The Foundation is one of twenty-three trusts in the Corston Independent Funders Coalition (CIFIC). This Coalition was established to try and ensure that the recommendations contained in Baroness Corston's report into how the criminal justice system treats women offenders, commissioned by the government in 2007, were followed through. The Coalition

¹³ Supporting Community Enterprise Programme. Evaluation Report. The Camberwell Project, 2007.

¹⁴ This partnership was reviewed by Stephen Burkeman and Alison Harker. The summary of their report, 'The Tudor/LankellyChase Partnership: Lessons from a collaboration between two grant-making trusts, 2005-2010', is available on our websites.

employed an advocate to help them speak more powerfully and keep the issue on the political agenda. This work continues as I write, with the Foundation much involved both as CIFIC Chair and administrator of much of the £5m grant fund that the Ministry of Justice and nine members of the Coalition created in order to strengthen community-based women's services, which can provide an alternative to custody and help divert women away from crime. This partnership was evaluated by the Cass Business School, with the report launched at the House of Lords in 2012¹⁵.

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Social investments, the most recent stage in the evolution of the ways in which the Foundation uses its resources is, perhaps, the most dramatic and the most risky. As already noted, the original purpose of the £5m Loan Fund, supported by Charity Bank, was broadened to include social investments. These mark a dramatic shift in the Foundation's work because they commit the use of at least part of its endowment directly to further its mission and support its grant-making programmes. It is risky because in some cases, despite the wrapping of legal contracts, the financial returns are

uncertain, and in others the social impact is unknown. The advantages, however, could be very great. Already, when a little over 20% of the £5m fund has been invested, it has introduced new learning to the Foundation, new partnerships and networks and, perhaps, created a new prism through which the trustees view their more orthodox investments. It is worth taking a closer look at these investments.

Leaving aside the original investment in Charity Bank itself and the one loan that was made, the Foundation has made three significant social investments since February 2010. The first was a £200,000 investment in East Lancashire Moneyline which, with Social Finance and support from the Department of Work and Pensions, had developed a scheme in South Wales to deliver unsecured personal loans to financially excluded individuals at an interest rate much lower than that offered by other doorstep lenders. This ambitious project runs out of five offices in the region, in partnership with thirteen local housing associations. The term of this investment is eight years; capital will be repaid in the final three years, and each September the Foundation receives a 3.5% return on the principal outstanding.

The second such investment involved the much-heralded but wrongly named Social Income Bond. This focuses on reducing reoffending amongst all short-sentenced prisoners released from HMP Peterborough. Participation is voluntary but open to all

such prisoners who seek pre- and post-release support around addiction, housing, employment, self-awareness and family support. This support is provided by a number of voluntary agencies, including the St Giles Trust, the YMCA, SOVA and the Ormiston Children and Families Trust. The work is co-ordinated by the One Service, which was established by the founding organisation, Social Finance. This is a long-term project funded through a £5m investment by charitable foundations and individuals. The Foundation has committed to invest £500,000 over the life of the project. This investment was made on the basis of a contract with the government, which, over the second half of a six-year project, will repay principal and interest from money saved by a reduction in reoffending amongst this cohort of prisoners. This work began in July 2010 and is overseen by Social Finance and an Advisory Board that includes Foundation representatives. It is estimated that some 3,000 short-sentenced prisoners will be released from HMP Peterborough during this time, and the number of court events that this cohort triggers will be measured by the Ministry of Justice against a control group of a similar size.

The Peterborough SIB, as it is known, is a complex investment. Its profile is considerable, heralded by government and voluntary sector alike as a panacea for future ways of working, but its outcome remains uncertain. Its client group has complex needs that are easier to list than to meet. And this investment may produce unintended consequences. Government holds it up as the example of their new 'Payment by Results' approach to the funding of criminal justice services, but it may prove to have been the

trigger for an expansion of the privatisation of these services, which could further squeeze involvement by the voluntary sector. Nevertheless, the fact that the aim of this investment so closely matches work in which the Foundation has been involved for many years is a major reason why the Foundation has committed significant amounts of time and money to this project, despite the risks. It is also important that Foundations become involved. If they are not, their influence in areas where they have long experience and in which they will continue to operate, will be diminished.

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“It may prove to have been the trigger for an expansion of the privatisation of these services, which could further squeeze involvement by the voluntary sector”

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Under Brian Whittaker's leadership, the Foundation has also invested £250,000 in the Big Issue's Social Enterprise Investment Fund. This is a £10m fund which aims to grow emerging social enterprises in a variety of areas. A return of 5% per annum is expected, and if enterprises succeed, there is the potential of capital gains from the fourth year onwards. Brian is also investigating other possible social investments, including the creation, in partnership with a number of other trusts and foundations, of a Human Rights and Social Justice Centre in London that would house a number of like-minded agencies and provide a secure rental-stream for investors.

¹⁵ Funders in Collaboration: A Review of the Corston Independent Funders Coalition (CIFIC). Cass Business School, 2012.

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“These investments have the potential to create a step change in the Foundation’s work; they provide a means by which the endowment can more directly support the mission and much can be learned from them”

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These investments have the potential to create a step change in the Foundation’s work; they provide a means by which the endowment can more directly support the mission and much can be learned from them. Although the learning curve is steep, it could lift the Foundation to an entirely different level of operation where its impact can be better measured. Commitment and boldness

are needed, as well as a willingness to recognise and learn from failure. One can’t help but think that both the founders, Major Allnatt and Ronald Diggens, were well used to similar learning curves as they built up their property companies and that they must have faced and overcome those challenges with some relish.



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*See, son – I want you to have the things I never had –
Legal Aid, a decent probation officer, prisons without bars...*

Chapter 7

A Few Reflections

The Foundation is entrusted to the trustees who have freedom to work as they will. But, to paraphrase Marguerite Duras, freedom does not reside in looking inward but in holding hands and looking out to a common horizon.

The power to decide

I often wondered what Major Allnatt or Mr Diggins would make of the LankellyChase Foundation if they had suddenly reappeared after the two charities were amalgamated. They got on well enough in life to be employer and employed, business founder and successor, and to have loyal friends and colleagues in common whom they trusted with their Foundations. Neither sought personal recognition, and I doubt if they would have felt that some reflection of their personal standing had been lost through the amalgamation. Given their own business sense, they would certainly have recognised the business case.

Such musings, however, always made me grateful, in a rather guilty sort of way, that the founders were not around while I was in charge. Would the trustees have been constantly looking over their shoulder to try to divine what the founders thought about this or that proposal? They did that to some extent in any event, and their consideration of

the possible retrospective ire of the founders was either a sign that an application was floundering or, more worryingly, the cause of over-generous and inappropriate commitments, as in the case of the Lankelly Foundation's long-standing support for Haberdashers' Aske's School in Elstree.

So the Foundation has been freed by its founders and entrusted to its trustees; but it is also free of family or corporate oversight. Within charity law, it is in the uncommon position of being free to decide its own agenda. Trustees of most charities, especially those which rely on others for funding, but also many independent funding bodies, do not enjoy this freedom. This, of course, carries with it the responsibility to be effective; the trustees have to set a clear and transparent agenda that has to be explained, enacted and reported upon.

Focus

If this is to be achieved, a trust has to have clear aims, clearly explained and promoted. In the early days, and indeed, for a long time afterwards, it was not uncommon for our trustees to agree that 'we'll look at anything that is good'. There is no denying the generous spirit in which this was said, but nevertheless for staff it was frustrating and for applicants positively unhelpful.

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“ Without clearly expressing what it is a trust is seeking to do, or at least what they are seeking to support, decision-making can be capricious and unfair ”

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Without clearly expressing what it is a trust is seeking to do, or at least what they are seeking to support, decision-making can be capricious and unfair. Like many other charities, it is only in recent years that the Foundation has adopted a mission statement, and this is still being developed and interpreted. The Foundation's experience shows that its very freedom to work in any area makes focusing difficult, and perhaps only possible when corporate knowledge and skills have been developed sufficiently for choices to be made. This is a maturing process in which consistency of staff and trustees plays a decisive role. But change is also important and the Foundation's story also shows how vital it is to bring new people and thinking into a trust.

Self-imposed rules

We don't often learn from the past. Instead, life seems to go round, sometimes in tight circles and at others in an elliptical fashion, but always presenting us sooner or later with the same conundrums. But in the span of our own experience we perhaps stand more chance of learning.

The freedom to act as we choose carries with it the danger of adherence to self-imposed rules which, over time, can stifle creativity and become a drag on action and effectiveness. Administrative processes ('we have always done it that way') provide many examples, but there are more profound approaches, fundamental to the way a trust operates, that are sometimes rarely or never questioned. Take, for example, the way a trust approaches its obligations around the management of its endowment. Prudence, encapsulated in the brief policy of 'maximising income whilst preserving the true value of the capital', often dominates trustees' thinking. In the case of the

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LankellyChase Foundation, this approach was seen to make sense because the trustees long ago took the decision to regard the endowment of the Foundation as permanent, even though it isn't. It is easy to understand why this decision was

taken, and once taken why successive trustees have recoiled from any serious discussion about changing it. It is sometimes difficult to envisage one's own demise. But permanence is a millstone, because nothing created is permanent and having to weigh present needs against the needs of future beneficiaries, a legal requirement for trusts that have been settled as permanent endowments, is an impossible task that can weaken focus of action. Such an investment policy will also be constrained by a probable emphasis on caution, a wariness about socially responsible investing and a disinclination to get involved in alternative social impact investing. It is interesting that although the LankellyChase Foundation retains this self-imposed rule, it is also developing a real appetite for social investing (as explained earlier), which perhaps shows that self-imposed rules can be bent, if not broken.

Grant-making, of course, is littered with self-imposed rules, and perhaps these are inevitable. Some, though, seem to be held as central to the grant-maker's creed and go unquestioned. For example, why is there such a common insistence on applicants having to prove that their work is innovatory, often without explanation about what that might mean? At times this requirement seems pre-eminent, even preceding a judgement about the effectiveness of a particular course of action and with little acknowledgement that innovation is not far from novelty.

We also often make our processes rigid not only in terms of the grant amount and grant period, but also in the reporting we require and the grant conditions we impose.

Fresh eyes, especially those of the people who are seeking our support, can test custom and practice and help to renew it.

Trustees are equally responsible

Charities that are charged with the management and disbursement of large endowments are different from service-providing, campaigning or researching charities. They may include some or all of these elements but their governance dynamic seems to me to be fundamentally different from that of a service-providing charity. Responsibility for a large sum of money is very different, and sadly, sometimes it appears more burdensome than responsibility for sustaining quality provision. It is a responsibility that is sometimes left to a few trustees, while others plead their ignorance about finances. This can have an adverse effect upon relationships within a trust, relationships between trustees and between trustees and staff.

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“ Responsibility for a large sum of money is very different, and sadly, sometimes it appears more burdensome than responsibility for sustaining quality provision ”

Perversely, decisions about financial management can also compete with a trust's mission. Investment policies can be in opposition to grant-making policies. Mission-related activities are often deemed to be dependent upon successful financial

activities. Because of this, the full involvement of all trustees is essential, despite the difficulties of understanding finances or the mysteries of the Market. All areas of the trust are the responsibility of the whole trustee board. Some of these dangers can be seen in the story of the Foundation, but I do believe that the freedom to advertise for, and appoint, new trustees from outside the Foundation's circle has reduced them considerably.

Being realistic about our place in the scheme of things

I have often thought that the way people view trusts and the way we view ourselves complicates our work. The ordinary person in the street usually has no conception of our work and we are reduced to explaining what we do by jokingly saying 'I give money away'. Those seeking funds, however, have a different understanding, and their need for funds means that trusts, and trust personnel, are very important to them. This sometimes seems to be translated by trusts as 'we are very important in our own right' which is quite different, especially when it seems to mean 'we are more important than you'! It is, perhaps, in a gathering of trusts and foundations (a 'settling' perhaps?) that organisational hubris is most apparent. One would think, sometimes, that trusts have the answers to life's problems when in fact they have the privilege of trying to

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“ One would think, sometimes, that trusts have the answers to life's problems when in fact they have the privilege of trying to find answers to them ”

find answers to them. Without the people we fund, that search would indeed be fruitless.

Nevertheless, the money that endowed trusts disburse is like no other. It is not public money, which has to be accounted for in some way to the tax-payer. Nor is it like the millions that are donated to charitable causes each year by the public. Both of these 'types' of money rightly have to be accounted for. Their purpose is predetermined, whether in contractual terms or by the purpose for which they were given. Of course, grants from trusts may also be conditional, but those conditions are agreed between the parties and not dictated by an external agency. Thus trust money is essentially more free than other sorts of funding. Its flexibility, which might be agreed prior to, or during, a grant period, makes it more valuable because it can be used to lever funds from elsewhere and encourages rather than dampens creativity. Ironically, unless we continually review how we work, our own self-imposed rules can ruin this flexibility and make our funding feel little different from public money.

Appendices

List of Trustees

Chase Charity Members of the Council of Management/Directors

Walter Wright	Chartered Accountant	1962–1965
Eric Marshall	Solicitor	1962–1972
Sylvia Saunders	Secretary	1962–1986
Donald Hall	Writer/Solicitor	1962–1984
F.E. Seldon	Financial Consultant	1962–1973
Norman Gray	Stockbroker	1962–1978
John Harvie-Clark	Ret'd Bank Manager	1962–1984
Gordon Halcrow	Senior Lecturer	1983–2005*
Ramsay Hack	Chartered Accountant	1973–2000
Richard Mills	Ret'd Charity Director	1973–1999
Elizabeth Moore	Writer	1976–2005*
Claudia Flanders	Charity Director	1985–1998
Keith Grant	Artist	1990–1997
Ann Stannard	Dance Administrator	1990–2005*
Ninian Perry	Musician	1998–2005
Sandy Robertson	Banker	1998–2005*
Dodie Carter	Social Worker	2000–2005*
Paul Curno	Ret'd Charity Director	2001–2004

Lankelly Foundation Trustees

Ernest Macer	Solicitor	1968–1981
F.E. Seldon	Financial Consultant	1968–1973
Leslie Smith	Property Developer	1968–1989
Ramsay Hack	Ret'd Chartered Accountant	1973–2000
Cecil Heather	Ret'd Chartered Accountant	1986–2000
Wallace Mackenzie	Property Developer	1987–2003
Shirley Turner	Barrister	1991–2005*
Lady Colleen Merlyn-Rees		1994–2003
Leo Fraser-Mackenzie	Banker	1994–2005*
Georgina Linton	Civil Servant	1994–2004
Nicholas Tatman	Banker	1999–2005*
Dr Simon Raybould	Academic & Community Worker	2000–2005
Shameem Malloq	Charity Worker	2003–2005*
Victoria Hoskins	Banker	2003–2005*
Dr Abdul Shakoor	Community Worker	2004–2005*

Hambland Foundation Trustee

Ronald Diggins	Settlor	1977–1993
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* Indicates trustees who went on to serve as trustees of the LankellyChase Foundation

LankellyChase Foundation Trustee/Directors

Shirley Turner	2005–2009
Ann Stannard	2005–2012
Gordon Halcrow	2005–2006
Dodie Carter	2005 to 2012
Shameem Malooq	2005–2007
Simon Raybould	2005–2006
Sandy Robertson	2005–2007
Leo Fraser-Mackenzie	2005 to present day
Elizabeth Moore	2005–2007
Nick Tatman	2005 to present day
Victoria Hoskins	2005 to present day
Abdul Shakoor	2005–2007
Clive Martin	2007 to present day
Kanwaljit Singh	2007 to present day
Paul Cotterill	2007 to present day
Marion Janner	2009–2012
Andrew Robinson	2007 to present day
Morag Burnett	2009 to present day
Peter Latchford	2009 to present day
Alison Leverett-Morris	2008 to 2012

* Indicates trustees who went on to serve as trustees of the LankellyChase Foundation

Significant Dates

1962	Chase Charity established.
1967	Lankelly Foundation established.
1969	Major Allnatt, founder of the Chase Charity, dies.
1977	Hambland Foundation established.
1983	Peter Kilgarriff appointed as successor-elect to Calton Younger.
1984	The Chase Charity purchases 34, North End Road, W14 .
1988	ACF establishes its first office as a tenant of the Chase Charity.
1989	Calton Younger retires.
1989	Office moves to Oxfordshire.
1991	The Lankelly Foundation purchases 2, The Court, Harwell.
1993	The assets of the Hambland Foundation are transferred to the Lankelly Foundation.
1997	Ronald Diggins, the founder of the Lankelly and Hamblan Foundations and the Northwood Trust, dies; his legacy triples the size of the Lankelly Foundation.
2004	The LankellyChase Foundation is incorporated.
2005	The LankellyChase Foundation is registered with the Charity Commission.
2005	The assets of the Chase Charity and the Lankelly Foundation are transferred to the LankellyChase Foundation.
2007	The LankellyChase Foundation purchases No 1, The Court, Harwell and moves in.
2010	Julian Corner appointed CEO.
2011	Peter Kilgarriff retires.
2028 (18 March)	The Northwood Trust will be wound up; the LankellyChase Foundation is its residuary beneficiary.

