

Paul Hamlyn Foundation Strategy 2015

Paul Hamlyn Foundation

Strategy 2015

June 2015

The logo for the Paul Hamlyn Foundation, consisting of the lowercase letters 'phf' in a white serif font, centered within a dark blue square.

Mission

Our mission is to help people overcome disadvantage and lack of opportunity, so that they can realise their potential and enjoy fulfilling and creative lives.

We have a particular interest in supporting young people and a strong belief in the importance of the arts.

Values

Our enduring values draw on the beliefs and instincts of our founder, Paul Hamlyn, who believed in a fair society in which people could realise their potential. He built his success as a publisher, comfortable with a degree of risk, by developing new approaches. He was particularly interested in improving opportunities and life chances for young people. He also believed in the importance of everyone having access to the arts.

Social justice is the golden thread that links all our work. We hope, therefore, that our work will help particularly to improve and enrich the lives of those who are experiencing disadvantage or are in some way excluded.

We seek to reflect these values throughout the areas of activity we support and the ways in which we work.

Introduction

Paul Hamlyn was an entrepreneurial publisher and philanthropist, committed to offering new opportunities and experiences for less fortunate members of society. During his lifetime, and because of his experiences, he had a particular interest in social justice, challenging prejudice and opening up the arts and education to everyone, but particularly to young people.

In 1987 he established the Paul Hamlyn Foundation for general charitable purposes. Since then, we have continuously supported charitable activities that have enabled individuals, particularly children and young people, to experience a better quality of life.

Paul died in August 2001, but his magnificent bequest enables us to be independent and bold in honouring his beliefs and aims. Our first formal plan was produced for the three years from 2003–06. The next ran for eight years to 2014, during which we celebrated 25 years as a grant-maker. We are now in a position to introduce our next strategy, which takes us forward from 2015. It is informed by feedback from a consultation exercise, learning from our past approaches and with a clear understanding of the environment in which we are now operating.

At the heart of our endeavours is the intention to make a difference to people's lives, and we have decided to focus our effort and resources in areas where we believe we can have the greatest impact. As an independent, endowed foundation, we have been able, and have chosen, to support work which others found challenging, or which required long-term solutions. This will continue to be important to us.

We have identified six strategic priorities, described in this document, relating to changes we wish to see in the UK. Each builds on our previous experience, but has been identified for this strategy because of current need, perhaps because in economically challenging times, it has been hard to attract funding to their cause or because the context is a complex one that requires a long-term approach to have real effect. And it might simply be that talented individuals are finding it increasingly difficult to attract funding for an unproven, but great idea.

Of course, the Foundation does not, in itself, deliver change. Our most important partners are the organisations and individuals whom we fund and whose work results in a better quality of life for those they serve. Our role is not to manage their programmes or stand in their way, but we can, when appropriate, offer support and advice, and to do so, we value the contribution of the people who work for the Foundation – staff, advisors and trustees – all of whom bring experience and skills to our activities.

We are making a commitment in this strategy to learn from the work we support, and to share our knowledge and understanding widely and effectively. We champion transparency across the philanthropic sector and have taken the 360 degree giving pledge to publish information on all our grants in an accessible format. But we recognise that we need to do much more than that – to become truly reflective and communicative about the work we support, why we support it, and its impact on individuals and communities.

At the heart of our endeavours is the intention to make a difference to people's lives, and we have decided to focus our effort and resources in areas where we believe we can have the greatest impact.

Strategic priorities

We have selected six strategic priorities where we wish to see change in the UK. We anticipate that they will run for the lifetime of this strategy. The ways in which we address them and the resources we allocate to them may develop at moments of review and evaluation. If circumstances change, we may add new priorities to this list.

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How we work

We aim to be more than a grant-maker in that, as well as providing funding, we endeavour to develop excellent relationships to work with and alongside those we support.

Our guiding principles are to:

Support innovation

We are interested in finding innovative ways to address long standing and emerging social issues and to create new opportunities. We recognise the need to take risks to achieve results and the possibility that not all innovations will succeed.

Give people a voice

We want to give people greater control over the decisions that shape their lives. We want to help people and groups, especially those experiencing disadvantage, to speak out and be heard, including by those who make policy or provide services.

Work with others

We believe that it is often more effective to work with others, as well as those we fund. Accordingly, we welcome partnerships – with other funders, government and business, as well as our grantees – and aim to build communities of interest around the activities we support. We look to exploit the synergies between the different areas of our grant-making and expect to make much more of our ability to convene.

Make lasting commitments

We believe that we can best achieve lasting change by committing for extended periods to issues and causes. We also recognise the value of long-term relationships as one way of providing support to organisations to consolidate and develop their work.

Be open

We strive to be open in our grant-making and relationships. We endeavour to operate a straightforward, transparent process for those seeking grants from us. To make our funding approaches easier to understand and better suited to what applicants are seeking, our funding will fall into four simple categories: 'Ideas' and 'Explore and test' are relatively light-touch and quick; 'More and better' and 'Growth' are usually for larger amounts, requiring a longer-term commitment and a more engaged relationship. We welcome feedback and will respond if our approaches to funding are undermining the quality of the relationships we wish to create.

Have impact

We seek to achieve the greatest possible impact with our resources. We recognise the importance of learning from actions that have evidence of success, and of gathering data about untested approaches. We seek to do this in a systematic and proportionate way, and to use what we learn to improve the way we work. We believe that we can add value by building and sharing our knowledge and experience with others and we aim to support this approach across the sectors in which we operate.

Work across the UK

We want to make sure our work benefits communities throughout the country and in areas that are least well connected or least able to access resources. Because of this, we actively seek to support work outside London, as well as recognising the role that London-based organisations play nationally and locally.

Be an effective organisation and a fair employer

We set ourselves high standards for how we operate. We aim to ensure the responsible investment and effective deployment of our endowment. We strive for fairness, efficiency and effectiveness in our internal processes and we seek to support and develop our staff so they can play a variety of creative roles, as well as managing grants and our resources efficiently.

Our Investment and Asset Management approach

The Paul Hamlyn Foundation is a registered charity that has substantial investment assets that finance our grant-making activities. The financial objective of the Foundation is to maintain the real value of those assets after inflation, whilst generating a stable and sustained return to fund grant-making of, on average, 4 per cent per annum. We understand that many of the areas in which we work as a grant funder are complex and require a long-term approach. Equally, in managing our assets, the Foundation is a long-term investor, expecting to exist in perpetuity.

We aim to distribute grants of about £25 million per annum, but this can vary from year to year depending on grant-making opportunities and investment returns. We seek to produce the best financial return within an acceptable level of risk.

We are interested in the best way of supporting organisations we work with, and recognise that although this will usually be through grant funding, at times support through other methods such as loans may be helpful. However, the Foundation is not currently seeking to build a social investment portfolio.

We own our building in King's Cross, London, and make it available free of charge to past and present grantees when we can. We believe it provides an important safe space to reflect and share learning openly for us and our partners.

1.

We want to support imaginative people to nurture exciting ideas

In all the areas where we want to achieve impact, change often comes about because of the application of good ideas by passionate people. Paul Hamlyn was an innovator and in his business life and philanthropy he backed people with good ideas. We want to do this too.

There are limited opportunities in the UK for individuals with bold ideas for achieving social impact, but operating outside of an established organisational context, to access financial support. It is particularly difficult for people with new ideas to secure funding to support the earliest stages of ideas development – to enable scoping and exploratory work, ideas generation and the necessary development work prior to launch and testing of a new approach or venture.

For over 20 years, we have supported individuals whose ideas and pioneering work have often been transformative. This has mainly been in the arts sector, but we have also supported the Clore Social Leadership programme since its inception. Under this strategic priority we will, through a new fund, open up opportunities to individuals, responding to our mission, to get help to progress ideas that they believe will lead to social change.

Our work under this strategic priority will include:

Ideas and Pioneers Fund

Paul Hamlyn’s mantra was to back the “person and their track record first, idea second and details third”. This new fund is designed to respond to that challenge. Its purpose is to support people to develop ideas that are of unusual promise in responding to our mission – ideas that could deliver social change and improve the life chances and opportunities of individuals and communities. We know that a small investment, early on, can have a huge impact, and that talent and the capacity to make a difference can often reside in people unused to applying for grants, or outside of major institutions. We are comfortable with a degree of risk here, recognising that it can result in unexpected and exciting outcomes.

Awards for Artists

We set up an Awards scheme in 1993 to support artists by providing them with financial assistance at critical points in their careers. The aim of the Awards is to give artists the freedom to develop their creative ideas and to contribute to their personal and professional growth. Since their inception over 100 artists have benefited with funding of almost £4m. Artists cannot apply directly for the PHF Awards for Artists, but are nominated. A panel of judges selects the recipients on the basis of talent, promise and need, as well as achievement.

Breakthrough Fund

The Breakthrough Fund was set up in 2008 to respond to the drive, talent, vision and determination of exceptional individuals in the role of ‘cultural entrepreneur’ – a role not previously the focus of a funding initiative of this kind – and to offer backing for what they are trying to do. Through committed, responsive and flexible support, we hope to enable significant developments that would not otherwise come about, and in doing so see transformational impacts for these individuals and the organisations they run. Cultural entrepreneurs cannot apply directly for the Breakthrough Fund, but are nominated by a group of peers.

2.

We want to widen access and participation in the arts

The value of the arts was central to Paul Hamlyn's world view. We continue to believe in the enduring power of the arts as a force for change, enriching people's lives and communities.

Through this strategic priority, our objective is to support organisations that have ambitious plans to widen access to and deepen participation in the arts. It will not be enough simply to increase numbers: our emphasis is on addressing inequalities of opportunity. Within this priority, we will build on our previous work, including the continuation, development and evaluation of several existing programmes.

Our work under this strategic priority will include:

Access and Participation Fund

'Explore and test' grants will enable organisations to research, test and pilot different approaches to widening access and deepening participation. We want to create an environment in which learning about these approaches can be shared with others who may benefit and we expect that some projects that we support will demonstrate the potential to be developed further. We encourage organisations that we have not supported before or who work with audiences and participants that are new to us to apply to this fund.

'More and better' grants will support arts and cultural organisations to extend their reach and impact. We want to receive applications with a clear sense of how the learning from this work and evidence of impact can be shared across sectors, peer groups and geography, so partnerships and collaborations will be welcomed.

ArtWorks: Developing Practice in Participatory Settings

Artists, arts organisations, policy makers, funders, employers, commissioners and training providers across the UK are part of a rich and thriving tradition of participatory arts. ArtWorks was set up to build on this tradition by strengthening support for artists. In 2015, we published findings from four years' research to show how, together, we can give artists the support they need and bring new benefits for everyone with an interest in arts in participatory settings. Three legacy grants to Creative Scotland, Welsh National Opera and Barbican Guildhall will run until March 2017.

Our Museum: Communities and Museums as Active Partners

This programme has been running since early 2012 and is scheduled to finish in March 2016, with a longer-term evaluation plan that will report in 2018. Our Museum is supporting seven museums and galleries through a process of organisational change, through which they place collaborative work at the heart of their organisations, building sustainable partnerships with communities and involving them in decision-making. Our focus is on facilitating organisational change so that participatory work

becomes core, embedded, sustainable and less at risk of being marginalised when specific funding streams run out.

Circuit – Connecting young people and galleries to spark change

Launched in December 2013 and running until 2017, Circuit is a programme designed with and for young people, that aims to reach 80,000 young people aged 15–25 and to create a national youth network for the visual arts. It is led by Tate and funded by £5m given as part of our 25th anniversary gift series. Circuit provides opportunities for young people to steer their own learning and cultural activity across art disciplines. The network spans Cambridgeshire (Wysing Arts Centre and Kettle's Yard), Colchester (firstsite), Liverpool (Tate Liverpool), Llandudno (MOSTYN), London (Tate Britain and Tate Modern), Manchester (Whitworth Art Gallery), Nottingham (Nottingham Contemporary) and St Ives (Tate St Ives).

Paul Hamlyn Clubs

As part of our 25th anniversary celebrations, five theatres and concert halls, in Truro, Cardiff, Glasgow, Leeds and Liverpool, were each given £500,000 over five years to widen audiences, with a particular focus on building sustainable relationships with community partners in their local areas. Through the awards, which run until 2018, the venues will develop models that have a long-term impact on diversifying audiences and sustaining involvement and interest. Each venue will develop its own scheme, tailored to local needs and reflecting the values and aspirations of the original 'Hamlyn Club' at the Royal Opera House in London and of the Foundation's involvement in audience development since the early 1990s.

Reading Hack

As a 25th anniversary gift, The Reading Agency was awarded £1m over five years in 2013 to develop its Reading Hack programme. The programme aims to use reading and libraries as a springboard for community activism, engaging with young people to develop inspiring reading, writing and volunteering opportunities in deprived communities, whilst helping them to develop their skills, confidence and employability. The programme encourages young people aged 11–24 to set up reading and writing groups, with the aim of developing peer-to-peer networks within their local communities.

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ArtWorks

3.

We want to improve people's education and learning through the arts

The arts play an important role in enriching young people's learning and educational experiences. Learning through the arts can engage and inspire young people, support key educational outcomes and develop skills that prepare young people for life beyond school. For many young people, particularly those experiencing the most disadvantage, the only opportunity to gain access to arts education is at school.

Exposure to the arts can help to unlock potential in young people, developing skills in communication, problem solving and collaboration. Arts education can increase young people's interest in school and learning. All this is in addition to the joy the arts can bring to their growing lives and the enrichment it can bring as they get older.

Where good practice exists in schools, colleges and the arts organisations that work with them, the benefits for young people are significant. In an increasingly fragmented school system, there is an appetite for collaboration between teachers and arts organisations to improve their practice and the impact for young people. We are responding as well to teachers' interest in increased opportunities to develop their skills and professional practice in arts teaching.

We are building on our experience of supporting work to address different educational issues affecting young people. In this strategic plan, we want to sharpen our focus and thus have a stronger impact. Our funding will support the arts in educational settings, to enhance the lives and achievements of young people.

Our work under this strategic priority will include:

Arts-based Learning Fund

This new fund will encourage the development, use and sustainability of effective arts-based activities in education, supporting arts organisations to work with schools, colleges and teachers. We are interested in pilots, in projects that evaluate and improve approaches, and in exploring innovation. We are also interested in helping organisations and schools to build lasting and effective partnership working that has a growing impact on young people's learning and development.

Teacher Development Fund

This new fund is focused on helping teachers to develop their skills to deliver arts in schools. We want to build the skills, knowledge, confidence and interconnectedness of teachers to maximise the potential impact of the arts for young people. We will support school-based projects to develop and spread good practice in teaching and learning in the arts.

Inspire Music

The opportunity for young people to enjoy a range of music-making activities and to attend performances was an early focus for Paul Hamlyn. Musical Futures, a movement to reshape music education driven by teachers, is now being supported by the Foundation to become an independent entity.

In early 2014, we published *Inspiring Music for All*, a review of music in schools, and agreed to adopt a key recommendation, to produce practical guidance on how to improve schools-based music teaching and provision. An expert working group of practitioners is taking this work forward and by the summer of 2016, we intend to publish a set of clear, practical and inspirational guidelines and tools. These will be for teachers, music organisations, music hubs and others to use, so that more young people can benefit from an excellent music education, wherever they live in the UK.

4.

We want to show that the arts make a difference to people's lives

Over the years, the Foundation has provided millions of pounds of funding to arts and cultural organisations. We have a firm belief that the experiences the arts provide can be a force for change in individuals, encouraging creativity, reducing exclusion and assisting social and personal development. We want to help to build the evidence base so that others, including government, can understand the difference they make to people's lives and communities. Over time, we hope to widen our focus on impact evidence into other social policy fields.

The evidence base for the value and impact of the arts in people's lives is weak. Within the arts sector, there is growing recognition of the consequences of that. It means that organisations lack an important resource to use in improving the impact of their work, developing new approaches and convincing others that their work is worthwhile and should be supported.

Our contribution will be designed to be complementary, not duplicative, to the work of others. Our aim is to improve the evidence base in selected areas associated with our other two strategic priorities in the arts – widening access and participation in the arts, and education and learning through the arts. Our focus will be the particular needs of our grantees and similar organisations.

Our work under this strategic priority will include:

- Supporting grantees to capture and use better evidence
- Filling some evidence gaps and collating existing evidence in areas where we think we can most add value
- Disseminating evidence that helps people to understand the value of the arts

5.

We want to support the development and growth of organisations investing in young people and positive change

Much of our work aims to benefit young people but it is those who work directly with them who often make a difference to their lives, especially if they are vulnerable or face complex transitions to adulthood. We want to help organisations at different stages of development to improve, consolidate and spread those good practices which are endeavouring to make young lives better.

Our aim will be to improve the quality and quantity of support available for the most vulnerable young people, by allowing promising innovative approaches to be sustained and grown and/or replicated. We will target organisations working with young people who are experiencing disadvantage – sometimes referred to as ‘socially excluded’ or ‘marginalised’. This group includes those not in education, employment or training but extends to people whose experiences of disadvantage are often hidden or less well known, and whose voices are not heard. We will prioritise work with young people that starts by recognising and building on their strengths, and concentrate our support on those in the most precarious positions.

Our work under this strategic priority will include:

Youth Fund

This new fund will help organisations to become better prepared for achieving more by providing funding to cover some core operating costs. This is a direct response to feedback – that in order to achieve greatest positive impact in the lives of young people, organisations need to achieve a balance of stability, continuity and flexibility.

Growth Fund

This new fund will provide non-monetary expert support and longer-term funding to help organisations within the youth sector and outside to identify and implement practical steps to growth. We imagine that this might involve, for example, replicating a programme or service, or widening the reach of an idea or innovation, perhaps using new technologies to advance policy or enhance implementation. This fund will be by invitation only.

This is a new funding approach for us. We think there is a role for the Foundation in developing a convening role, supporting opportunities for the portfolio to exchange learning and practice experience, and so to improve skills and capability.

6.

We want to improve support for young people who migrate, and strengthen integration so that communities can live well together

Migration is a global phenomenon, generating opportunities for social, economic and cultural enrichment. It also creates challenges for those who have moved or been displaced, and those experiencing changes in their communities. Paul Hamlyn was a migrant, fleeing persecution in Nazi Germany, and we have long experience of grant-making, research and collaborations around migration – mainly focused on help for young people for whom migration has brought vulnerability and hardship.

Our view is that societies are more likely to live well together if exclusion is addressed and connections deepened. We want to use our funding to help build ‘shared ground’ with the aim of a more socially equal society, where young people, settled and transient, migrant and British, can contribute actively and engage positively.

Our work under this strategic priority will include:

Shared Ground Fund

‘Explore and test’ grants will provide support to help explore new approaches to supporting young migrants in greatest need and/or communities experiencing high levels of migration, particularly in response to new challenges and opportunities arising as a result of policy and practice changes.

‘More and better’ grants will provide substantial support over a number of years to organisations with a strong track record of achievement and which have the potential to have wider influence on policy and practice.

Supported Options

This work was launched in 2010 and is delivered in partnership with US-based funder Unbound Philanthropy. The programme encourages and supports practice innovation by grant-funding a small number of charities and law centres to design and operate new approaches to support young undocumented migrants. It also seed-funds new ideas and commissions research on knowledge gaps. It shares learning through reports, online blogs and web resources, and supports a practitioner network.

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Strategic Interventions Fund

The aim of this fund is to support interventions in any area of interest within the Foundation's mission and strategic priorities, but that may fall outside of the grant programmes as we have currently designed them, or sit across a number of priorities. It reflects our wish to remain flexible and able to respond to the world as it changes.

The purpose is to roll out excellence, increase impact and to improve policy and practice in our areas of interest. We will fund a small number of exemplary organisations and projects each year and we expect these programmes to be by invitation only. Grants will range in size and could extend across a number of years. We hope to develop a strong and supportive relationship with successful applicants, and to agree a learning and dissemination programme as part of post-award plans.

Priorities for funding will be identified through Board discussion of emerging learning from other work that the Foundation funds, or the identification of external trends that are having an impact on the organisations we work with.

An example of our work in this area is our 25th anniversary gifts.

During 2012 and 2013, we marked the Foundation's 25th anniversary with a series of gifts to organisations whose work we felt made a big impact by helping people to realise their potential and enjoy a better quality of life.

Gifts were made to:

- Paul Hamlyn Roundhouse Studios, to provide an endowment to support opportunities for around 3,000 young people a year to train in creative industries
- Jaipur Foot, to provide an endowment to support the ongoing work of the organisation in making and fitting prosthetic limbs free of charge in Jaipur, India
- Circuit, to establish a National Youth Network for the Visual Arts
- Paul Hamlyn Club Awards, to expand audiences in five performing arts venues across the UK
- The Reading Agency, to help young people volunteer through their local libraries and support other young people to get into reading

We expect our relationships with these organisations to continue during the lifetime of this strategy.

[This fund] reflects our wish to remain flexible and able to respond to the world as it changes.

Our UK strategic priorities and funding programmes

from 2015

Our mission

Supporting imaginative people to nurture exciting ideas

Ideas and Pioneers Fund

Artists Awards, Breakthrough Fund

Widening access and participation in the arts

Access and Participation Fund

Paul Hamlyn Clubs

Circuit

ArtWorks

Our Museum

Reading Hack

Improving people's education and learning through the arts

Arts-based Learning Fund

Teacher Development Fund

Inspire Music

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

Commissioning Fund

Supporting the development and growth of organisations investing in young people and positive change

Youth Fund

Growth Fund

Improving support for young people who migrate, and strengthening integration so that communities can live well together

Shared Ground Fund

Supported Options

Strategic Interventions Fund

Evidence and Learning

We want our resources to have the greatest possible impact. To do this well, we need to learn about social issues, sectors and the challenges of running organisations. We want to be known for our field knowledge and networks, and for being ahead of the curve on some of these complex issues. We want to create a reciprocal environment of knowledge exchange.

We will set out to:

- Support grantees to collect and use evidence to enable them to understand and increase their impact
- Work with grantees to understand more about the results of the work we fund, so that we can make available information about their work that will be useful to others
- Analyse how effectively each of our funds is working, so that we can make informed decisions about changing our approach
- Consult applicants, grantees and others we work with, to help us understand how to support them more effectively
- Build and share our own knowledge, and support the development and exchange of learning across the sectors we work with

Our approach to evidence and learning is underpinned by some key principles:

- Building proportionate and tailored approaches into our grant-making processes and relationships with grantees
- Helping grantees to have access to evidence that is as useful as possible
- Working to strengthen PHF itself as an organisation that uses evidence effectively to improve its work
- Sharing information publicly about our work
- Collaborative learning

Review

We believe that much of the change we wish to see will take time to achieve and our strategic approach is long-term for this reason. Whilst we expect our mission, values and the ways in which we work to be consistent, we know we also need to be responsive and flexible as a funder. We will use an annual review process to reflect, adapt and revise. We will create a more formal moment in 2021 to take account of the impact of our support to date and the environment in which we are operating, and to assess whether our priorities need to be refined.

Our work in India

Paul Hamlyn Foundation has been funding development work in India since 1992. It is the only place we work outside the UK. We give grants to local NGOs for health, education, support for people with disabilities, shelter and other social development activities. The grant assessments and relationships are managed by a small and expert team based in India, and trustees visit annually to meet advisors and see the work being supported. We support about 20–30 organisations across the country in any one year.

Our mission in India is closely aligned to the Foundation’s overarching strategy and is “to improve the lives of the poorest and most vulnerable communities in India in a manner that assists them to make efforts to improve their own conditions, ensuring that they have access to their entitlements, creating and providing appropriate opportunities and also by helping influence change in the context within which they live”.

We seek to be a small but significant donor organisation in India.

In December 2012 we published a new strategy that set out to achieve three key aims for the programme over the five years from 2013–18. These are:

- To enable vulnerable communities living in priority geographic areas to improve their lives
- To enable especially vulnerable people living anywhere in India to improve their lives
- To develop the capacity of organisations and people who facilitate the first two aims

Our strategy for India focuses on 'knowledge creation' as an important intended outcome of the work that we will support (and have supported) and stresses the need to work on enhancing human and institutional capacities within the development sector in the country. It provides a rationale for our geographic reach and identifies some especially vulnerable groups which require more proactive support, positioning the Foundation to provide that. We have also begun to see the growing link between rural and urban development issues and we have started to expand our work in urban areas as a result. With this work, as with the rest of the programme we have described, our intention is to enter into collaborations when we believe we can add value and which help achieve our strategic goals.

Related to this, we are keen to advance through research the understanding of issues relating to our strategic aims for both us and for those that we fund. As with our work in the UK, the India programme will aim to contribute to our ambition to be an exemplar foundation.

Find out more

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For more information visit www.phf.org.uk where you can sign up for newsletters and bulletins providing detailed information and learning around our strategic priority areas. You can also follow us on social media.



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