

INSIDE:
Leadership,
enterprise and
innovation help
to deal with
cost-of-living
crisis



Rank responds
to multiple and
urgent needs



Read how
Members have
coped with rising
costs



— See inside

The Rank Foundation
a pebble in the pond

RANK RIPPLES
MAGAZINE

April 2023

RANK RIPPLES, APRIL 2023

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David Sanderson, [Rank Foundation](#) CEO

Trusting you to create the ripples

Welcome to the spring 2023 edition of Rank Ripples, which focuses on the cost-of-living crisis.

With all the talk in the media and elsewhere about the effects of rising costs you may be asking “why more depressing news here”? Well, I’m sure you’ll be pleasantly surprised by the innovation, leadership and entrepreneurial spirit members have shown in the face of ongoing crises. And we have some positive news on the funding front.

Following a challenging but also celebratory year marked by the 50th anniversary of our founder’s legacy, our 2022 impact dashboard illustrates what we’ve achieved together. The dashboard quantifies our founder’s vision that each and every pebble can create ripples into towns and communities right across the country.

I would like to thank you for sharing your experiences either in a story for this magazine or by responding to one of the cost-of-living surveys we’ve sent out recently. We had over 360 responses, and you can find a summary of the results on pages six to nine. Clearly the cost-of-living crisis has had a significant

impact on the network, with the challenges of rising costs compounded by decreasing resources in a time of increasing need.

That’s why we have created two new grants programmes to help address the multiple and urgent needs you told us about. We can’t fund everything - and we know that other funders are supporting some of you - so these programmes are for those network members who have limited access to other funds.

A Cost-of-Living Core Grants Programme totalling £1.25M is for those of you struggling to meet core running costs because of the crisis. The maximum grant available is £25,000 and we anticipate that most applications will be for a lesser amount, based on your specific urgent needs.

Our intention is to offer the right amount of support to as many of you as possible, rather than giving the full £25,000 to just a few of you. We ask that you use your organisational knowledge and experience of local needs to apply only for the amount you need.

A second Cost-of-Living Small Grants Programme totalling £250,000 is for those



David Sanderson, Rank Foundation CEO

of you that told us you need cash to pay for minor but essential costs such as transport, fuel, and other consumables. The maximum grant available is £5,000 and again we ask that you apply only for what you need so more network members can access funding to meet their urgent needs.

You can get full details of both funds on [RankNet](#).

This trust-based approach is only possible because of the strong relationships we

build with our Network. In a reversal of the usual grant maker - recipient relationships, we trust you to create ripples within your communities. You can read more about the concept of trust-based philanthropy in an article from our resident academic, Janis Petzinger PhD, on pages 10-11.

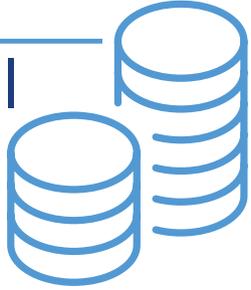
I hope you enjoy this edition and feel as inspired as I do about the ability of our Network to create bigger and bigger ripples of social impact.

The Rank Foundation's 2022 Impact dashboard

This year celebrated the life of our founder Lord Rank and the 50 years of giving in his name.

This dashboard tells our story of 2022 in numbers.

Financial support



Total grants awarded in 2022

945

Amount:

£15,800,000

51 Major Grants totalling

£2,143,000

The average grant award was £31,421.

50 Golden Awards, totalling

£1,000,000

To celebrate '50 Years of Giving'. 50 grants of £20,000 were awarded to network members where their project demonstrated a focus on young people, lived faith, reducing isolation and loneliness or education.

95 Pebbles Grants totalling

£147,589

Pebbles is open to any UK registered charities and recognised churches that are raising money for projects where the total cost is less than £150,000.

Nurturing emerging leaders



Time to Shine

For over ten years, Rank has recruited Time to Shine leaders to develop their leadership through a 12-month full-time paid position within a supportive social sector work environment. In January 2022, in partnership with The National Lottery Community Fund, Rank welcomed

66

new leaders from organisations all over the United Kingdom

School Leadership Awards

Rank offers financial support to a small number of young people who are thought to have outstanding leadership potential. Recipients spend time working for a not-for-profit in the Rank Network.

50

Community Action Placements undertaken in 2022

Aspire Programme

13

young people aged 18-24 embarked on the Aspire Programme

The programme is for young people who have exhibited leadership qualities despite experiencing barriers in life. The aim is to build on each young person's innate skills and improve their chances of realising their career potential.

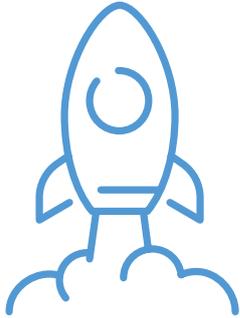
Promoting entrepreneurialism

30

102

Projects supported since 2020. We expect a further 10 in 2023.

Profit for Good was designed to increase the likelihood of Network Members to generate, increase and sustain an earned income. Members get the capital (£10,000), the expertise (Social Enterprise Academy) and a support network to stay on track over the 3 year programme.



places were offered From 173 applications

Start Here launched this year to create jobs in the Sports, Voluntary, Community & Social Enterprise (VCSE) sectors in Northern Ireland. It will support not-for-profits over 3 years by funding entry-level job roles. There is additional funding for training and upskilling existing employees and to help the charity sector to recover from the impact of the pandemic.

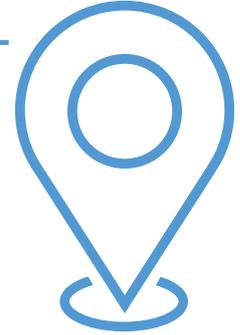
Place based innovations

Plymouth

Rank invested some £738,089 in supporting Plymouth's vibrant social enterprise sector. Grants help incentivise social entrepreneurs to focus on sales and trading, by matching increases in trading income with grant funding.

Over the next 3 years, Rank will support initiatives addressing the issues of loneliness and isolation within the City through participatory grants. Plymouth RankNet organisations have been invited to apply for grant values up to £30,000 per annum for a period of up to two years.

35 grants made totalling **£738,089**



Hull

Since 2017, in partnership with Two Ridings Community Foundation, The Rank Foundation has administered the Hull Activity Grants to help voluntary organisations, community groups, small charities and not for profits to strengthen local communities and connectivity between people.

22 grants made totalling **£19,241**

Our social network

500

3

people attended this year's conference celebrating Lord Rank and the many lives changed through his legacy. Attendees heard from thought leaders, including David Bodanis and Sir John Timpson.

special Memorial Awards were announced at the conference.

92.9%

attendees said they were satisfied or very satisfied with networking opportunities

Our new workspace
On December 5th 2022, Rank's team moved to our new Garden Walk Office. We are aiming to make the office space available for the network to use as a co-working space very soon.



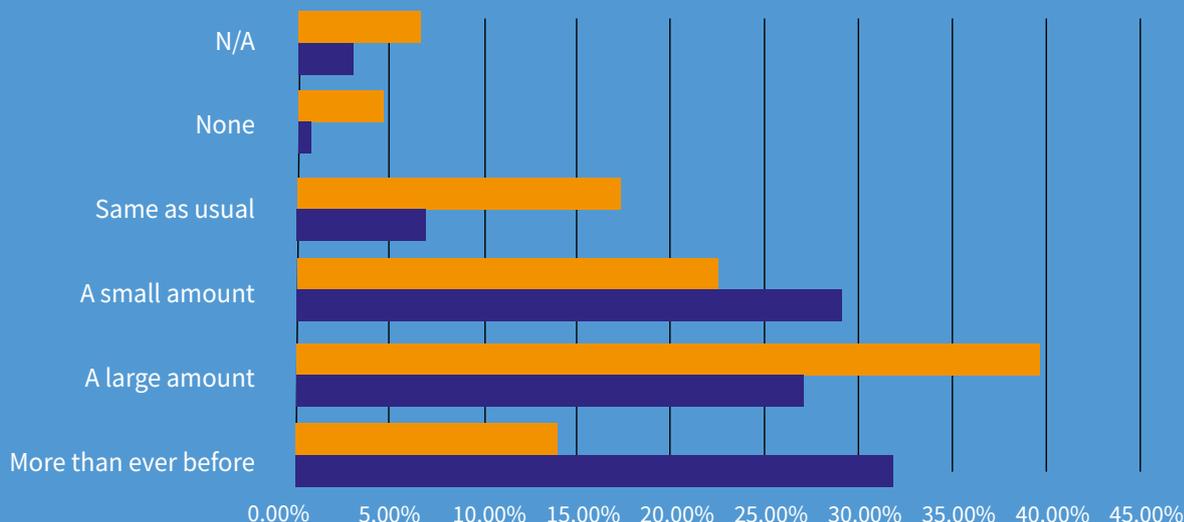
The impact of the cost-of-living crisis on the Network

Rank ran two surveys on the effect of the cost-of-living on the network in October 2022 and January 2023.

We asked to what extent have you experienced an increase in demand for services from the people you support?

73% of respondents reported an increase in demand (a small amount, large amount, more than ever before) in October and by January the number answering ‘more than ever before’ more than doubled from 12.87% to 30.83%. You told us that “reduced statutory service capacity”, as well as your “good reputation” were reasons for the increase.

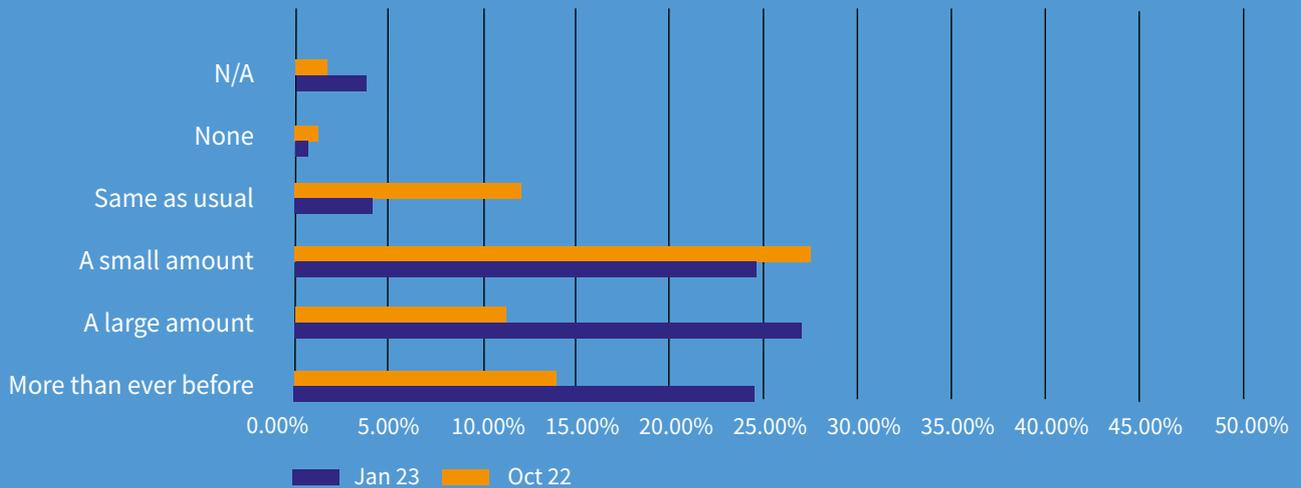
*To what extent have you experienced an increase in demand for service?
Oct 22 and Jan 23 comparison.*



Fundraising has also become more challenging in the last 4 months with similar reasons of increased competition, increased costs resulting in a need for more fundraising, and the end of ESF and other statutory funds, across the two surveys.

We asked since October 2022, to what extent have your running costs increased?

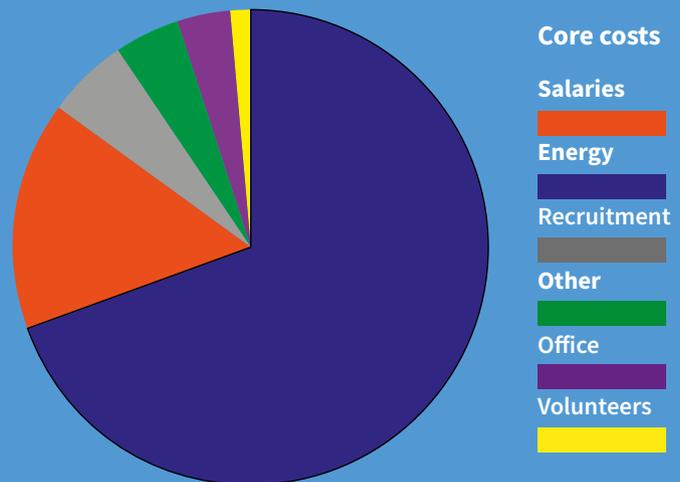
The general trend for an increase in living costs remains with the same reasons given (utilities, staff recruitment and retention and increased demand: “Every budget line is up, staffing, overheads and fees”. More respondents have seen their running costs increase ‘more than ever before’ in January 23 (24.38%) compared with Oct 22 (11.44%).



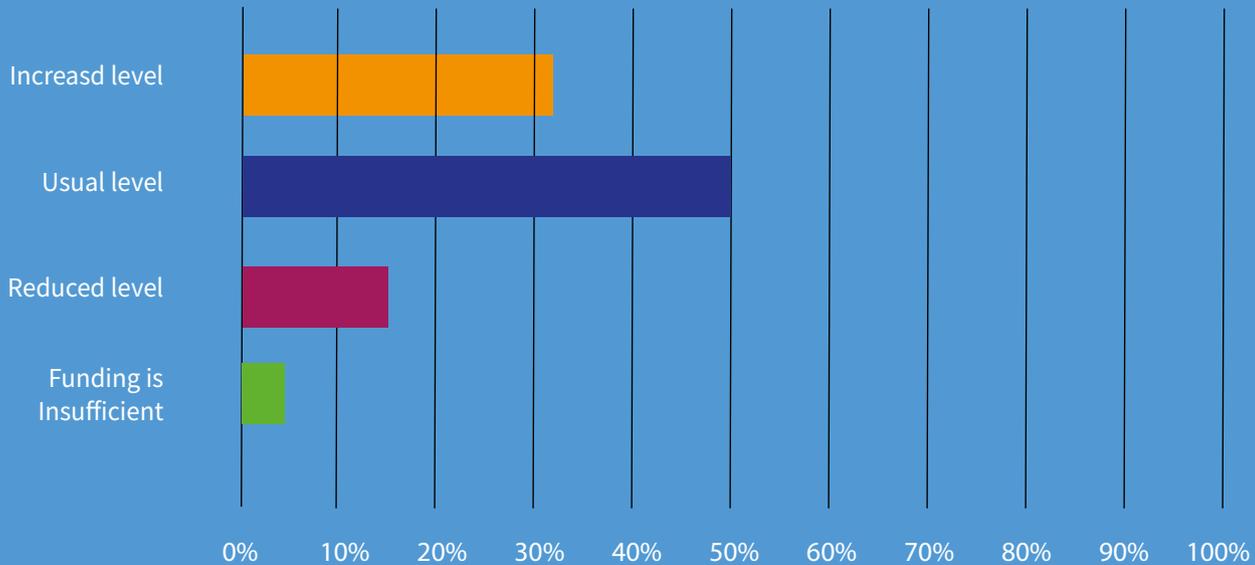
We asked which of your core / running costs are your biggest priority?

In January you told us that salaries were your highest core cost priority.

Salaries	69.57%	112
Cost of energy	15.53%	25
Staff recruitment	5.59%	9
Other, please state	4.35%	7
Office, property costs	3.73%	6
Volunteer recruitment	1.24%	2
Total	00.00%	161

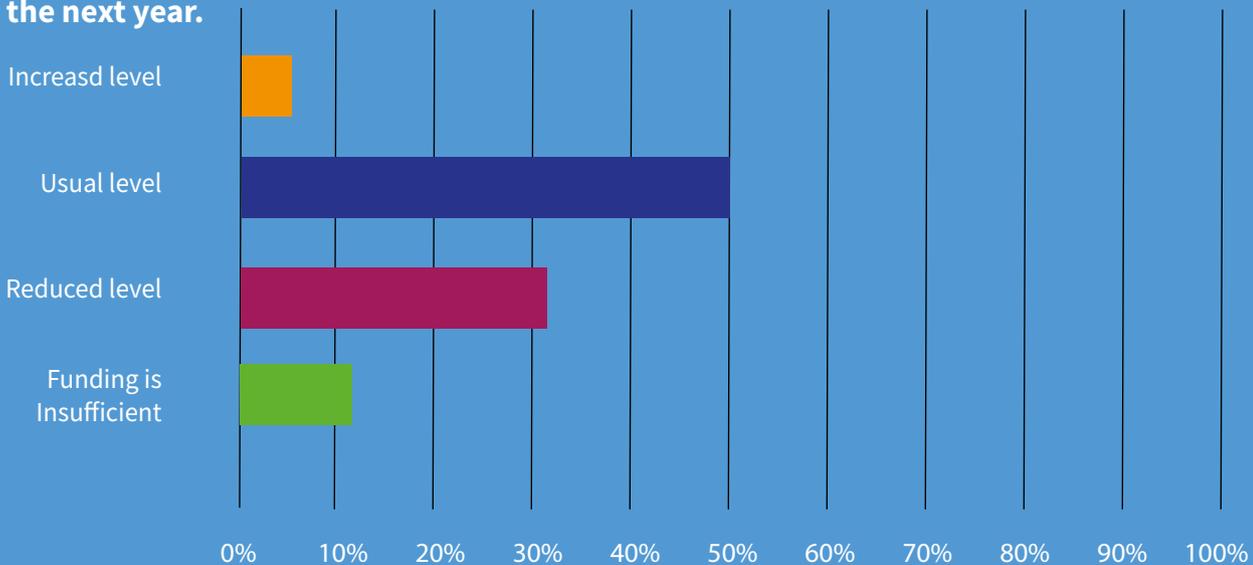


We asked with your current funding, what level are you running your services at?
While most of you (81.5%) are stil running at usual or increased levels, comments reference using reserves (2), reducing salaries (1), redundancies/vacancies (2) which suggest that it cannot be sustained.



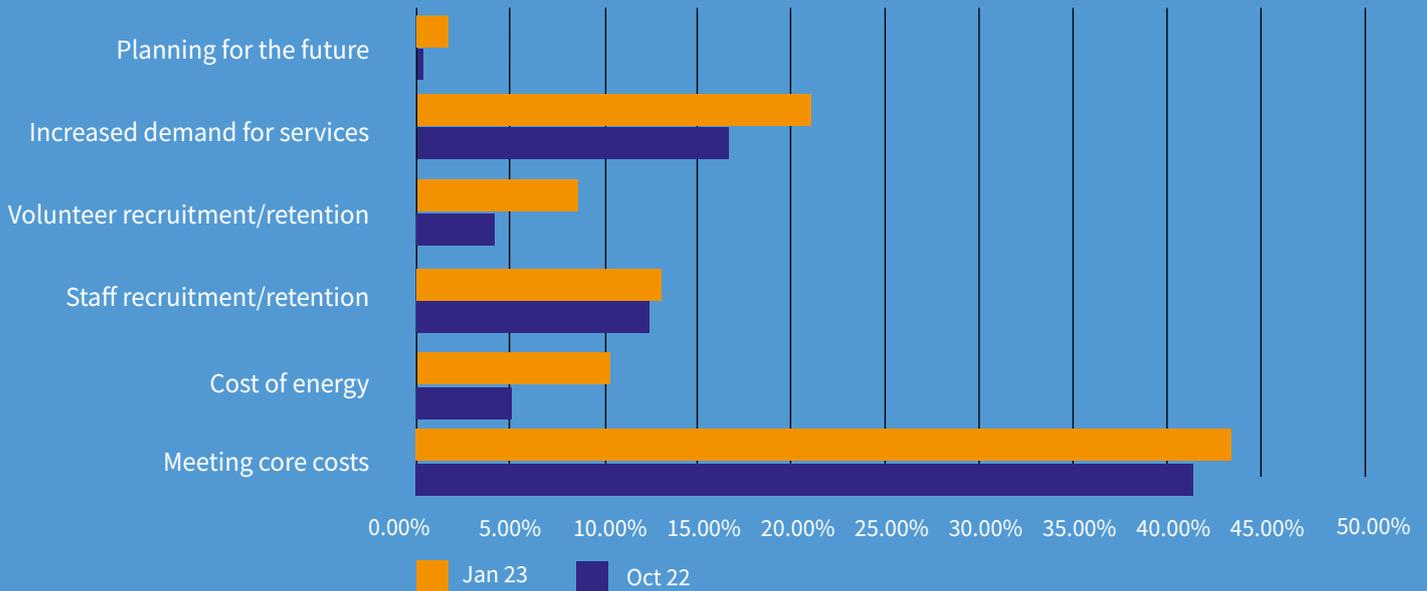
We asked if you have sufficient funding to keep services over the next 12 months?

Responses to the January 23 survey suggest that some of you have found further funding to help run services at the usual level. Some of you told us that you are using reserves, seeking further funding or looking at ways to reduced costs (staff cuts) to keep services running over the next year.



We asked of the following challenges, please tick the highest priority for your organisation?

There was little change between October 22 and January 23, with 'core costs' and 'meeting increased demand' still ranking first and second highest priority, respectively.



[Janis Petzinger PhD](#)

Trust underpins successful outcomes in grant-making

How can grantmakers cultivate more effective giving? Instead of searching for a silver-bullet, foundations increasingly ask this question to their grant recipients. Doing so reflects a broader movement called ‘trust-based philanthropy’ (TBP). Grantmaking trusts seek grantees’ knowledge, voice, and lived experience to foster democratically successful grant programmes.

In a surprisingly simple and intuitive way, trust-based philanthropy turns traditional, paternalistic grantmaking logic on its head. Instead of choosing the ‘right’ grant recipients or ‘fixing’ their organisational work, foundations trust their grantees to create meaningful impact in their own unique ways.

This means that ‘trust’ has entered grantmaking as both a process and an outcome: it serves as a method of creating familiar, honest and cooperative relationships with grantees while also fostering impactful results grounded in the unique needs of each grantee.

Though TBP has long been a common practice within indigenous giving contexts, it has emerged as a modern phenomenon.

The Institute for Voluntary Action Research (IVAR) has created a programme on integrating trust-based practices. Likewise, the Association for Charitable Foundations (ACF) claims trust is critical in integrating diversity, equity, and inclusion initiatives.

Individual UK-based grantmakers like Rank and Blagrove Trust are also integrating this language into their strategy and programme delivery.

But what does the equitable spirit of TBP look like in practice? It often manifests as multi-year, unrestricted funding. Following the well-researched issues of the nonprofit starvation cycle, which prevents charities from scaling their core programs because they constantly operate on short-term, project-based grants, unrestricted funding allows charities to leave the project-based mode. As a result, the core costs of organisations



Janis Petzinger

could be easier to get funding for.

Addressing the problem that grantees waste precious time on onerous reporting, TBP also encourages streamlined, conversational reporting to manage grant accountability. This is made possible with greater collaboration with grantees to co-create success metrics. Sometimes, foundations take trust-based practices even further through the practice known as participatory grantmaking, where foundations empower grassroots charities to

choose where money in a community should go.

Along with being preferred by beneficiaries, evidence shows that trust-based philanthropy creates more impact. In a study on eight different funds, The Lafayette Group found it sets priorities well aligned with needs, makes better investment decisions, and can mobilise additional funding. Though it means less funder oversight, findings show that grants are still efficiently run and can enable funders to identify grantmaking priorities and opportunities that non-trust-based models would miss. Indeed, findings from my PhD research corroborate this. The added conclusion is that grantees interviewed felt more motivated to deliver on trust-based programmes after feeling respected and seen by a trust-based grantmaker.

When foundations bring in TBP, it comes with challenges. For one, it requires closer relationships. It also means being patient with grantees and letting the value emerge from the grant programmes.

Though TBP is a step in the right direction, it comes with broader questions. A study from the Centre of Effective Philanthropy found that, while unrestricted grants are becoming lauded as standard practice, many foundations have not yet integrated like they claim to.



Paul Johns, [the Oasis Centre](#)

Driving a success story

A year ago, disaster struck the Oasis Centre in Cornwall when the Trustees and organising committee of the local community bus told them they were retiring. The bus would be no more.

The Oasis Centre is a well-being service supporting vulnerable people in St. Columb, St. Ervan, St. Eval and St. Mawgan by tackling rural isolation, loneliness, and mental health issues.

The bus is vital to getting the most vulnerable in the community to attend the events that Rank has funded. It also delivers food to people who can't get into the Centre.

Originally a dementia charity, the scope of their work has expanded to address loneliness, which has become more and more of an issue for the growing elderly population.

Without the bus, we would not be able to safely bring some of the most vulnerable members of their community to the Centre to enjoy a warm welcome, entertainment and a chance to socialise.

We requested a crisis meeting with the bus committee. We soon understood that the ageing volunteers could not continue their

role. At that meeting, the team and I boldly decided to incorporate the community bus under the umbrella of the Oasis Centre.

With the increasing cost-of-living demand for their services, including a 'heat centre' for those struggling to pay fuel bills, we knew we had to keep the bus on the road.

Fortunately, there was a small amount of funding available and the bus was owned outright so the Trustees agreed to transfer it to Oasis.

"More and more people in our community are living less than hand to mouth. They are struggling to buy the most basic of essentials like loo roll. That means there's an even greater need for the bus to bring people here to use the café, eat, warm up and socialise."

We persuaded some of the other charity users of the bus to join a new committee and have now taken over complete control and administrative duties of the bus, including providing insurance, a police-checked driver and a volunteer to help passengers.

We decided to keep the bus separate to track its costs. They now run the bus like a community business, letting it out to other



Oasis members on board the community bus

local charities, some of whom contribute their time to maintaining it.

“A lot of our members would be excluded if it wasn’t for the bus. The bus is a vital part of our work. We couldn’t reach a lot of our members without it.

“By securing its future, we can ensure that the funds Rank kindly donated are used for their original purpose of supporting the most vulnerable people in our community.”

By taking an entrepreneurial approach to

what could have been a disaster, we have secured the transport they need to bring vulnerable local people together and secure the vital community bus for other charities and users in the area.

There have been opportunities for collaboration too. Oasis contacted a local beach cleaning charity that used the bus a lot and got two of their members to join the committee to run the bus.

It’s been a real win for the community.



Gareth Hart, [Iridescent Ideas](#)

Business with no borders

Around the time of the dot com boom-bubble, I pitched a business idea to my friends in the pub – indeed, the best place to invent businesses! Gamified advertising on the then early – and painfully slow - internet.

My idea was to insert well-known brand logos into vintage computer games, which would pop up whilst the page you wanted was loading. If you remember broadband dial-up, you'll recall the frustration with page speeds. So rather than alien space invaders, you'd have MacDonaldis or Coca-Cola logos raining down.

Whilst this had the kernel of a good business idea, I lacked the wherewithal, coding skills or any business acumen to deliver it. And I focussed too much on the specifics rather than looking more widely at the concept. Gamified advertising is everywhere now. Oh, what could have been?

Looking back on this, this was possibly the first flickering flame of an entrepreneurial mindset. It took me another fifteen years to start my first business – Iridescent Ideas CIC. We deliver business advice to help people set up and run great social enterprises. Our

vision is to see a greener, fairer, more socially enterprising world.

Traditionally we have delivered this business advice face-to-face, one-to-one or in classrooms. This meant that our reach was limited to local delivery or, at most, to a location a reasonable train ride away. But the four-hour round trip for an hour with a client and all the associated environmental impact was a challenge. I read many books and even wrote a novel on these long journeys. Was there a better way?

Long before COVID, I debated the merits of online delivery with clients and contract holders. There was a lot of opposition, and people seemed fused to the mantra that 'face-to-face is best.'

Then, bang, the pandemic hit, and the world turned digital. We were lucky in many respects – our business services translated well into online delivery; we continued throughout the COVID years thanks to Zoom and untold webinar software solutions.

But we started to notice something unusual. Previously all our clients were from the southwest of the UK. Now we had people

from London, Birmingham and Scotland turning up. In addition, we had overseas attendees from Australia, Canada, Spain and Singapore. This got us thinking – how could we reach more people with our work? Could we truly take our purpose and vision to the world?

Thinking back to my wild ideas in the late 90s, I knew we had to focus on broad appeal, not a narrow audience.

So, we did it. We blended our knowledge and experience and the FutureLearn/guitar teaching model. We created our own suite of online business courses that anyone can access.

We have developed courses on all aspects of business: funding and finance, setting up a social enterprise, social impact, business planning, legal structures and more. There are videos, quizzes, resources and documentation to enable a rich learning experience.

Now rather than wait three weeks for an appointment, you can access this on your sofa and work through it in your own time. For example, you could register a new social enterprise business using our courses in a few hours.

Our courses launched a few weeks ago, and we're making sales from all over the UK. So we've had to learn much about online



The Iridescent team

advertising, search engines and business-to-consumer approaches. We wanted to make our courses accessible and affordable and appeal to adventure and fun in social enterprise and entrepreneurship.

Anyone can start a social enterprise, and this approach to business is needed more than ever.

We live in challenging economic, social, environmental and political times. There has never been a more critical time to take control of your destiny, start your social enterprise, earn a good living, and make the world a better place. We now look to the next horizon.

Jo Blundell, Network member [Place Matters](#), Liz Weaver Co-CEO [Tamarack Institute](#)

Vibrant communities ending poverty

This is a story about the power of collaboration and the ripple effect of working on a shared mission for change.

Place Matters' partner the Tamarack Institute has been successful in reducing poverty for communities in Canada. Tamarack develops and supports collaborative strategies that engage citizens and institutions to solve major community issues. The Communities Ending Poverty programme, led by Tamarack, played an important role in influencing the Government of Canada's poverty strategy which in the last few years has been able to move more than 1 million Canadians out of poverty.

That was achieved through a combination of local or place-based efforts influencing governments at the local and provincial levels to develop poverty strategies for their citizens, and a national poverty reduction strategy with investments by the federal government in housing access, child care and income support. Tamarack has convened and supported place-based, multi-sector collaborative teams in over 300 communities, joining up local and national approaches.



As they progressed, it became clearer what sort of strategies and approaches were working, and Tamarack published those ideas so people could learn from each other. Some of the strategies they identified were:

- Put poverty-reducing measures in multiple strategies and initiatives. It is not a discrete programme but a cause that underpins how all local stakeholders work.
- Aim at net fewer people in poverty, not better off poor people.. Focus on measures that lift people out of poverty, like increased income, and access to affordable housing and banking, instead of relying on predatory payday loans.
- Create good work and access to a living wage. Ultimately families need to work not to live in poverty.
- Make low-income neighbourhoods supportive and nurturing environments. Invest in housing, services, adequate transportation, and public and community



Liz Weaver

spaces that bring people together to support each other.

There are more on the Tamarack website.

By 2015 there was enough data to measure the impact of the work and in 2018 the Canadian Government announced they had achieved the moonshot ambition of reducing poverty from 21.1% in 2015 to 8.1% in 2020. COVID caused that to increase temporarily, but the initiative, now called Vibrant Communities, continues and the most recent data shows that collectively, poverty levels in Canada are reducing, particularly among children.

It is a hopeful story for the UK. We think the lesson is to be ambitious and to trust in the



Jo Blundell

ability of communities to drive this sort of change. It needs to be collaborative. The strategies that work connect local people with local and national decision-makers. Solutions to ending poverty don't come from a single source or a single investor, they need a collective approach where each individual, organisation, business, government and philanthropic partner can play a role. We don't have to have the answers at the start, but we do need the commitment to make change happen.

This is a story that we think the Rank Network will recognise and hope you take inspiration on what is possible.



Jodie Eveleigh, [brainstrust](#)

Virtual care transforms a charity

brainstrust is a support charity for people with a brain tumour diagnosis and their loved ones.

Our help is constructive and personalised by the coaching principles and practices at the heart of what we do. We give our clients the tools to make their own decisions. As a result, our support has been described as transformative.

Our innovation story started during the pandemic and has led to us developing a new way of working that benefits our community in many ways. Before the pandemic, we offered one-to-one phone or email support. Our group support was exclusively face-to-face. When we went into lockdown, we moved our groups online. Thanks to a Rank emergency grant, we could get a Zoom licence and create another avenue for our one-to-one support. As a result, we saw increased engagement, with more people accessing our coaching service and joining our events.

With such a positive response to these new ways of providing support, and with the help of our Rank Golden Award, we have

developed online coaching through our new online coaching platform, Thrive.

Being virtual has made coaching accessible to a broader audience of people who could not meet with a coach in person for budgetary or health reasons. Members can check coaches' availability on a calendar and book a session to suit them, select their coaching priorities (what they're struggling with, what they hope to gain), take part in an online session, then give feedback and monitor their progress against impact measures. All that in one platform.

Since launching, we've run more than 120 coaching sessions on the platform, with coach satisfaction rated at an average of 4.95 out of five.

We also use Thrive to signpost people to other services, depending on what needs they express. We are hearing from more people that they're struggling financially because of the combined stress of reduced working hours because of tumour diagnosis and the rising cost of living.

We offer a financial support service via

Coaches showing 2 filtered results

Clear filters | Expand All

DATE RANGE × 20-10-2022 - 17-11-2022

FILTER BY COACH TYPE

Favourites

External

TOPICS

CHOOSE OR SEARCH A TOPIC

COACH SEARCH

LANGUAGES

Molly H. My Thrive

Support Specialist - London & South East Children & Family Support Officer

1 Years as a Coach

BOOK A SESSION

Tuesday, 25 October, 2022

16:00 16:15

16:30 SHOW MORE

Thursday, 03 November, 2022

14:00 14:15

14:30 SHOW MORE

Friday, 04 November, 2022

11:15 15:00

15:30 SHOW MORE

Times displayed are in your local time of GMT+01:00.

Jodie E. My Thrive

Jodie is a brainstrust Support Specialist for the Midlands.

4 Years as a Coach

BOOK A SESSION

Friday, 21 October, 2022

15:00 15:30

15:45 SHOW MORE

Times displayed are in your local time of GMT+01:00.

Online coaching with Thrive

our fantastic volunteer welfare and benefits advisor, Eric. He advises our community on personal independence payments (PIP) or searching for one-off grants for care equipment.

Eric has been able to help our community be more informed of what support is available and assist them in completing applications. Collectively, they've secured more than £50,000 of much-needed financial support.

brainstrust is the first charity to repurpose

the Thrive platform in the charitable health and well-being space. The pilot's robust data shows that coaching is more accessible and impactful through this platform. Now we are looking at how it could be scaled to other areas where remote coaching could improve well-being.

If anyone is looking to harness the power of volunteers to provide welfare and benefits support, we'd be more than happy to share our experiences.



David Dorward, Founder, [Dundee Bairs](#)

Leadership reaps rewards

An alliance initiated by Faith in the Community Dundee during the Covid lockdowns has been strengthened and expanded to deal with the current cost-of-living crisis.

The Dundee Community Food Network has evolved into a network of more than 30 independent community food projects, each upholding dignified access to food and based in local communities run by local people.

The Network includes Larders, Community Cafes, Drop-ins, Community Fridges, food-growing and surplus food projects. It continues to bring together local authorities, businesses and the Third sector to support local communities. It has developed a Food Insecurity Strategy embraced by all.

The key strands of the strategy are prioritising cash-first approaches, ensuring dignified access to food, building locality-based coordinated responses, developing connectivity with surplus food and food growing, and addressing the increasing impact on mental health and wellbeing.

In April 2020, there were six community food larders in Dundee; within a month of

the Covid lockdown, the number had grown to 24. The initial Network was developed under the leadership of Jacky Close of Faith in Community Dundee, who recognised in the early weeks of the pandemic that the new city-wide Network needed coordination. Jacky approached the City Council, and they offered to provide £10,000 worth of food per week.

Through the work of Faith in Community Dundee, Jacky already had good relationships with local community food projects and senior leaders within Dundee City Council. During the first week of lockdown, Jacky brought these unconnected groups together. She asked three critical questions about the community food projects – who are you seeing, what are you hearing, and what do you need?

Senior managers from the Dundee City Council joined these weekly online meetings for a year, listening to the experiences and needs of local people, which enabled a more coordinated and targeted response across each community.

Alexanders Community Development, associated with Alexanders Decorators, offered to store and distribute the food to the 24 larders. During the first weeks of lockdown, Alexanders had to furlough their painters and decorators. However, some were keen to volunteer in their communities and had access to vans. They offered to support the Network and the movement of food across the city and have since become a critical element of the logistical support of the Network.

While the painters and decorators returned to work, Alexanders had a training charity called ACD. They took over warehousing the food and then distributed it to the Dundee Community Food Network projects weekly. Starting in March 2023, ACD will also purchase the food on behalf of the Council, as they can purchase more food for the same amount of money.

Faith in Community Dundee coordinated what was to become the Dundee Community Food Network. As the Covid lockdowns relaxed, the number attending local food larders reduced to 1,600 each week, however with the advent of the cost-of-living crisis, the numbers attending larders escalated to 7,200 weekly, with Dundee City Council continuing to provide £10,000 of food per week.

In addition, Dundee City Council, with support from Faith in Community Dundee,



Jacky Close of Faith in the Community Dundee

coordinated the opening of 50 separate Open Door warm spaces where citizens can receive some warmth, activities, company and even some food.

As part of that programme, an associated charity Dundee Bairns provided 500 two-course hot evening meals to 15 projects every week from October through to March.

In collaboration with the Council, the third sector has reacted quickly and effectively to



David Dorward of Dundee Bairns

support vulnerable citizens affected by the cost-of-living crisis.

In 2022 the Network was awarded the Dundee City Council Outstanding Commitment and Service Award in the Achieving Fairness and Reducing Inequalities category. The Lord Provost and the Leader of the Council hosted a Civic Reception to thank all the projects for the support they have given local people over the past three years.

Dundee Bairns are also part of the Network. They have provided over 600 two-course hot evening meals to 15 projects in the city every week from October 2022 to the end of March 2023. Half of the projects are after-school clubs, and the other half are community-based projects responding to the Warm Places initiative.

Sadly, the Network now supports more than 7,000 people each week. Over the next two years, the Network and partners will focus on a core part of the strategy, the cash-first approach, working closely with all money advice agencies, Public Health Scotland and the Trussell Trust to build a cohesive community-based response that will increase access to money advice and support, enabling people to maximise their incomes and minimise their outgoings. We hope this approach will reduce the need for food support across our city.



David Barclay, [Good Faith Partnership](#)

A very British revolution

Across the UK, through the depths of winter and the cost-of-living crisis, a movement has been born. Powered by an army of volunteers, endless cups of tea and ordinary conversations.

As millions of people in the sixth richest country in the world have found themselves unable to heat their own homes, thousands upon thousands of designated ‘Warm Welcome Spaces’ have emerged. Together they are changing the social landscape of our country.

The Warm Welcome campaign began last summer when senior faith leaders met with former prime minister Gordon Brown to discuss the growing Cost of Living Crisis and the increasingly dire outlook for low-income households. In almost a throwaway comment, Gordon Brown mentioned that he’d heard of plans for ‘train station waiting room-style heated spaces’ for those unable to pay their energy bills. The room went quiet as the impact of that mental image sunk in. Every person left the meeting determined that something better had to be created.

Through conversations in the following

days and weeks, the concept of a ‘Warm Welcome Space’ emerged – somewhere free to enter, safe, warm and welcoming. Instead of being prescriptive beyond these basic elements, we decided to trust that local groups knew best what people in their community might need. We built a website, held an online launch event, and then watched in awe as hundreds and thousands of groups got involved – churches, mosques, gurdwaras, libraries, schools, community cafes and many more.

For many of these organisations, Warm Welcome has provided a brand and a banner under which to grow and expand their existing activities – extending hours, running new sessions, and reaching new parts of the community. For others, trying something new has been a catalyst – film nights, homework clubs, and community meals. The collective impact of these Spaces has been enormous.

One woman told the BBC that before she found her local Warm Welcome venue, she could only keep warm at home by staying in bed all day.

Spaces are described by many who use



Making connections in a Warm Welcome space

them as a ‘lifeline’. But as well as providing a place of refuge for the cold and hungry, Warm Welcome Spaces have been community hubs, helping people make connections and build friendships. In doing so, they are creating longer-term, intergenerational support networks to sustain people all year round.

For many of the Warm Welcome Spaces, the experience has been transformational for their own organisation. Libraries have reinvented themselves as community hubs, attracting families and young people like never before and demonstrating their

immense value to the social fabric of their place. Many churches now have more people attending their Warm Welcome provision than coming along to their Sunday services, inspiring them to reimagine who they exist to serve and how.

The long-term prospects for Warm Welcome are fascinating. As well as providing a unifying banner for Warm Spaces, the campaign has raised almost £300,000 to give out microgrants targeted at Spaces in areas of highest deprivation. In doing this, it has created a unique vehicle for funders who



The Warm Welcome project is transformational

want to invest in hyper-local leadership and resilience.

The Government's promise to develop a strategy for community spaces and relationships as part of its Levelling Up programme surely can't fail to focus on what could be done with this now 7,000-strong network, which is supporting hundreds of thousands of people each week. And imagine what a programme of work on energy efficiency for Warm Welcome buildings could do, creating substantial environmental benefits on our national race to Net Zero whilst boosting the financial resilience of crucial local assets.

There are also the first signs of Warm Welcome providing a catalyst for systemic change. For example, in Birmingham, Warm Welcome Spaces found some people struggling with dampness and mould issues in their homes. So, they organised to work with the Council, ensuring that all Spaces have access to a senior Council Director who can fast-track cases for a response. This kind of organising for change is creating a blueprint for other Spaces to work together to listen to and act on the issues facing local people, ensuring that Warm Welcome can go beyond a short-term practical response to address profound systemic challenges.

The campaign will change gears when the weather improves, signposting those who want to carry on running activities to other sources of support. With the Cost-of-Living crisis not showing signs of abating, preparations will begin immediately for a Warm Welcome campaign that is bigger and better next winter, nurturing a movement that feels like it is just getting started.

The outlook may be bleak in many ways, but Warm Welcome shows we still have plenty to be hopeful about. When faced with crisis and despair, the community response to the Cost-of-Living crisis has been nothing short of heroic. Now it's up to others to follow where local people are leading.

Strengthening bonds in the Fellowship

Much has happened lately in terms of strengthening the bonds of the Fellowship – virtually and in person. The Chair and I did enjoy our meetings with the classes of 2010 and 2011 in

November and those from 2006-2009 in February. The focus for the classes of 2010 and 2011 was unsurprisingly on career development.



Amelia Cairns

Amelia Cairns *left* (2011) studied Geography and Sociology at Exeter and works for Streatham Parker estate agents. She oversees PR, a role that allows her to work in her interests - environmental stability and elevate women's profile in the business.



Lucy Perkins

Lucy Perkins *left* (2010) enjoyed Spanish and Psychology at Newcastle. She has left the commercial world to retrain as an Early Years specialist. She is now working in a Montessori nursery and developing her interest in children's yoga.

Piers Unsworth-Neil *top overleaf* (2011) is putting his Manchester Economics degree to good use with Lloyds Bank. Piers mentors in a local academy and has manned phones for Children in Need events: he credits his voluntary work to the impact of the Rank Leadership Award and its emphasis on 'giving back where you can'.

Emily Harris *middle overleaf* (2010) has a LSE law degree that has proved equally valuable in her career with Hogan Lovells' energy and infrastructure team where she is focusing on African



Piers Unsworth-Neil



Emily Harris



Toby Keel

projects. Emily does pro bono work in a local community centre.

Toby Keel *lower left* (2011) has a distinguished Rank history. He completed a GAP programme before gaining a foundation degree in music. Completing undergraduate and Masters degrees in Psychology he is now working on a PhD at Loughborough exploring the impact of exercise on inpatient mental health cases. He has also headlined Wembley and the O2 Academy with his band: only COVID prevented him from adding SXSW to that list. Toby has also helped to set up and run the Greenwich night shelter.

Eleanor Sharples *top left overleaf* (2011) graduated from Loughborough and has progressed through News Associates to the Daily Mail (where she won the young journalist of the year award)

and now to The Sun. She was part of the first media flight to Ukraine this Autumn. Her long-term ambitions lie partly in broadcast journalism. Eleanor has run two London Marathons in support of RNIB and the Alzheimer's Society. Academia has attracted others.

Emma Carrick-Smith *middle overleaf* (2010) completed her maths degree at Manchester before a UCL Masters in Applied Maths. She is now putting the finishing touches to an Oxford DPhil following her successful viva.

Zara Tso *lower left overleaf* (2010) had already made her mark in broadcast journalism, having moved to the BBC after briefly working as a scout for Universal Music when she left LSE. She is now an assistant commissioner for Radio 1 and Radio 1Xtra, focusing on film and TV material. She has founded



Eleanor Sharples

the Black Film Makers Curriculum Group in the BBC and is looking to promote its work across the Corporation. Zara's volunteering has been closer to home as she has been a vital member of the Fellowship Steering Group, bringing her trademark acuity and good humour to all our work.



Emma Carrick Smith

Rebecca Crawshaw *top left overleaf* (2010) has a Manchester PhD in chemistry that has led to work in engineering enzymes to replace potentially environmentally harmful pharmaceuticals. She is also a group leader in the university and the proud holder of a well-deserved Future Talent Mobility Award, allowing her to visit different workplaces to develop her work. The 2006-2009 event also provided career updates, marriage and parenthood also featured.



Zara Tso

Mariama Techie Afful *middle overleaf* (2009) has been happily married for four years and is mother to two-year-old Isaac. Mariama meanwhile has an active role as a manager with a Contract Research Organisation, specialising in drug safety and data collection (following her studies at Kent). She has also found time to start a business, producing flash cards aimed at children to promote the use and understanding of the languages spoken through the African diaspora Ollie Fergusson *lower overleaf* (2009) is loving being a father to 10-month-old Harry and looking forward to being married in July. Ollie has put his Aberdeen engineering degree to work and is the project lead on building the UK's first gas power station with carbon capture technology in Worksop. He is also working on part-time Masters in energy transition.



Rebecca Crawshaw



Miriama Leigh



Ollie Fergusson

Andrew Barrie *top right* (2009) works in cyber security, but his approaching nuptials offer the opportunity to an extended honeymoon which will see the newlyweds spend six months in Latin America (where Andrew's Edinburgh degree in Spanish and Portuguese will be put to good use). Andrew supports the Dons Local Action Group, providing furniture and recycled electronic goods for families, a service started during the pandemic. He says the hours delivering goods each Saturday morning are the highlight of his week. Richard Mitchell *middle right* (2007) will become a father in May. Following Ancient History at Bristol, Richard spent seven years in Australia. Returning to the UK in 2020, he is now a global brand leader for Sheba pet food at the ABV BBDO agency. He, too, has significant other commitments as the recent loss of both parents has left



Andrew Barrie



Richard Mitchell



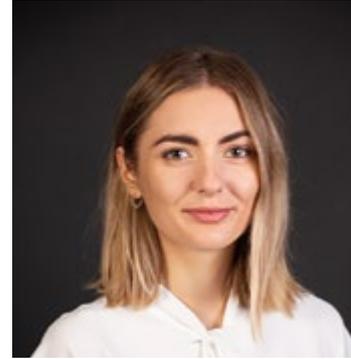
Tom Selwyn Sharpe

the management of their Dorset farm in his and his sister's hands.

Tom Selwyn Sharpe *lower right previous page* (2009) read history at Cambridge before training as a lawyer in London. He now specialises in Competition/Antitrust in the Brussels offices of a US law firm. He represents companies involved in mergers, investigations and litigation before the EU

courts. He works with the Legal Advice Centre and Refugee Council to represent East London residents pro bono in their appeals against decisions on welfare and disability benefits.

There is an international aspect to the work of fellow lawyer Rebecca Davies *right* (2009), who specialises in debt restructuring with the American firm Akin Gump. She has a demanding role but one which does allow



Rebecca Davies

her time to run with her whippet. Rebecca gives generously to charities related to dog welfare.



A group photograph of
Class of 2021

Making a difference to other lives

Once again, all those present at our meetings, credited Rank with making a real difference in their lives. That, and the inspirational nature of their life stories, make our reunions worthwhile. We are working our way through the cohorts: when the call comes, we hope you will be able to join us too!

Effective and practical though online communications are, all of us who lived through the pandemic would readily accept that in-person meetings are much more convivial than those conducted over a screen.

Certainly, that was the case in November, when the Chair and I were joined by Rank's Chairman, Joey Newton, in welcoming seven Fellows to a social evening in Cambridge. Six were current undergraduates – Binath Philomin and Maisy Redmayne (2017); Sophia Ashroff, Yoel Mulugheta, and Norpell Wilberforce (2018) and Matt Taylor (2020) – whilst

Mark Oakley represented a slightly older generation. Mark (1985) is the Dean of St John's College. He is a Fellow and Tutor with particular responsibilities for the Chapel and Choir.

The purpose of the evening was entirely social. Still, it was interesting to hear of the enterprise several young fellows showed during their undergraduate careers – notably, though not exclusively, around work on May Ball committees. There was also an opportunity

to reflect on the changing nature of university life in the age of social media and the continuing value of spending three years in the company of able, enthusiastic and engaged peers, an opportunity all the undergraduates present were clearly relishing.

We are keen to hold such social events away from London in the future: please do let us know if you would be keen to support an event close to your home.



A group photograph of Class of 2022



John Hind, Rank Foundation, Director of Education and Leadership

Maintenance grants to be paid to school leadership award holders

Any of our readers in full-time education or with close relatives in that stage of their lives will be aware that the cost-of-living crisis has made itself felt among students. Universities themselves recognise this and are looking to address the problem – the University of Kent, for example, recently made the national press with a new £3 meal deal for its Canterbury campus students, which offers them affordable, well-balanced meal options, complete with fresh vegetables and salad. And costs extend beyond food. Rents have risen as landlords and educational institutions see their costs rise; add to that, the cost of purchasing a decent laptop which is vital to modern studies, and the price of transport to and from home and the financial pressures on students become clear.

With this in mind, the Foundation's Trustees have changed how they provide financial support for school leadership award holders. Rather than helping to pay school fees (for students in independent sector schools) or contributing to higher education fees (for

students from maintained schools, free schools and academies), Rank's support will now take the form of a maintenance grant to be payable to all award holders for the duration of their undergraduate degrees (to a maximum of four years) or to help support training needs for students who undertake degree apprenticeships or choose to enter the workforce after school. A grant will allow our young Fellows to focus on their studies – only choosing to enter paid employment from choice rather than necessity. It will also address two issues heads have raised in recent years. Namely, it will enable students to move away from their homes to study at institutions best suited to their needs. It will also allow them sufficient resources to engage in the networking opportunities provided in higher education.

Other factors were important in the board's decision. Most of our award holders from the independent sector are already high-level bursary holders, so our support for them in higher education – given that their families

are, by definition, highly unlikely to be able to provide such help – offers a better outcome for our investment. For those outside the independent sector, our original practice of meeting university fees had changed over the years to providing support with fees as our contribution had not kept in step with fee rises. In any case, fee repayment over a long period (albeit soon to be 40 rather than 30 years before cancellation) seems reasonable: short-term issues around the cost of living seem much more pressing. The change also means we can offer sensible support to Scottish students from state schools who choose to be educated – without fees – in Scottish universities.

In all other respects, the award remains the same. We shall continue to hold our regular zoom meetings and arrange the Community Action Placements, which are central to the programme’s success. We are also planning to extend our traditional leadership day in London to be a two-day event, allowing us to develop activities exploring leadership and also giving our scholars a chance to get to know each other – and us – better.

The School Leadership Award dates back to



Tyberius, Raphael, Nicholas and Sue

1978, the oldest of Rank’s programmes. The Fellowship bears clear witness to its success. In amending the programme to meet the current pressing needs of our award holders, the trustees are confident that success will continue as the programme evolves.

The Rank Foundation is the philanthropic legacy of Joseph Arthur Rank (1888-1972) who aimed to improve the lives of people and their communities by developing leadership and promoting enterprise.

The Foundation combines an offer of intellectual, social and financial capital to maximise our impact across the UK. We call this model ‘engaged philanthropy’.

What we do

- **Supportive funding and grant programmes for members of the Rank Network.**
- **A digital platform, RankNet, where our 1500 members can network, share ideas, problem solve and innovate.**
- **Time to Shine and the Rank Aspire Programme to develop future third sector leaders.**
- **Research driven, place-based funding programmes in Dundee, Hull and Plymouth that build on the area’s strengths to improve lives and strengthen communities.**
- **The Rank Fellowship is a network of former Rank Foundation School Leadership Award holders, and honorary fellows, that connect to inspire and support leadership.**
- **Pebble Grants is open to UK registered charities and recognised churches for projects where the total cost is less than £150,000.**

Find out more at www.rankfoundation.com

