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Garfield Weston  
FOUNDATION

CELEBRATING 60 YEARS

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1958 - 2018



# GREAT CHARITIES, LARGE AND SMALL ACROSS THE COUNTRY

We've chosen a small selection of great charities to feature in this book, though after 60 years and over 40,000 individual grants it was an almost impossible task to select only a small handful of these amazing charities we have worked with. We hope this book does justice, not only to those featured here, but also to all those who have received grants and who have improved the lives of millions of people of all ages across the UK. This book is intended to be a celebration of over £1 billion of donations during our 60 year history and we are proud and delighted to share it with you. It has been developed in such a way as an exhibition might be curated so that it can be enjoyed in any order and not as a linear narrative. We hope you learn something new about us and that you enjoy it.



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# WELCOME

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*From Guy Weston, Chairman of the Trustees.*



**Sixty years ago, my grandfather created the Garfield Weston Foundation to support charities of all sizes across the UK, and now the Foundation supports 2,000 charities each year and distributes well over £60 million. It is also a pleasure to report that this year the Foundation will exceed £1 billion of charitable grant-giving.**

I am therefore absolutely delighted, as Chairman of the Trustees, to be introducing this 60th anniversary book. Its intention is to serve as a testament to the outstanding work of the charities we've supported over the years. I hope you will enjoy dipping into the following pages and reading about some of our beneficiaries.

Ours is, in many ways, a highly unusual foundation – both in its structure and modus operandi. When my grandfather established it he endowed the Foundation with shares in the family business and in doing so gave away 80% of his wealth for the benefit of the nation. But because the Foundation has a controlling interest in the underlying business and all the Trustees are drawn from Garfield Weston's lineal descendants, it's also meant that his values and long-term philosophy permeate both organisations.

My brother George, who heads up Associated British Foods, has the comfort of a majority shareholder that allows him to take a more strategic, long-term view than if he were looking over his shoulder at the ephemeral demands of the stock market. The Foundation has also had an enormously positive impact at an individual level – as Trustees it has enabled us to work closely together and it's held us together as a family.

Because of the Foundation's unusual structure, our approach to grant-giving itself is also distinctive. The Trustees have enormous freedom to be flexible, though whilst our choices may occasionally be viewed as idiosyncratic, they are always carefully considered and never frivolous. That has always been the case – notwithstanding my father's and grandfather's legendary reputation for rapid decision-making and instant cheque writing! But times have changed. What was once a relatively small-scale operation has become a high-profile leader in the UK's charitable sector. Nevertheless the underlying ethos of the Foundation's model remains absolutely consistent: we want to identify good people doing good things then trust in their expertise and help them to help themselves.

My father, Garry Weston, never offered me any explicit advice on philanthropy, instead I learnt by example. Whilst in many ways he was a very autocratic man when I joined the Foundation as a Trustee I saw how good he was at looking for consensus and sharing decision-making. As Chairman, I have tried to continue that collaborative and consensual spirit.

With privilege comes responsibility, as the saying goes, but I think all the Trustees would agree that our responsibility is in itself a great privilege. We and the Foundation team are enormously fortunate to meet people doing good work across the country, often in challenging conditions. If the Foundation has an overriding message for potential beneficiaries it is this: bring us the projects you believe are important, not what you think we will support. It's about what matters to you, not what you think matters to us. We're good at the unfashionable, we're not shy of supporting the difficult. We understand the need for core funding so don't be afraid to ask for it. We may be a big foundation and some of the projects we support *are* on a grand scale but the great majority of our grants are for small grass roots charities. In no way do I want to sound belittling when I say that we are a committed friend to the small causes – it is what we love.



*IntoUniversity*

I would like to end by thanking my fellow Trustees and the Foundation staff. I am fortunate to be one of the guardians of an extraordinary organisation. I'm also fortunate to work with a team that is insightful, compassionate and utterly dedicated.

A handwritten signature in black ink, appearing to read 'Guy Weston'.

**Guy Weston, Chairman of the Trustees**



*Teach First*

# OUR TRUSTEES

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*The Foundation currently has nine Trustees, all of them descendants of the founder, Garfield Weston who died in 1978. The Trustees are actively involved and highly engaged in the work of the Foundation and give a significant amount of their time to review applications, visit charities and meet people across the voluntary sector. They bring a broad range of knowledge and experience from across both the commercial and charitable sectors.*



**GUY WESTON,  
CHAIRMAN OF THE GARFIELD WESTON FOUNDATION**

A grandson of Garfield Weston and son of the late Garry Weston, Guy studied at Oxford University and INSEAD. Guy's career began in investment banking before he moved to Associated British Foods plc where he became Managing Director of Jacksons of Piccadilly and The Ryvita Co. Guy has been Chairman of Wittington Investments and the Garfield Weston Foundation since 2000.



**CAMILLA DALGLISH**

Camilla is a daughter of the founder and has served as a Trustee for over 30 years. After graduating from McGill University in Quebec, Camilla worked at Fortnum & Mason for two years and has served on its Board of Directors for more than three decades. She is also a Trustee of the Weston Foundation in Canada, a separate grant-making charity.



**MELISSA MURDOCH**

Melissa has a background in international development including human rights and public health projects in Cambodia and microcredit programmes in Peru. She is a granddaughter of the founder and joined the Board of Trustees in 2008. Melissa is also a Board member of several other charitable and philanthropic organisations.



**SOPHIA MASON**

Educated at Durham University, Sophia has worked in publishing and journalism in addition to having over 25 years' experience in grant making on behalf of the Garfield Weston Foundation. Sophia managed the Foundation during the latter years of her father Garry Weston's chairmanship before she became a Trustee in 1994. Sophia is also a Trustee of the Mary Rose Trust and a member of the Development Board for the National Portrait Gallery.



**KATE HOBHOUSE**

A granddaughter of the founder, Kate graduated from Bristol University and then worked across all departments of Fortnum & Mason. She became a Director of Fortnum's in 1998, a non-executive Director in 2005 and subsequently Chairman in 2008, succeeding her sister Jana Khayat.



**GEORGE WESTON**

George studied at Oxford and has an MBA from Harvard. He has been Chief Executive of Associated British Foods (ABF) since 2005 and a member of the ABF Board since 1999. George's previous roles have included Managing Director of Westmill Foods, Allied Bakeries and George Weston Foods Ltd (Australia). He is a grandson of Garfield Weston and Guy Weston's brother.



**GALEN WESTON**

Galen Weston is one of Garfield Weston's sons. Formerly Executive Chairman of George Weston Limited, a company founded by his grandfather in 1882 that processes and distributes food products throughout North America; Galen is also highly involved in philanthropy in Canada through another family foundation established by his father.



**ELIZA MITCHELL**

Eliza is a granddaughter of the Founder and lives in British Columbia where she farms. She studied History at the University of William and Mary in Virginia and her broad-ranging career includes law and teaching. Besides being a Trustee, Eliza is also involved in the separate family foundation in Canada.



**JANA KHAYAT**

Jana studied History at Oxford before joining Fortnum & Mason. A granddaughter of the founder, she succeeded her father, Garry Weston, as Chair of Fortnum's in 2000, a position she held for eight years. Jana became a Trustee of the Foundation in 1994.

# A HELPING HAND ACROSS THE UK

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*The Salvation Army has benefited from many Foundation grants over the years and the most recent was its largest grant yet.*

**Of all the Foundation's relationships the longest-running has been with The Salvation Army. In 1958, the Foundation's first year, just four cheques were written and one was to this famous charity founded by William Booth in 1865. In fact, Weston family involvement goes back even further. In 1951, Garfield Weston offered The Salvation Army the use of his home in Buckinghamshire. He had purchased the substantial property to have space for his nine children but once they were grown up he put the house to alternative good use. For nearly 20 years The Salvation Army ran a home there for elderly women before new regulations made the house unsuitable and it reverted to the family.**

Over the following decades, the Foundation has made numerous grants, mainly for the renovation of local centres. More recently, two projects stand out. In 2011, The Salvation Army secured the Government contract for the care of victims of human trafficking, however it needed to raise £200,000 each year from other sources to fully fund the programme and ensure that the care was to the highest possible standard. The Foundation stepped in, donating £400,000 to cover the first two years from 2012 to 2014. Explains Bonnie Chappell, The Salvation Army's Trust Fundraising Manager: "The work includes transporting victims to secure accommodation, giving psychological and material assistance and offering counselling and legal advice. The Foundation's grant also helped more specifically to fund educational and training opportunities – like



language classes, confidence building and other life skills. Without the Foundation's initial support we wouldn't have been able to demonstrate as much value for money. The contract is still ongoing which is fantastic."

The Foundation's most recent gift was for the Strawberry Field's project in Liverpool.

*"The Foundation's generous support has made an incredible impact on our ability to provide help to the most vulnerable people in society today. We are exceptionally grateful to the Weston Family, and all of the Trustees, past and present, for sharing our mission and we very much hope our strong relationship will continue for many years to come."*

*Commissioner Clive Adams, Salvation Army Territorial Commander*

From the 1930s until 2005, the iconic site was the location of a Salvation Army children's home but it is best known for the Beatles song 'Strawberry Fields Forever' written by John Lennon. Lennon grew up

next to Strawberry Field and would often climb over the wall to play in the grounds.

The site is becoming a training hub for young people with learning disabilities (pictured). The project also includes an exhibition covering the Salvation Army's work at the site and the Beatles connection.

"This is a huge project on many levels", says Bonnie Chappell. "People tend to have an old-fashioned view of us – they don't realise how contemporary our work is. With the wonderful help we've received from the Foundation,

this will show people what we really do and re-position the Salvation Army for the 21st century."

# REALISING POTENTIAL

*The Prince's Trust has supported nearly 900,000 vulnerable and disadvantaged people throughout the UK.*

**Many of the charities that the Foundation supports have the potential to be life-changing and The Prince's Trust is undoubtedly one of them. Take 27-year-old Umar Saeed from Redbridge (pictured), who served time in prison for dealing drugs. After he was released he joined The Prince's Trust's Fairbridge scheme and this helped turn his life around: "I was able to turn from causing mischief to being in a position to help people on a daily basis. I am very grateful for the help The Prince's Trust has given me."**



The Prince's Trust was set up by HRH The Prince of Wales in 1976 and over more than 40 years it has supported nearly 900,000 young people throughout the UK. It funds life-changing schemes that help the vulnerable and disadvantaged to overcome the barriers in their life and find success in school and employment. Many of those it helps are struggling with mental health problems or homelessness, perhaps in care, or – like Umar – have been in trouble with the law. The Prince's Trust offers practical and financial support, and creates opportunities for young people to develop key skills that also improve their confidence and motivation.

The Foundation's first gift to The Prince's Trust nearly 20 years ago was a substantial grant to further its work with young offenders. However, the majority

*"Our partnership with the Garfield Weston Foundation is defined by its longevity, shared ambition and mutual trust. This ensures we can focus on changing the lives of young people who need our help most."*

*Dame Martina Milburn DCVO CBE, Chief Executive, The Prince's Trust*

of the Foundation's funding has been to the Fairbridge programme which it has supported since 1983 and which became part of The Prince's Trust in 2011. Explains Dame Martina Milburn, the Trust's Chief Executive: "Our approach is to select young people who have no idea how to turn their lives into something positive. We support them via a series of outdoor challenges, educational support, and help with employability."

The Foundation's largest single donation to date came in 2016 when it gave the Trust £1 million towards a new employment, skills and enterprise centre for the West Midlands. Like other challenged regions such as the North East, this is an area that can really benefit from the work of The Prince's Trust. "The new centre", says Dame Martina, "is a transformational project. It's enabling us to move to a purpose-built centre and deliver the help that our young people deserve."

A recurring theme with beneficiaries like The Prince's Trust is that it is not just the Foundation's funding that's greatly appreciated. It is also the long-term relationship itself and the Foundation's whole approach to giving. Says Dame Martina, "The Prince's Trust has been in partnership with the Foundation, in one form or another, for over 30 years. We have huge experience of how to improve young people's lives and so we really value both the Foundation's commitment to understanding our work and its confidence in our expertise."

The example of Umar Saeed shows that the Foundation's confidence is well-placed.

Umar is now working towards his dream job as a social worker. He is also a popular speaker for The Prince's Trust, helping to build self-belief and motivation in other young people.



# A SMART WAY TO EMPLOYMENT

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*Sometimes, support from the Garfield Weston Foundation goes beyond simply giving money for a charity's core funding or for a particular project.*

**Smart Works helps unemployed women in need prepare for job interviews so that they have the best possible chance of securing employment and starting a new chapter in their lives. The charity does this by dressing its clients in high quality clothes donated from other working women or from retailers, and by giving them interview training with an experienced coach.**

The charity's first encounter with the Foundation was some ten years ago when, under a different name, it was the London arm of an American franchise. The Foundation began funding the charity and it performed very well. But there were also frustrations as Juliet Hughes-Hallett, Smart Works Co-Founder, explains: "Under the terms of the agreement we were restricted to only operating in London and though I could see the opportunity to expand into other parts of the UK I was nervous about breaking away and going independent. Fortunately, the Garfield Weston Foundation could also see the potential. They arranged and paid for the legal work that allowed us to become a fully independent British charity and expand to meet the need that we knew was out there. Smart Works was established in 2013 and it was the Foundation that enabled us to become what we are now."

The women who come to Smart Works tend to have very low confidence – often they've been to dozens of unsuccessful interviews prior to that point. Says Smart Work's CEO Kate Stephens: "We approach the challenge

from both outside and inside – the outward appearance and the psychological aspect as well. Every woman gets a complete outfit of interview clothes that are tailored to her taste and style by our Smart Works stylists and are hers to keep. Plus they also get personal interview coaching. The transformation a client can have is amazing in terms of self-confidence and in learning how to hold herself in an interview. We can really make a difference to a woman's life just at that moment when she needs the extra support to get over the line, get that job, and get her life back on track."

With the support of the Garfield Weston Foundation and other funders Smart Works has expanded and currently has six centres across the UK – a second one in London plus centres in Edinburgh, Manchester, Reading and Birmingham. The charity wants to grow further and plans on opening more centres in the future. Currently it helps 3,000 women annually and at least 60% of those are likely to go on and get the job they were preparing for. Whilst it's hard to make direct comparisons that's probably three to four times as successful as a typical job centre.

"Of all our supporters", says Juliet Hughes-Hallett, "the Garfield Weston Foundation has been the most important. They've given us core funding rather than restricted, project-specific money which is wonderful. We see them as the platinum standard of funders to apply to. We have to deliver a very well thought-through application but that helps clarify our thinking. It's been



a happy journey and Kate and I always look forward to meeting the Foundation." It seems that just as Smart Works has given confidence to thousands of women, the Foundation has helped Smart Work's confidence too.





Stag by QEST Scholar Sophie D'Souza

QEST



Girl Guiding Gloucestershire



© RBC Kew



*Kew Gardens*

*Smart Works*

# CREATIVE WALES

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*This landmark building overlooking Cardiff Bay is a venue not only for an enormously diverse range of ticketed events but also, thanks in part to the Garfield Weston Foundation's support, for the largest programme of free performances in the UK.*

© John Evans



**'Creating truth like glass from inspiration's furnace'. That's the translation of the huge Welsh inscription adorning the front of the Wales Millennium Centre in Cardiff. Together with its English inscription counterpart 'In these Stones Horizons Sing', the words reflect the grand cultural ambitions of what has become Wales' national home for the performing arts and one of the UK's leading cultural attractions. The landmark building overlooking Cardiff Bay is a venue not only for an enormously diverse range of ticketed events but also, thanks in part to the Garfield Weston Foundation's support, for the largest programme of free performances in the UK.**

The Foundation's initial donations went towards the capital cost of building the Centre. Whilst around 80% of the £106 million required came from the Welsh Government and the Millennium Commission,

a £20 million gap had to be filled by other sources. The Garfield Weston Foundation made a very substantial contribution towards

*"The Garfield Weston Foundation's donations have helped make possible the free and participatory element of what we do here which is a critical part of our success. We're enormously grateful for that."*

the shortfall in 1998 followed by a smaller but still significant one in 2004, the year that the Centre opened.

In addition to the main auditorium, which can seat an audience of some 1,900 people, the Centre also has three rehearsal rooms, one of which doubles as a studio theatre for more experimental, 'incubation' work. In honour of the Foundation's support, this is called the Weston Studio. Since its opening, the Wales Millennium Centre has had over 13.5 million visitors through its doors. It has staged over 4,000 ticketed theatre performances and

the same number of free performances. And it employs more than 1,000 people in an arts village of nine creative organisations.

Says the Centre's Managing Director, Mathew Milsom: "Our vision is to both inspire our nation and impress the world." One of the ways the Centre does this is through its creative learning programme 'Make It Yours' which puts on free and participatory events in the Centre's public spaces. The Garfield Weston Foundation has been one of the primary supporters of a programme that has made the Centre's arts events accessible to many people who might not otherwise have had the opportunity to enjoy them. Explains Mathew Milsom: "When the previous funding finished, the Foundation came in

and supported us in order to enable us to commit to and deliver the same scale of free public programme work. This takes

place on the Glanfa stage in the Centre's public foyer and could involve anything from aspiring performers to community choirs to workshops for schools and colleges."

There are over 400 events every year on the Glanfa stage with more than 28,000 people taking part in them. "Overall", says Mathew Milsom, "the Centre gets well over a million visitors every year and many of them are there because of the public performances."



# PROTECTING AND CONSERVING OUR OCEANS

*The Foundation is a committed supporter of environmental work, including a programme focused on marine conservation with several key organisations.*

**Blue Marine Foundation (BLUE)** is dedicated to tackling global overfishing and the Foundation has been one of BLUE's largest funders of core costs.

BLUE has two key objectives. It is developing models of sustainable fishing that benefit fishermen as well as fish stocks and is working with Governments to create vast marine protected areas. "Worldwide, some 90% of fish stocks are over-exploited", says BLUE's CEO, Clare Brook, "but fish don't just provide us with food – they form entire eco-systems. The complexity of the food chain means if you fish in a way that doesn't respect the laws of nature, you throw the whole ocean out of balance." So far, with help from the Foundation and other donors, BLUE has helped protect over 4 million square kilometres of ocean. Its aim is to see 10% of the oceans protected by 2020 and one third safeguarded in the longer term.

**The Sustainable Inshore Fisheries Trust (SIFT)** promotes more sustainable forms of management for the inshore waters of Scotland. Initially, SIFT focused on the Firth of Clyde where deregulation during the 1980s resulted in a short-term fishing boom but a longer term collapse in stocks. Much of this was due to the increased trawling damage done to sensitive inshore habitats that provide nurseries for young fish to grow.

SIFT subsequently broadened its focus and, with help from funders including the Foundation, developed a proposal to zone and protect Scotland's inshore fisheries. Whilst management of the Clyde fishery has yet to be resolved, in 2015 the Scottish Government announced they would be

introducing legislation to support a new inshore fishing strategy. Explains SIFT's Executive Director, Charles Millar: "We went back to the Foundation and said we have an opportunity to get involved with drafting the new bill." The Foundation agreed to further funding and SIFT is now well advanced in the first phase of its advocacy work. "It's a slow burn to get this bill on the parliamentary timetable", says Charles Millar, "but if we get this right the benefits will last a very long time."



*The Marine Stewardship Council (MSC)*

**The Marine Stewardship Council (MSC)** was established over 20 years ago to create a sustainable seafood market safeguarding global supplies for the future. The MSC uses its certification and labelling programme to recognise and reward sustainable fishing and influence the choices people make when buying seafood. A product with a blue MSC label means a consumer can be sure the product has been independently certified and is traceable back to a sustainably managed fishery.

The Foundation was one of the MSC's very first donors. "When the Foundation got



*Blue Marine Foundation (BLUE)*

involved", says Chief Executive, Rupert Howes, "oceans weren't so much on people's radar and they didn't understand the importance of fisheries. The Foundation had the vision to fund us at a time when it wasn't mainstream." Since then the MSC has evolved from an experimental concept to a proven idea. What started as an office in Clapham with a handful of staff has become a global operation. "In 2004 we had only six participating fisheries and 200 labelled products", adds Rupert Howes. "Now there are 300 MSC certified fisheries, 25,000 products in over 100 countries, and a growing evidence base that's demonstrating lasting positive impacts on marine health."

# THE WONDERS OF OUR WORLD

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*The British Museum aims to serve both  
academic scholarship and public engagement.*



**Reflecting its longstanding commitment to both heritage and education the Foundation has been a supporter of the British Museum for more than 20 years. The Foundation's grants have enabled not only the furthering of scholarship at the Museum but also a greater public engagement and sense of academic community. This is most evident in the creation of the Queen Elizabeth II Great Court in 2001, however the Foundation's nurturing of research and public access began with its first grant to the Museum back in 1996.**



In that year the Foundation donated £1.35 million to create the Weston Gallery of Roman Britain. It followed this with a further gift for gallery renovation ten years later and in 2015 the Foundation made a five-year grant enabling a new position at the Museum, the Weston Curator of Roman Britain. Together, these donations have fostered both scholarship and public interest. The curator is carrying out extensive research into the Romano-British period and its culture. Meanwhile, the gallery delights the public with its extraordinary collection and various activities such as its 'eye-opener' tours.

Observes Hartwig Fischer, the current Director of the British Museum, "A museum always has a double mission – of preserving and studying objects in its collection, and also to make them accessible to the widest possible public." He adds that the Museum's *raison d'être* is not just about looking backwards in time with no connection to

*"Donations like the Garfield Weston Foundation's are strategic in the sense that they help us to do work for preservation and research but it's also for the public. The Foundation's support has been essential. It helps us to fulfil our mission."*

what's happening now – on the contrary, its work has important contemporary relevance by asking questions of the past in order to shed light on the present and future. "A good example", he says, "would be thinking about life in Ancient Egypt after the pharaohs. This was characterised by the co-existence of various faiths, and research has shown that this ethos was much more established than we had previously thought. At that time there was more interaction and exchange between religions, less violence, more constructive debate – in essence, more awareness and acceptance of the presence of other belief systems." The comparison with present day religious situations in many parts of the world is telling.

In the same year that the Weston Gallery was being created, the British Museum was also fundraising for its landmark project designed by Lord Foster to integrate the central courtyard with the Reading Room. The Foundation agreed to donate £10 million towards the creation of the Queen Elizabeth II Great Court together with £400,000 for the education centre which is located underneath it. The gift was hugely significant, not just because of its magnitude. It also enabled the Museum to cross a financial threshold and unlock almost £46 million of match-funding from the Millennium Commission and Heritage Lottery Fund.

Nevertheless, in 1999 the Museum was still 10% short of the full £98 million budget. The Foundation made the decision to contribute a further £10 million and fill the shortfall. The Great Court project was completed in 2001 and at two acres became the largest covered public space in Europe. Explains the Museum's Director: "The Great Court provides

a communal focus for us and has completely changed the life of the museum. Previously, when visitors came here, it was hard to find the way round and it was difficult to get together and engage with others. Now we have an elegant central space – a forum or agora if you

like – where people can meet, eat, do some shopping, or simply sit and let it all sink in."

The Foundation's support for the British Museum continued with its next ambitious project – the construction of the £135 million World Conservation and Exhibitions Centre. Completed in 2014, the Centre houses offices and labs, storage areas and workshops, a special exhibitions space – and on the top floor – the Weston Archaeology Suite. Once again, there is the same prevailing theme – the synthesis of behind-the-scenes scholarship with public engagement. The Centre offers an outreach programme of activities for visitors and community groups including tours of the conservation studios and science laboratories.

# OUT OF THE ORDINARY

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*The South Georgia Heritage Trust was established in 2005 to preserve both the island's historical and natural heritage.*

**The Foundation Trustees have the freedom and flexibility to consider a wide range of different grant applications, some of which may be quite unusual. Certainly the eradication of millions of invasive rodents on a remote sub-Antarctic island has been one of the Foundation's less typical projects. The story begins in 1775, when Captain James Cook landed on the island of South Georgia in the South Atlantic Ocean and claimed it for Great Britain on behalf of King George III. On his return home Cook's report included seeing large numbers of seals. Explains Alison Neil, Chief Executive of the South Georgia Heritage Trust (SGHT): "This inevitably brought sealers to South Georgia. And their ships brought rats. Once the sealers had wiped out the seal population the whalers arrived, and they too brought rats."**

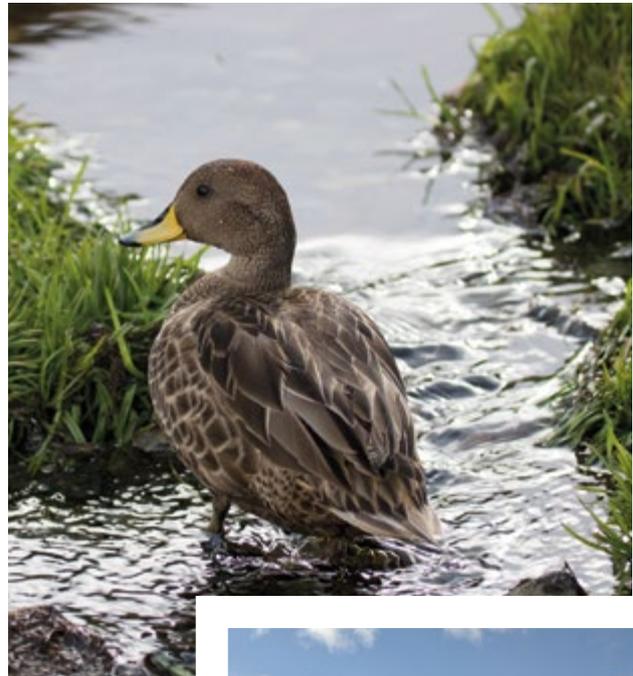
Over more than two centuries, the rodents have wreaked havoc on the island's bird population, bringing some species, like the South Georgia pipit, close to extinction. Others such as pintails (pictured), prions and petrels have also been severely affected. Because South Georgia has no proper cover for nesting in, the birds must do so either on the ground or in shallow burrows. Both the eggs and young chicks are therefore easy targets for the rats.

The SGHT was established in 2005 to preserve both the island's historical and natural heritage, including redressing the past damage done to its environment. Two years later the Trust started raising funds for a multi-million pound Habitat Restoration

Project to remove all the invasive rodents from South Georgia. The eradication programme – the largest ever attempted anywhere in the world – was begun in 2011 and lasted four years.

The Garfield Weston Foundation has been a major donor to all three of its phases. Using helicopters to disperse poisoned rat bait, the eradication team – known as Team Rat – was able to exploit the topography of the island to good effect. South Georgia has a permanently ice-bound interior with glaciers that reach all the way down to the sea. In between are vegetative coastland areas where the seabirds congregate – along with the rats. But crucially, the rats cannot cross the glaciers and so each population is effectively separate and trapped. Once a particular area is baited and the population subsequently eradicated, that area should then be clear for good.

The final baiting phase was in 2015 and all the indications are that the project has been a success. Says Alison Neil, "Though some species like the petrels and prions may take decades to return fully to their former breeding grounds, the pipits and pintails are already back all over South Georgia. You used not to be able to see a pipit on the main island at all. We're very grateful to the



© Roland Cockerel

Foundation because we realise it's not their normal kind of project. That said, they do support environmental projects. And South Georgia is both a British Overseas Territory and a really important sanctuary for wildlife in the Southern Ocean."

# OUTDOOR SPACES FOREVER

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*For over ninety years Fields in Trust has been safeguarding parks and playing fields across the UK.*



**The Garfield Weston Foundation has never been afraid to support innovation. This has certainly been the case with Fields in Trust which, with the pivotal support of the Foundation and other donors, radically altered its business model ten years ago.**

The charity, originally called the National Playing Fields Association, was founded by King George V in 1925, its patron is Her Majesty the Queen and its president is the Duke of Cambridge. For over 90 years the charity has been safeguarding parks and playing fields across the UK for current and future generations to enjoy, but it went through some tough times and for a while was shrinking each year despite having important work to do.

The nation's public recreation areas tend to be owned by local authorities. "However", says Helen Griffiths, the Chief Executive of

Fields in Trust, "they have no statutory duty to protect such spaces in perpetuity for the communities they serve. This makes the land vulnerable to being sold off to a developer, especially if a local authority needs to plug a budget deficit, and especially in times of austerity." For much of its existence the charity's approach to this has been to buy the land it wanted to protect. In fact, Fields in Trust owns about 140 green spaces across the country, some of them bought with the help of the Foundation's first grant back in 1999.

But buying sites is costly and by the late 2000s a complete change of approach had become crucial. So an entirely new model was devised that no longer involves a purchase. Instead, Fields in Trust negotiates a deed of dedication with local authorities to ensure that a space is safeguarded in perpetuity. The result is that the charity's funds can go much further than the old

acquisition model and the work can have a much wider impact. "And", observes Chief Executive, Helen Griffiths, "we believe that spaces should be owned and managed locally rather than by a central charity office so they can respond to the needs of the community."

The Garfield Weston Foundation has been a very significant contributor and the result has been an enormous jump in the number of sites protected under the new model – from only 11 in 2003/4 for example, to well over 500 between 2009 and 2012. In 2017 the total number of green spaces protected for communities by Fields in Trust exceeded 2,700. Says Helen Griffiths, "It can be quite challenging as a charity when you're trying to develop something new but the Trustees saw what we could achieve with the new model. The Foundation has been pivotal in helping us to make the change."

# INSPIRING TEACHERS

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*Developing talented teachers  
to transform children's lives.*

**“What’s great about the Garfield Weston Foundation is that they don’t just want to fund the safe bet. We wouldn’t have got to where we are now if the Foundation hadn’t taken a risk on us in the early days.” So says Brett Wigdortz OBE, Founder of Teach First, who in 2002 gave up a secure management consultancy job at McKinsey to tackle educational disadvantage in the UK – that’s despite having no previous public policy experience and no experience in teaching.**

After some initial success in raising funds, there came a point early on when Teach First was running out of money and was only days away from being unable to pay salaries. “And that’s when we got the Foundation’s initial grant – at a time when we would

*“Many children arrive with low aspirations and expectations of themselves. It’s part of my job to convince pupils that education matters and lends itself to opportunities in their future.”*

*Travis Lilley, Teacher (and Teach First participant),  
Ormiston Academy, Norfolk*

have collapsed otherwise. It really was crucial in allowing us to survive.” 16 years on, and against all the odds, Brett Wigdortz has achieved something extraordinary. Today, Teach First is one of the nation’s most successful charities and the biggest single recruiter of graduates. It receives many thousands of applications for around 1,500 teaching positions a year and all in the most challenging schools in the country.

Currently, over 3.7 million British children live in poverty and only one in three will achieve even basic school grades. The consequence for many is to be dragged down into a seemingly inescapable cycle of poor life chances. The driving vision behind Teach First is to ensure that no child’s educational success is limited by economic background. To achieve this, the charity works with thousands of schools, businesses, universities and other not-for-profit organisations who share its ambition to improve the opportunities for children from low income backgrounds.

The primary focus of Teach First is on developing talented people to teach in those schools facing the biggest challenges. “We’re recruiting a quarter of all new teachers in low income schools in England

and Wales,” explains Brett Wigdortz. “We do our own recruitment, and our own courses in partnership with other institutions. We now have a world class programme that OFSTED has rated ‘outstanding’. In effect”,

he says, “Teach First is building a movement of leaders whose mission is to raise school and pupil performance, strengthen the teaching workforce, and ultimately change children’s lives.”

After its initial crucial support, the Foundation subsequently gave Teach First further core funding to help it grow. And in 2010 the Trustees agreed a substantial grant over four years to enable the charity’s programme to move into primary as well



as secondary schools. Most recently, the Foundation has supported its expansion into schools in the East of England which in turn has helped leverage further regional funding from others. Says Brett Wigdortz: “I am sincerely grateful for all the Foundation has done for Teach First since we began over 15 years ago. The Foundation is a key part of our movement to end educational inequality and I am very proud to have them as a partner in delivering our work.” Since 2002, the Garfield Weston Foundation has helped Teach First create a community



© Luke Davey (right)



of over 8,500 leaders in education and support over 1 million school children. The risky bet has surely paid off.

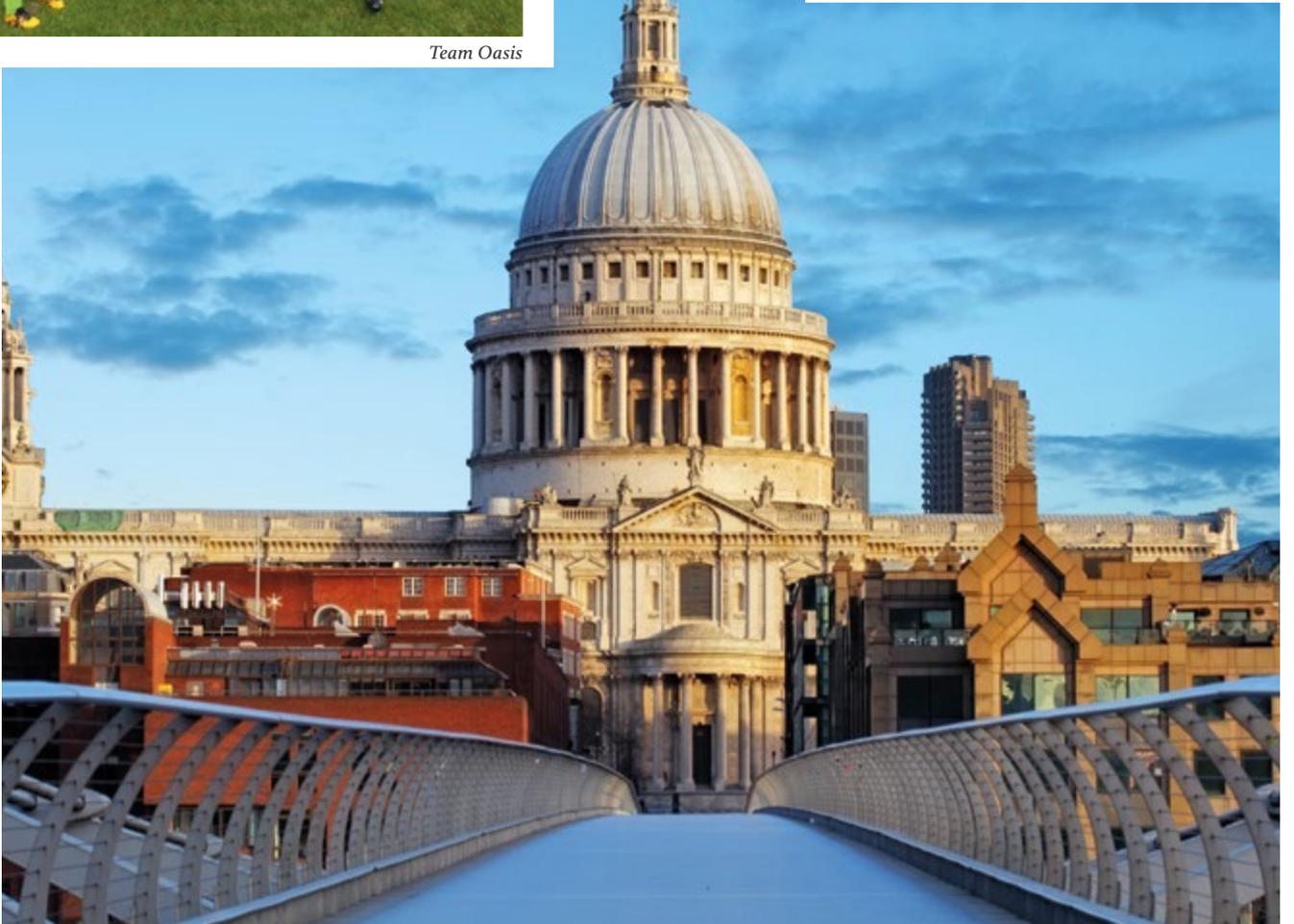
*“The difference Teach First makes is huge – they come with the expectation that every child has the right to a good education, no matter their background.”*

*Rose Hughes, Headteacher, Yardleys School, Birmingham (Teach First partner school)*





*Team Oasis*



*St Paul's Cathedral*



*The Salvation Army*



*April spent more than five months at GOSH undergoing a number of life-saving surgeries to treat her heart condition.*

*Great Ormond Street Hospital*



*Age UK*



## DINOSAURS ROAM AGAIN



**The Garfield Weston Foundation has a long-standing relationship with the Natural History Museum and has made substantial grants to several major capital projects including the Darwin Centre. The donation in its 60th year is for something different – the Foundation has become the lead partner of ‘Dippy on Tour’, a project that is catching people’s imagination across the country.**

Since 1905 the cast of a diplodocus skeleton – fondly named ‘Dippy’ – has been the centrepiece of the iconic museum’s main hall and an awe-inspiring sight for over 90 million visitors. Now, however, Dippy has a new mission to inspire audiences nationwide. Explains Fiona McWilliams, the Museum’s Director of Development and Communication: “We’re sending Dippy to visit eight UK regions as an ambassador for nature. He will be a focal point that showcases our rich biodiversity, past and

present, and hopefully inspires the next generation of naturalists and scientists.”

The Foundation’s Director, Philippa Charles, adds: “Dippy’s journey begins in 2018 so the Trustees saw the opportunity to renew their support for one of the nation’s best loved museums in the Foundation’s 60th anniversary year. We hope Dippy will bring pleasure to people across the UK and encourage them to learn more about our amazing planet.”

## LIVING CRAFTS

**“Support for the Queen Elizabeth Scholarship Trust (QEST)”, says the Garfield Weston Foundation’s Director, Philippa Charles, “is another example of commitment to excellence and to sustaining important crafts which are an important part of the country’s heritage.”**

Starting in 1990 with just a couple of scholarships, QEST’s aim is to sustain British heritage by fostering superb craftsmanship. It has since awarded over £3.5 million to more than 430 craftspeople. The diversity of disciplines is extraordinary and includes everything from jewellery-making and silversmithing to textile design, saddlery and stonemasonry.

The Foundation became involved in 2012 and the Weston family’s support has benefited 28 scholars to date. The

scholarships develop craft skills in various ways. An award might pay for materials, fund a course in the UK or enable a scholar to train with a master craftsman. “The scholarships”, explains QEST’s Executive Director, Deborah Pocock, “are there to enhance the skills of craftspeople who’ve already shown excellence in their field.”

More recently, QEST established an apprenticeship scheme for which the Foundation is again one of the lead funders. This has expanded support to people who don’t necessarily have specific skills in a chosen craft. “The apprenticeships”, says Deborah Pocock, “exist to ensure we’re training the next generation of craftspeople. QEST was created as a response to declining traditional skills but the story’s more positive now, as there’s greater demand for products that are bespoke and handcrafted.”



*Swallow in summer by Scholar Harry Forster-Stringer*

# ARTS FOR ALL IN NORTHERN IRELAND

*Art can have a unifying and healing impact on a place and its people.*

**“The MAC is all about the transformative power of art”, says Anne McReynolds, the Chief Executive of the Belfast-based Metropolitan Arts Centre. “Northern Ireland’s past has been very troubled but the MAC is a big screaming symbol of post-conflict devolution. It really enshrines the progressive social change agendas that have been able to develop and flourish since then.”**

For many years, Anne McReynolds hesitated to talk to potential funders about the impact of art itself on society. Instead she focused on cultural tourism, economic renewal and urban regeneration. But she found her first conversation with the Foundation “refreshing and restorative.” Alongside the financial benefits of a cultural centre, she was able to speak about art itself and about its unifying and healing impact on a place and its people.

That conversation – back in 2008 when the previous incarnation of the MAC was struggling to expand from its tiny Belfast venue – led to the Foundation becoming one of the first funders of an ambitious £18 million new building project. Construction of the building with its theatres, galleries and landmark design was completed in 2012 and the opening visual arts programme was supported by a second Foundation grant.

Two years later the Foundation made a further donation towards the MAC’s Learning & Participation programme. “That”, says Anne McReynolds, “is especially targeted at the 25,000 visitors a year who would never normally darken the doors of a contemporary arts centre – the ones who’ve said ‘the arts aren’t for me’ and couldn’t see the benefits. One man wrote to me saying he’d been

dragged kicking and screaming to a MAC event but now he was coming straight back tomorrow. And there’s a woman who says she’s not in prison because of a workshop programme we ran in partnership with the Prison Arts Foundation. The judge didn’t give her a custodial sentence because she was participating in it.”

One of the most innovative projects within the programme is the MACtile Tours which prepares children with autism and special needs for a visit to the MAC. Such a disruption in their normal routine and exposure to unfamiliar sights, sounds, people and places can be enormously challenging for these children. So members of the MAC visit special needs schools to pave the way. They may well come in theatre costume, bring props with them, and show their ‘MAC in a box’ – a model of the arts centre designed to familiarise the children.

In 2016, the MAC’s annual visits target was 180,000 but ended up exceeding 300,000. Anne McReynolds is justifiably proud and hugely appreciative of the part the Foundation has played in the MAC’s evolution and ethos. “Given the challenges Northern Ireland has lived through, a genuinely shared cultural space in the centre of our city that’s open 363 days a year is absolutely vital. We’ve seen what happens when a society doesn’t look beyond itself and doesn’t embrace difference. We really want to look outwards. We want to celebrate diversity. So we loudly and proudly proclaim our unashamedly progressive ideals because the world is a great big exciting place and the pursuit of creative endeavour is a net gain.”



# BRINGING HISTORY TO LIFE

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*For almost four and half centuries, the wreck of the Mary Rose remained on the seabed until it was raised in 1982.*

**Staff at The Mary Rose Trust still talk about the day in 2007 when the Foundation's cheque for £1 million arrived. At the time, nearly £40 million was needed to create a museum for King Henry VIII's salvaged warship. The Foundation's initial contribution was transformational – it kick-started the museum's capital appeal and gave huge confidence to other potential donors.**

The Mary Rose was commissioned by Henry VIII when he ascended the throne in 1509. She saw active service throughout Henry's reign but eventually went down in the Solent fighting French naval forces in 1545. Because of the silt layers that built up around her, she was protected from oxygen and woodboring insects. So for almost four and half centuries the ship remained on the seabed, a beautifully preserved time capsule.

Modern archaeological excavations began in 1971 with more than 500 volunteer divers clocking up 28,000 hours under water during the next decade. Over 19,000 objects – from guns and longbows to backgammon boards – were brought to the surface providing unique insights into Tudor life and helping to tell the story of the men who lived, worked and died on board the ship.

In 1979, a decision was taken to raise the Mary Rose. This extraordinarily complex endeavour culminated in 1982 with the wreck being brought to the surface. The ship was taken into dry dock and for the next 34 years her timbers were treated to prevent the

ship from crumbling to dust once exposed to air and allowed to dry out.

Despite these achievements, a major problem remained – creating a permanent home for this venerable lady and raising the funds urgently to pay for it. In fact, whilst the Foundation's initial involvement was a vital catalyst in pump-priming the Museum capital appeal it was also much more than that. Construction work needed to start quickly in order to fix contractor prices which were rocketing at the time. But the Trust hadn't yet raised enough money. So the Foundation took the bold decision – pending further fundraising – to underwrite the cash flow for the building works in order to lock in the budget. It was an extraordinary example of the Foundation's willingness to be flexible and imaginative during a project's major transition point.

The Foundation's involvement did not end there. Comments Helen Bonser-Wilton, Chief Executive of the Trust: "Further donations from the Foundation helped enormously in encouraging others to come forward." In 2013 the Foundation also committed a five-year contribution to running costs. "One of the things that's so good about the Foundation", says Helen Bonser-Wilton, "is it is one of the few organisations that will fund revenue costs. It really is helpful and so few do it."

By 2015 the second phase of the project was still to be completed; "At that time we were drying the ship so it was completely enclosed in an insulated hot box which meant you couldn't really see her very well."



Phase two involved pulling the whole of the hot box out of the museum and revealing a dry-timbered Mary Rose for the first time since Henry VIII had seen her that way.

The cost of this smaller but still critical phase was estimated at nearly £5.5 million. Whilst keenly aware of how much it had already contributed, the Mary Rose Trust nevertheless approached the Foundation and asked for £300,000. The Foundation's response was to donate a further £2 million which enabled the Trust to close its capital appeal.

The spillover effects of the project have been substantial. When the museum opened, the number of visitors to Portsmouth Historic



© Hufson + Crow (both)



Dockyard almost doubled over night – as did the revenues. And it's not just the local economy that's benefited. The support of the Foundation and other donors has been instrumental in furthering the science of marine archaeology and conservation.

But perhaps most important is the impact on all those who make the trip to the museum. Visitors enter the Weston Ship Hall via an airlock. Once inside, and separated only by a glass balcony, they are met with breathtaking views of a 500-year-old warship and an extraordinary piece of English history.



# SECRETS OF A HEALTHY BRAIN

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*Researching the hallmark of healthy cognitive ageing improves quality of life for all.*

**One day in 1947 over 70,000 Scottish children, all aged 11, took an intelligence test. The results were then archived and lay almost forgotten for 50 years until rediscovered by Professors Ian Deary and Lawrence Whalley. They realised the survey could provide valuable information to understand how people's cognitive skills change as they age.**

Professor Deary and his team recruited participants from the 1947 survey and have since been submitting them to the original cognitive test and many new ones. The project, known as The Disconnected Mind, is a huge challenge that's been made possible by funding from the Garfield Weston Foundation with Age UK.

Between 2004 and 2007, almost 1,100 people living in Edinburgh or the Lothian area were recruited. They have so far been tested four times, once every three years. Along with medical and physical tests, participants provide information about their lives and lifestyles including exercise, diet, personality, and wellbeing. This information is then analysed by research teams.

Explains Professor Deary: "This project enables us to discover so much about how our brains and thinking skills change and what factors are involved in more or less healthy ageing. With the Foundation's support we're studying what many consider to be one of our society's most pressing problems."



# A HEAD START ON MENTAL HEALTH

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*A leading mental health charity that reaches over 100,000 children.*



**Place2Be was founded in 1994 and started with just five schools in Southwark, South London. Now it is one of the UK's leading mental health charities for children and young people. The charity provides vital therapeutic services, helping children to cope with emotional and social issues including bullying, bereavement, domestic violence, and family breakdown. The heart of its work is putting mental health professionals into schools to address problems early on, reduce the stigma of mental ill-health, and promote strategies for wellbeing.**

Support from the Garfield Weston Foundation goes right back to the charity's early days. "Children's mental health is a much more established area nowadays and is frequently covered in the media", explains Catherine Roche, Place2Be's Chief Executive. "But

back then, when the Foundation first got involved, there were two very separate worlds of health and education."

In the early days, Place2Be focused solely on primary schools but it now supports secondary schools as well and is established in nearly 300 schools across the UK reaching well over 100,000 children. The schools provide on-site counselling space so that Place2Be's work is embedded in the school system. The charity offers everything from a self-referral drop-in service to targeted group support and weekly one-to-one counselling sessions. Place2Be helps parents and teachers as well. Its counselling service, A Place for Parents, supports nearly 600 parents and also works with school staff to help them understand children's mental health and what lies behind often challenging behavioural issues.

Following the Foundation's initial support, the relationship with Place2Be has continued with several further significant donations being made over the years. "In 2005", says Catherine Roche, "the Foundation helped build our training department, and in 2007 it helped us to acquire a permanent home. Six years later, when we wanted to take the charity's experience to new and recently qualified teachers, the Foundation was one of the three funders that helped make our Talented Teacher programme a reality."

Most recently, the Foundation has supported a more unusual project to help normalise children's mental health issues and make them a discussable topic. In 2014, the Foundation became the main supporter of Place2Be's biennial Wellbeing in Schools Awards which showcase the exceptional contribution many people make to positive mental health and emotional wellbeing in schools. The awards celebrate the often unsung heroes of wellbeing in school communities – be it teachers, support staff, parent and children champions, volunteer counsellors, or indeed Place2Be professionals.

Catherine Roche is very clear about the impact: "The Garfield Weston Foundation is a hugely respected funder and these awards have been a real platform for allowing us to step up on a national scale and push out the message of the importance of wellbeing and mental health in schools. Over the years the Foundation has been instrumental in our development and whenever we've reached a key strategic point they've always been there for us."

# MY FATHER'S LEGACY

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*Camilla Dalglish is a daughter of the founder, Garfield Weston and has served as a Trustee for over 30 years. Here she offers some insights into her father, the family and the Foundation.*



**When the Foundation was established in 1958 I was away at university in Canada. But I remember my father asking me if I would give back shares in the family business so that he could endow a Foundation with funds and make sure it had control over our companies. My father and my mother, Reta, had nine children and it's amazing – but completely indicative of my father's character – that he managed to persuade all nine of us to agree. I felt that since he had made the money he should be free to do what he wanted with it.**

Dad was a dynamic, inspiring man. He wanted to help rebuild Britain – in many ways it was still very deprived in the aftermath of the second World War – and to give something back to its people.

My mother was born in northern Ontario and graduated from the University of Toronto. My father was a baker's son who lived above what was considered at the time, a "Model Bakery" making cookies and cakes. They were hard-working, honest, creative people, I think these attributes

*I think Dad would be immensely proud of the way his Foundation has kept the family together and of what it's achieved.*

were deeply engrained in them and were passed on to the following generations – you work hard and keep your values. I remember as a pre-teen polishing my brother's shoes for 25 cents and all my life I've never been able to spend lots of money on myself. My brother, Garry, was the same. He used to go on the London Underground all the time even though he could have had a car and chauffeur. I'm so happy when I see my nephews and nieces have kept the family values.

I think my father would be amazed to see how the Foundation has turned out – both the similarities and differences. He'd be extremely pleased that the culture of freedom and flexibility remains the same despite some inevitable changes. And also that we still pay a lot of attention to education and the needs of young people which was very much a concern of my parents when the Foundation was starting out.

Of course, the overriding difference is one of size. Dad would be thrilled by the success of the underlying businesses and how well his sons and grandsons had done. And even more delighted by how the Foundation has consequently become stronger and stronger because of the structure he set up. He'd love how we've been able to broaden the scope of the grant-giving to support everything from small community projects to national treasures like Westminster Abbey and St Paul's Cathedral. And because I'm an environmentalist I'm personally delighted when we can help organisations like Kew Gardens and the Woodland Trust.

I think Dad would be immensely proud of the way his Foundation has kept the family together and of what it's achieved. With invaluable support from Philippa Charles and the Foundation staff, the Trustees hopefully make the right decisions and do vitally important work. There's an old adage that the first generation makes the money, the second generation saves it and the third generation spends it. But in this case the second and third generations have built on the first and I hope that an ethos of hard work, giving back and keeping our family values will endure in the generations to come.

# GARFIELD WESTON IN HIS OWN WORDS

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*Extracts from a letter to his children, in the year he established the Foundation*

25, South Street,  
London, W.1.

16th. October, 1958.

Dear Folks,

It is many months since I last wrote one of these book length letters to the various members of my family.

When I came to England I proceeded to do the same thing here and formed a sterling Charitable Foundation - incidentally, both of these Foundations are called the "Garfield Weston Foundation" - and into the British Foundation I have put approximately £10,000,000.

Great wealth has its great responsibilities. It can destroy all those who have it, or if they can wisely control it, I am sure it can bring great blessings in its distribution. Frankly, that is the idea I have taken towards this amazing success that businesswise has come our way.

I sometimes look back and wonder about it all. At no time can I ever remember wishing to have a lot of money or having any terrific ambition towards doing any great thing with it, but now we must think seriously as to how we can do the most good with what we have to give away

It would be interesting for a moment to look into the future, say 50 or 75 years from now, because these two Foundations are perpetual and you folks, except the grandchildren, may be off the earth entirely.



# WORLD-CLASS LEARNING

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*The Foundation's donation for the Bodleian Libraries has been its biggest gift so far.*

**One of the guiding principles of the Foundation is to support centres of excellence – in whatever field of endeavour they may appear. It also has a firm commitment to the dissemination of knowledge and the nurturing of culture. Nowhere is this more evident perhaps than in the Foundation's extraordinary contribution to the evolution and transformation of Oxford University's Bodleian Libraries.**

Over the course of more than five centuries, from the creation of the original library by Sir Thomas Bodley in 1602 to the present day, the libraries have evolved to become one of the crowning glories of academic knowledge and learning. In the words of Oxford's Vice Chancellor, Professor Louise Richardson: "They lie at the very heart of

the University, both geographically and metaphorically, by providing material and digital collections which are the most basic resource of any community of scholars and students."

The Foundation's transformational support for the 'Bod' began two decades ago with the Old Bodleian Library when an infestation of deathwatch beetle meant extensive roof repairs were needed. The Foundation's donation of half a million pounds was critical to meeting the costs. It would, however, be eclipsed by the grant the Foundation was to make to the New Bodleian Library a decade later.

The New Bodleian was built in 1940 as a response to the university's shortage of storage for its collections. By the mid-70s,

however, the library was reaching capacity and by the early 2000s the building itself was showing its age. Explains Richard Ovenden, Bodley's Librarian: "Not only was the storage full but now the library was declared unfit for storing collections and indeed for human beings. Then in 2003 we received notice that there was a risk we would be taken off the register of approved repositories for holding public records."

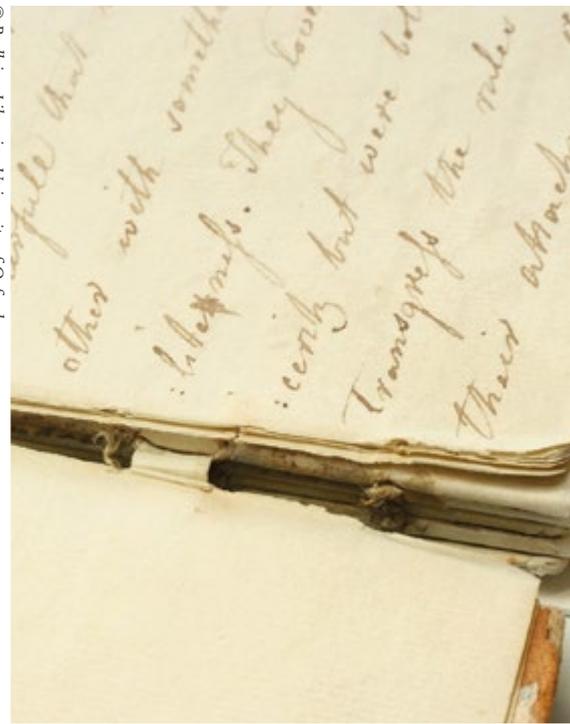
Plans for the New Bodleian's future were reconceived to reflect a principle of much greater public accessibility. Says Richard Ovenden: "Instead of being just a place to store collections such as medieval manuscripts, it was to become a different kind of library, a different kind of public space. The intention was to create a building that would engage directly with both its users and visitors, welcome them in, and let them know when they entered that they were in a great library."

The reconceived plan involved building a major offsite storage facility outside central Oxford that would free up space to do the refurbishment. "Basically", explains Richard Ovenden, "we were going to rip the inside of the building out, build new structures within and create a big open space at ground floor



© James Brittain (above)

© Bodleian Libraries, University of Oxford



Volume the First – a manuscript by Jane Austen

© Bodleian Libraries, University of Oxford



Confirmation of the Magna Carta and of the Carta de Foresta of Henry III

level. And that meant the budget moved from £47 million to £75 million.”

In 2006, Ovenden and the then Vice Chancellor approached the Foundation to gauge their interest and though they didn’t ask for a specific sum, it was clear the Trustees were keen to engage. Then in March 2008 came the news that Toby Blackwell, Owner of Blackwell’s Bookshops, was donating £5 million to the project. Two months later, matching a pledge made by the Oxford

*The Weston Library has transformed this part of Oxford, it’s transformed the relationship of the university to the city, and the way both residents and visitors engage with the university and library.*

University Press, the Foundation Trustees agreed to donate £25 million. It remains the single biggest gift in the Foundation’s 60-year history.

Not only was the Foundation a major contributor to the project but the fundraising campaign was supported personally by Guy Weston, who chaired the Fundraising Board and encouraged others to help too. Work began the following year and the Foundation

has watched with huge pleasure as the redevelopment evolved from initial drawings into a magnificent completed space. The final phase was completed in 2015 and the New Bodleian re-opened as the newly-named Weston Library in honour of its largest donor.

Richard Ovenden describes the scale of the Foundation’s support as “truly transformative” and says he sometimes still can’t quite believe it happened. “Since completion we’ve had well over a million visitors. And the visitor exhibitions – one of the key reasons why the Foundation wanted to be involved – are incredibly successful. The Weston Library has transformed this part of Oxford, it’s transformed the relationship of the university to the city, and the way both residents and visitors engage with the university and library. Meanwhile, we’ve been able to launch new research activities and expand our knowledge in almost every discipline. And crucially, we’ve protected a key segment of the world’s memory.”

# BEING PREPARED – GUIDES & SCOUTS

*The Foundation has a long association with youth groups across the country including making grants to girl guides and scout groups to help with equipment and facilities.*

“We offer girls the opportunity to build confidence, raise aspirations, and get to know their full potential”, says Karen McFarlane, the Joint County Commissioner of **Girlguiding Gloucestershire**. “Girlguiding is the largest youth organisation for girls in the UK. We give them what we call girl space where they can have fun, gain valuable skills, and make a positive difference to their own lives and the communities in which they live.” Girlguiding Gloucestershire’s HQ is Deer Park Activity Centre in the Cotswold village of Cowley. Outdoor activities and camping are fundamental to Deer Park so good shower and toilet facilities are essential. The Foundation supported the refurbishment of a 25-year-old block which now also includes a disabled shower and toilet plus solar panels for the hot water. “It might sound a bit dull”, says Karen McFarlane, “but it’s made a

real difference to us. The girls love camping but they like a hot shower as well! 2018 is our 50th anniversary of camping here. The Foundation’s helped us to be fit for purpose as we go forward for the next 50 years.”

A key principle in the Foundation’s approach to grant-giving is to help charities that help themselves. When **East Boldon Scout Group** wanted to redevelop its headquarters it needed to raise £107,000. The Foundation got involved near the start of the campaign and pledged almost 10%, which incentivised the group to raise £97,000 from other donors. “The Foundation money was what gave our project the greenlight”, explains Group Scout Leader, Si Gray. “We’d applied for nearly 40 different grants and the Foundation was one of only three that said yes.”

kitchen.” The Foundation has since made a further donation, helping to renovate a cottage in Kielder Forest, Northumberland. “There are fewer outdoor centres around now”, says Si Gray, “but we’ll have one of our own. And we’ll be able to have children there from other groups doing great things like the Duke of Edinburgh Awards.”

“We’d been talking about having a new building for years”, says Jean Dossett of **Guessens District of the Guide Association**. “But when you’re faced with raising £200,000 it feels very daunting and you wonder how on earth you’re going to do it.” Girlguiding Guessens in Welwyn Garden City had been operating out of a wooden building that was almost 90 years old and deteriorating badly. A new and larger HQ was needed and the Garfield Weston Foundation was one of the earliest contributors to the fundraising campaign.

Says Jean Dossett: “Getting a significant donation from the Foundation made us think this might actually be possible – and it was. The building was finished in May 2017 and we now have a high quality structure that everyone thinks is magnificent. We didn’t even have hot water before and now we’ve got a kitchen everyone talks about. We’ve been able to extend the use of the building to the local community but of course the building’s main purpose is to provide better accommodation for the girls and to offer them more activities. They just love it.”



The East Boldon Scout Group is one of the largest in the north of England with over 200 young people supported by about 55 adults. “The problem”, says Si Gray, “was we were operating out of an old barracks built for Italian POWs. It was small and badly built with a tin roof and no insulation. The redevelopment means we now have a building that’s double the size and includes a sports hall, two classrooms and a proper



# AIMING HIGH

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*A modest educational pilot project has become a UK-wide success for young people.*

**IntoUniversity started as a modest educational pilot project in a North Kensington community centre. In 2002, it was a small homework club with an ambition to help 75 students annually. The Foundation was involved early on, making its first grant when the project still only had the one learning centre. Today, due to the support of the Foundation and other donors, IntoUniversity has 22 centres in nine UK cities and helps over 25,000 students each year.**

The organisation was created to support young people from Britain's poorest backgrounds. They tend to face significant educational disadvantages, performing less well at school, unlikely to go on to higher education, and with little chance of entering the professions. IntoUniversity provides them with the sort of educational support that many children receive as a matter of course. The aim is for students to achieve a place at university or an alternative educational aspiration such as an apprenticeship.

The charity provides general tutoring including numeracy and literacy, and more immersive, subject-specific support. It also gives children the opportunity to be paired with a university student. These mentors act as role models, encouraging participants to raise their aspirations. Jack, for example, joined the programme when he was struggling in school. He attended IntoUniversity's centre in Brent, was assigned a mentor, and given support at every stage. The end result was a place at King's College London.



Whilst IntoUniversity retains its 'grass-roots' nature, donors like the Garfield Weston Foundation have been instrumental in helping it grow from a local project to a charity with national reach. Says Chief Executive, Dr Rachel Carr OBE, "We needed someone at an early stage to believe in us and support our core costs. They're an innovative funder because they recognise such costs have to keep being met even though non-project specific running costs aren't the most attractive to fund."

The Foundation's consistency and long-term approach has also been important. "The level of support", observes Dr Carr, "has grown as we've grown and proved our impact. Building a relationship over a period of time so that we understand each other is incredibly valuable." Dr Carr says she can't speak highly enough of a foundation which understands endemic social challenges are helped best by long-term approaches. Jack at King's College London is a case in point. Having benefited from IntoUniversity's mentoring programme in Brent, he is now mentoring a student at the very same centre. A seven-year learning journey has come full circle.



# PRESERVING OUR HERITAGE

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*Every year, the Foundation makes numerous grants across the UK to faith groups of different religions. Typically, the donations are to help install much needed facilities for community activities, or to maintain and restore historic buildings.*

The Foundation's first contribution to **St Botolph's Church** in Boston, Lincolnshire was to help restore the erosion-damaged north face of its famous tower. The medieval church has one of the tallest towers in England and is nicknamed the Boston Stump. It can be seen from many miles away across the flat fenland landscape and has often been a guiding landmark for seafarers and travellers.

Work on the tower's north face was completed in 2012 but the following year a combination of tidal surge and weather caused one of the worst floods in Boston's history. The river burst its banks and water flowed into the church. Whilst insurance paid for much of the damage, the Foundation helped fund the restoration of the church's Cotton Chapel. More recently, the Foundation has pledged a further donation towards the church's largest project in decades – the restoration of the tower's west side together with other works. "Over the years", says the Head Verger, Adam Kelk, "the Foundation has been a very significant supporter. We really are enormously grateful."

The site of **St Mary's Church**, Fairford in Gloucestershire is an ancient place of daily worship. A church, in one form or other, has stood here for a thousand years. The existing church, which was constructed round an earlier medieval tower, dates from around 1497 and has not been added to since. With its elegant, slender columns and impressive arches, it's a lovely expression of 15th century ecclesiastical architecture. "In particular," says Rev. Caroline Symcox,

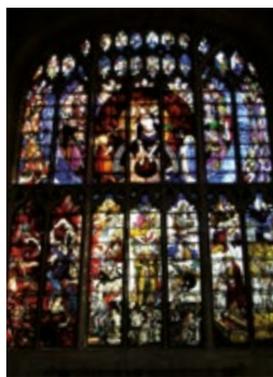
"St Mary's is known for its beautiful stained glass windows – the only complete set from that period in the country." Inevitably, however, these had sustained damage over the centuries – not least from a great storm in 1703. Restoration work was essential and in 2004 the Foundation made a substantial grant to help preserve this unique piece of English heritage. Over time, windows were removed, and the stained glass cleaned and restored. Today St Mary's gets over 12,000 visitors a year who've come from all over the world to see the triumphant results – vibrant sacred images, many telling stories from the Old and New Testaments. "The windows cast a gorgeous light", says Rev. Symcox. "Combined with the colour of the Cotswold stone, you get this luminous effect. It's quite beautiful."

**St Peter's Church** in Clippesby is one of the oldest churches in the Norfolk Broads. It has always suffered from damp, and over time both the fabric of the church and its books and furnishings have suffered badly. Remedial work and drainage was carried out some 20 years ago but that didn't solve the problem. In 2014, the Heritage Lottery Fund agreed a grant for repairs but the church needed to find additional funds in order to get permission to start.

"We were really struggling to raise enough money", says Churchwarden Jean Lindsay, "and our start date had been put on hold.

Then the Garfield Weston Foundation made a very substantial donation and that made it possible for us to go ahead with the restoration." Parapets and drains were improved and when it was discovered that the church's round tower was leaking, a new tower roof was installed. "We take very seriously the responsibility of caring for

our ancient and beautiful church", says Jean Lindsay. "The impact of the Foundation's generosity on a tiny parish like ours has been enormous."



St Mary's Church, Fairford



St Botolph's Church, Boston



# A TRULY FAMILY FOUNDATION

*...From the Director*

PHILIPPA CHARLES



*We aim to be clear, straightforward and fair with charities; these are values the Trustees have always had. ”*

**created the Foundation in 1958, I hope he would be surprised and delighted by the special place it holds in the life of Britain today. It was an extraordinary thing for a family to give to this country.**

Certainly, I am struck by just how extraordinary the Foundation is – by its ability to make a lasting difference and how it keeps the Weston family connected in pursuit of a common goal, an endeavour that has so far spanned three generations. That may not be unique but it is, I think, rare and to be treasured. People are often intrigued by the Weston Family and the Foundation and, while being open and transparent is one of our values, it's true that there is a sprinkling of magic about a family that works so hard for others in such an unassuming and understated way. I'm delighted that the anniversary offers an opportunity for others to 'peek under our bonnet'. The voices of the founder and of his children and grandchildren can be heard in this book, along with some of the charities that have done great things because the Foundation has believed in them.

I'm very proud to have managed the Foundation over the past ten years during which time over £500 million has been given away. Prior to the Foundation, I worked for Associated British Foods and that's given me a first-hand appreciation of the businesses the Foundation relies on. It's not simply that's where the money comes from; it's also that a lot of people are working very hard to create it – from working in bakeries and factories to driving delivery lorries and managing complex logistics. The straightforward way the Foundation operates reflects the products themselves which are tangible, everyday items like bread, tea and affordable fashion.

Sixty years on the Foundation's ethos remains true to Garfield Weston's vision – the focus on need and the flexible and pragmatic approach the Trustees take. The Foundation has a clear strategy to be adaptive and to respond to quality and excellence across the charity sector. We do not pre-determine spend in any particular category,

though we do work proactively where need is especially acute. The Trustees' view is that those expert in their fields and closest to their beneficiaries develop the most effective solutions – so they support and trust charities rather than impose direction or uniformity. Many of the causes we help are small-scale and unglamorous. Another theme is helping those trying hard to help themselves, even though conditions may be challenging.

We aim to be clear, straightforward and fair; these are values the Trustees have always had though we are more explicit about this now. In the last decade, the Foundation's donations have grown substantially and the charity sector has also evolved. Increased complexity and greater scrutiny means we've had to innovate and adapt. Some years ago, for example, we noticed applications from the North East of England had fallen – something that was counter-intuitive given the difficult economic conditions. So we took action, commissioning research to examine what was going on. We then undertook a series of actions to build capability and financial stability for charities in the region, including a partnership with Pilotlight, a mentoring charity, to create the Weston Charity Awards. These Awards are designed to build strength and expertise in the sector as a whole and the results have been very encouraging.

So – partnerships, proactivity, regional targeting, capability building – these are some of the newer territories we're working on. But in essence, my job – and that of the team – boils down to two simple things. First, it's to help great charities have a fair opportunity to apply for funding. And second, it's to support the Trustees in their often tough decisions about where that funding goes. This is helped greatly by the strong relationship between the Trustees and the Foundation team; I'd like to pay tribute to my colleagues for all their hard work, intelligence and passion and to say a heartfelt thank you. The same also goes for our Trustees – they are highly hands-on, always available and offer astute insight. Not many foundations have this level of trustee engagement, let alone family involvement, but they care deeply and it shows. Being part of the Foundation is a privilege and the charities we support deserve our best every day.

# POMP & CEREMONY

*The Foundation and Weston family have supported two of the nation's best-loved and most iconic places of worship for more than 40 years.*



© Dean and Chapter of Westminster

Westminster Abbey view from the triforium

In 1975, Garfield Weston championed the care of **Westminster Abbey** by endowing it with company stock to fund the Garfield Weston Trust for Westminster Abbey. His son, Garry Weston, supported the Duke of Edinburgh's major appeal in the 1980s to clean and renovate its interior and exterior. And Garry's son, Guy Weston, chairs the Abbey's Campaign Development Board.

"What makes the Garfield Weston Foundation so special", says Valerie Humphrey, Director of the Abbey Foundation, "is not just its generosity but also the family links over three generations. I've never known another foundation quite like them. They don't just offer financial support but a true partnership with insight, advice and friendship as well."

The Garfield Weston Trust for Westminster Abbey typically helps with general maintenance work that wouldn't be easy to fund externally. Meanwhile the Foundation itself contributes towards more specific projects – an education centre for children in 2009, for example, and in 2010, the Abbey's first restaurant situated in a 14th century monks' cellar. But the most significant recent grant has undoubtedly been the Foundation's contribution towards The Queen's Diamond Jubilee Galleries project. "This", says Valerie Humphrey, "is the Abbey's most transformational building project in nearly 300 years."

Whilst Westminster Abbey houses one of Europe's finest historic collections – including books, manuscripts, gold and silver plate, royal effigies and sculptures – it has only ever had a small museum with limited exhibition space. The solution is the new Diamond Jubilee Galleries which will be located in the Abbey's triforium. This is a magnificent medieval gallery running around the perimeter of King Henry III's Abbey Church 70 feet above the nave floor. For centuries, the triforium has been off-limits to the public – used only for storage space. But once converted, visitors will be able to enjoy an extraordinary treasure house of art and history along with stunning views both of the Abbey interior and out on to the Houses of Parliament and surrounding London.

A key feature of the £23 million project involves the construction of a new access tower – the first major structural addition to the Abbey since its main west towers designed by Hawksmoor were completed in 1745. The new work has been designed in sympathy with the Gothic style of the Abbey and, in honour of the Foundation, will be known as the Weston Tower.

The Foundation's relationship with **St Paul's Cathedral** goes back to 1972 when, as with Westminster Abbey, it endowed the cathedral with company shares. Since then St Paul's has benefited hugely from the endowment's income. "What's very clear to me", says Andrew Edwards, the Cathedral's Executive Director of Global Partnerships, "is the love and respect the Foundation has for ecclesiastical heritage."

The diversity of works supported by the endowment has been considerable and covers everything from renovations to visitor attractions. But the fund's most far-reaching contribution has been towards the landmark £41 million appeal led by the City of London between 2001 and 2008. This project involved not only cleaning the cathedral's exterior of more than 300 years of grime but also facilitating everything from the restoration of chapels to cleaning the cathedral organ. Overall, the restoration took almost half as long as Sir Christopher Wren took to design and build the cathedral. However, the results were nothing short of spectacular. Outside, the stone masonry now gleams for the first time in centuries. Inside, sculptures and carvings have been resurrected and given a new lease of life.



St Paul's Cathedral

# A JEWEL IN THE NORTH EAST

*Auckland Castle, County Durham, home of pioneering community regeneration using heritage and art assets.*

**At first sight, the overriding mission of the Auckland Castle Trust appears obvious – the creation of a richly diverse tourist attraction. And that’s certainly true. But it’s far from the whole story, for this is also about the re-creation of an entire community that in many ways has been struggling for more than 30 years. The town of Bishop Auckland is located on the Durham coalfield and its history over many decades is inextricably linked**

Jonathan Ruffer, who founded the Auckland Castle Trust. His vision was to renovate the castle and use it and several other tourist attractions as a kind of circuit breaker to reverse Bishop Auckland’s decline. The £70 million project would not just create jobs but allow the town to rediscover a sense of opportunity and purpose. “We want to see a renewed community”, says Jonathan Ruffer, “that’s not so much created by or through the Trust, it’s really more about the community re-creating itself.”

skills – building, catering and horticulture, for example – but the skill sets don’t exist in the town to any meaningful extent. So in concert with Bishop Auckland College, we created 28 apprenticeships that are critical to the project working successfully.” In 2016 the Foundation gave a second £1 million to fund the apprenticeships. These ‘Weston Apprentices’ created the opportunity for locals to develop skills essential to securing employment within the Walled Garden and beyond.



*Weston Apprentices*

The Garfield Weston Foundation was, he says, one of the first donors to contribute to the restoration, and in very significant size – significant not just because the initial gift was for a million pounds but also because of the effect it had on other potential donors. “The

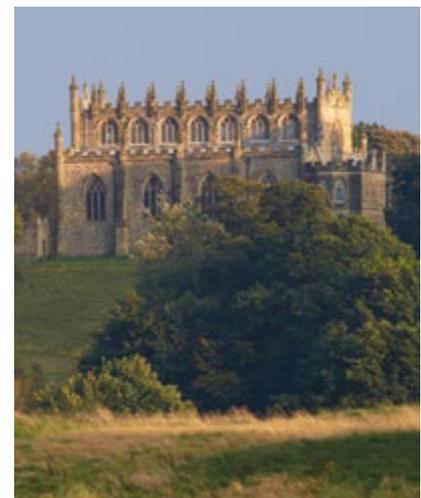
Overall, the Trust estimates that by 2020 the entire Auckland Castle project will attract 430,000 visitors a year, bringing in £20 million annually and creating over 400 jobs and almost 8,000 opportunities for training and skills development. “The project’s bringing new lifeblood into the area”, says Jonathan Ruffer. “It’s the start of a virtuous circle.”

**to the decline of the coal industry in that area. Unsurprisingly, economic decline has brought with it social challenges and a loss of confidence – until recently.**

Foundation has been simply extraordinary and I think when we were first setting out we would not have got similar grants from others if the Foundation hadn’t led the way.”

At the edge of the town is Auckland Castle, the 900-year-old palace of the Prince Bishops of Durham which, until recently, was owned by the Church of England. It was – and still remains – the administrative headquarters of the Bishop of Durham but in 2012 the castle was sold by the Church Commissioners to City Financier,

But the Foundation’s support did not end there. One part of the castle is a 17th century walled garden in which the Trust is creating a strikingly-designed restaurant along with areas for growing produce to supply it. Explains David Maddan, the Trust’s CEO: “The garden and restaurant opens in 2019. We need to employ people with a variety of



*© Neil Watson courtesy of Auckland Castle Trust*

*Auckland Castle*

# WILD SPACES FOR EVERYONE

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*The Great Fen project – East of England.*



© The Wildlife Trust BCN



The grant was pivotal in getting to the next stage when in 2007 the Trust approached the Heritage Lottery Fund. The Foundation contributed a second, much larger match-funding donation that unlocked what was the largest ever lottery grant for an environmental project in England. This allowed

the Trust to make an initial purchase of nearly 1,400 acres of farmland and start the work.

The restoration back to fenland is a gradual process. Once the last arable crop is harvested, it takes a couple of years to establish grass cover which stabilises the peat soil and prevents weed problems. Hay cutting and a gradual raising of water levels then follows. Sheep and cattle are introduced to graze the area for several years and this diversifies both the vegetation and topography. Over time there's a steady movement from arable land to dry grassland to wet grassland and ultimately on towards reed beds, sedge beds, and a proper fenland landscape.

Whilst the Great Fen project still requires further land purchases, so far all the signs for the wildlife are very encouraging. There's now an increasing variety, from breeding barn owls, marsh harriers and peregrine falcons to lapwing, snipe and crane to rare plants and invertebrates. In winter up to 20 short-eared owls forage the area where before the fragmented reserves might have supported one or two. In only ten years over half the needed land has already been acquired. Good going for a project that was originally conceived with a 50-year horizon.

**Five hundred years ago, wild fenlands stretched across hundreds of square miles of eastern England providing habitats for a wealth of wildlife and plants. But starting in the 17th century the land was drained for farming and more than 99% of the fenland and many rare species disappeared. Two of the last fragments, Woodwalton Fen and Holme Fen, survived as National Nature Reserves managed by Natural England but by the 1990s it was becoming clear they were too small at around 600 acres each to properly support the wildlife of the original wetlands. Creating larger blocks of habitat was vital to save some species from extinction.**

The Wildlife Trust for Bedfordshire, Cambridgeshire and Northamptonshire realised that a larger, landscape scale

approach was needed that would both connect the separate fragments and embed them in a larger safe haven of restored and protected wetland. The Great Fen project was born in 2001 with a 50-year vision to gradually acquire 9,000 acres of farmland that lie between or surrounding the reserves. It is one of the largest restoration projects of its kind in Europe.

When the Foundation got involved, Brian Eversham, the Trust's Chief Executive, was struck by what he calls "the intelligence of the donation". "We were given a grant to cover development costs for a project manager and for studies assessing the project's feasibility. What impressed me was the Foundation's clear message: Don't spend the money on anything too exciting – this is facilitation money to test the idea."



## VALUING BIODIVERSITY

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**The Foundation has been a supporter of the Royal Botanic Gardens at Kew for 25 years but two projects in particular stand out.**

In 2012, Kew Gardens started a restoration appeal for its iconic Temperate House, the world's largest Victorian glass structure, which was deteriorating badly. "The Foundation gave us £1 million early on", explains David Tatham of the Kew Foundation, "but more than that they galvanised our fundraising. That such a

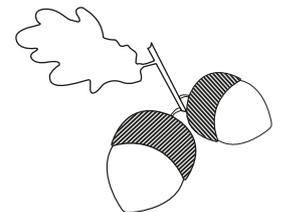
respected organisation had confidence in the project enabled us to approach other donors and unlock match-funding." Fittingly, the restored Temperate House will re-open in the Foundation's anniversary year.

Meanwhile, the Global Tree Seed Bank, part of the Millennium Seed Bank project, aims to preserve 3,000 of the world's rarest, most threatened or most useful tree species. "We had an initial meeting with the Foundation that included our experts and Sir David Attenborough, who's a former Kew Trustee

and a big champion of the concept, and we asked for £3 million. But then the Foundation Trustees considered the scope and importance of our ambition and asked what we could do if they gave a further £2 million. We came back with a proposal to extend both the target areas and the number of species to be collected, and very generously, the Foundation agreed. Over the years they've been crucial friends to us – both in preserving Kew's past and conserving for our collective future."

## OUR PRECIOUS TREES AND FORESTS

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**It's immensely satisfying when the Foundation is able to watch the work it supports flourish and grow over many years. Such is the case with The Woodland Trust which it's been supporting for almost three decades.**

Over the last century more than half of the nation's ancient woodland has been destroyed and today it covers only 2% of the UK. Explains the Trust's Development Director, Karl Mitchell: "We have three core objectives: to protect ancient woodland, restore it, and create new woodland. The Foundation's numerous grants have gone towards helping us achieve all of these aims." For example, it supported the creation of the new Queen Elizabeth Diamond Jubilee

Wood in Leicestershire, the restoration of ancient Fingle Wood in Devon and, more recently in Scotland, the acquisition of Loch Arkaig Pine Forest which is home to many rare bird species such as ospreys and golden eagles.

"The Woodland Trust has grown from the vision of one man in Devon to a national organisation", says Karl Mitchell. "We're now the largest woodland conservation charity in the country with nearly 500 employees, over 1,000 woods, and 500,000 members and supporters. The Foundation has been amazing. They've helped us become what we are today." As the saying goes, 'mighty oaks from little acorns grow'.

# GROWING GREAT SCHOOLS

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*An innovative education project which has its roots in one school in Corby, Northamptonshire.*



**Supporting great education is an abiding passion for the Garfield Weston Foundation. And it's especially satisfying when one initial donation sows the seeds of a much broader improvement in an area's educational performance. Such is the case with the Foundation's support for the Brooke Weston Trust, a family of ten primary and secondary schools which has its roots in one single school in Corby, Northamptonshire.**

In 1990, local Corby landowner, Hugh de Capell Brooke, put forward a bid to create one of the Government's newly proposed City Technology Colleges, offering land for the site and a capital contribution. These colleges were part of an initiative to rethink the system and stimulate education in areas of severe deprivation and underperformance. Corby was selected having lost a major steel manufacturing plant and with male unemployment topping 30%. But in order to unlock state funding, an initial £2 million

of 'pump-priming' finance was required from the private sector. The Weston family gave a £1 million grant and, with other donations, this set up the new style education college.

"The Foundation", says Brooke Weston Trust's CEO, Andrew Campbell, "was in at the birth of the modern education system in terms of greater autonomy from local authorities and giving people with talent and experience the responsibility and remit to do what they need to." Within less than ten years the Brooke Weston City Technology College (now Brooke Weston Academy) was being rated one of the top state schools in the country. The impact was profound. First, it meant that other schools in the area felt compelled to raise their game. Second, it led to the formation of the Brooke Weston Trust which was invited to take on other schools in the Corby and Kettering area and work to improve them too.

Since then, at least one Weston family member has served as a Trustee thus maintaining the close relationship. Meanwhile, the Foundation has also supported the Trust on several other major projects – a library extension for the Brooke Weston Academy, a sports and assembly hall for Corby Technical School, and most notably in the mid-2000s, £1 million to unlock government funding for one of the new Academy schools. "Our mission", says Andrew Campbell, "remains the same as it was when we started out – to work in areas of disadvantage and try to improve the life chances for children. Like the Foundation itself it's not to just do the easy things."





SOPHIA MASON



*We still aim to do things that really make a tangible difference and we like local projects run by passionate volunteers who are working hard for their communities.*”

## A TRUSTEE PERSPECTIVE

*As Garfield Weston's granddaughter, Sophia Mason has over twenty years' experience as a philanthropist; both from her role managing the Foundation when her father Garry Weston was Chairman and from being a Trustee herself.*

The Foundation's Director, Philippa Charles, describes Sophia as “the essential magic ingredient in the Foundation – she is wise, kind and enormous fun to work with”.

### **How has the grant-giving changed since your father's day?**

We still aim to do the things that make a tangible difference and we like local projects run by passionate volunteers who are working hard for their communities. But we also adapt to changes in society – for example we've become much better at being proactive in spreading the grants regionally, especially where there's real disadvantage and sometimes lack of confidence. We also give to smaller charities who need core funding and we're doing more multi-year grants to give charities chance to plan ahead. The Weston Charity Awards are also going well and we've grown this over the past four years.

### **What are you looking for in an application?**

We want charities to come with their greatest need and priority. Some try to put together projects they think funders will like but for us that's the wrong motivation – it's the tail wagging the dog. We want to encourage people to be confident about their work, not to tell them what they should be doing, especially when they are the experts in their field.

### **What do you enjoy most about being a Trustee?**

Meeting people and realising how dedicated they are, I'm lucky to meet very inspiring people. I really enjoy visiting projects – it gives a much better sense of the need and what works – there's often no substitute for meeting the people who run it and the beneficiaries being supported.

### **Do you ever get down-hearted by the need that's out there?**

Sometimes. There's been a lot of budget cuts and it's increasingly hard for some charities to survive. But you have to focus on the good being done and the people doing it and help where you can. We can't support every great project and it's sometimes hard to decline things, but it's also our job to make the best decisions we can.

### **How would your father and grandfather feel about the impact of the Foundation?**

I think they'd be enormously proud. My father always talked about how many loaves of bread you had to sell to raise a pound for the Foundation. In 2017 we gave away over £63 million and he'd have been thrilled. And my grandfather would've been delighted by the way his Foundation's kept the family together. We realise we're privileged and we take it seriously.

### **What recollections do you have of Garfield Weston?**

Mainly of a fantastic grandfatherly figure who handed out presents at Christmas with gusto! There were lots of us as I'm one of six and I have a lot of cousins.

### **What do you remember as a child of your family's philanthropy?**

I wasn't that aware of it growing up, probably because my father didn't make a song and dance of it. It was only later I understood what my grandfather had established which subsequently grew as my father developed the business.

### **What was your involvement with the Foundation before you joined the Board?**

In my mid-20s my father suggested I work for him – the business and the Foundation were very different from how they are today as it was just him and a secretary. I was there about four years and learnt a lot but my father was definitely in charge. I would carefully review applications and grab my father on a Friday and he would say yes or no. In some cases people literally went away with a cheque in their pocket! My father was known for his generosity and rapid decision-making and people still tell us lovely stories about him.

### **What did you find challenging?**

Working with my father wasn't always easy – he had quite an autocratic nature and as his youngest daughter I didn't really have any authority. But what I really enjoyed was meeting really interesting people and charities; I learned a lot then and still do today.

### **You left after four years but re-joined later as a Trustee?**

Yes, I had my children and then took my father's place on the Board when he became ill. For the last 15 years I've worked for the Foundation every week so it's been part of my life for a long time and something I care deeply about. I, and the other Trustees, make decisions on every single application so there's always lots to do!

# TRANSFORMING A WORLD-LEADING HOSPITAL

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Daisy, eight years old, with her nurse Alice, on Elephant Ward



*“Our biggest single gift [for the Wishing Well Appeal in 1986] was received in a most unexpected manner... going through correspondence I read a very warm letter to the Appeal Chairman from Garry Weston. The letter explained how Mr Weston’s family and his trust felt deeply about the work we were doing at Great Ormond Street and hoped we could accept the attached cheque. I could not believe my eyes when I saw it was for £3 million. I was even more incredulous, half way through the appeal, when he followed this with a further £1 million donation.”*

*Charity Appeals: The Complete Guide to Success, Marion Allford,  
Director of GOSHCC’s Wishing Well Appeal*

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**Great Ormond Street Hospital has been helping sick children since 1852 but by the 1980s its Victorian buildings were showing their age.**

In 1986 the Foundation gave £4 million towards the Wishing Well Appeal to rebuild much of the hospital and create a modern

medical environment. Its support continued in 2003 when it donated £5 million towards the creation of Weston House providing new patient and family accommodation. More recently, it was the largest contributor to the refurbishment of the Mildred Creak Unit which cares for children with mental health disorders.

“The Foundation has made a huge difference to us over the years”, says Tim Johnson, Chief Executive of the Great Ormond Street Hospital Children’s Charity. “Its support has been truly transformational and has helped create an environment for sick children which really benefits their health and wellbeing.”

# LIVELY LIVERPOOL

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**When the financial crisis hit in 2008, the modest revenues of Liverpool-based charity, Team Oasis, dropped by two-thirds and it looked like it would have to close down. “We were in the darkest place”, says Founder, Paul Nilson, “but we wrote to the Foundation and Philippa Charles came to see us.”**

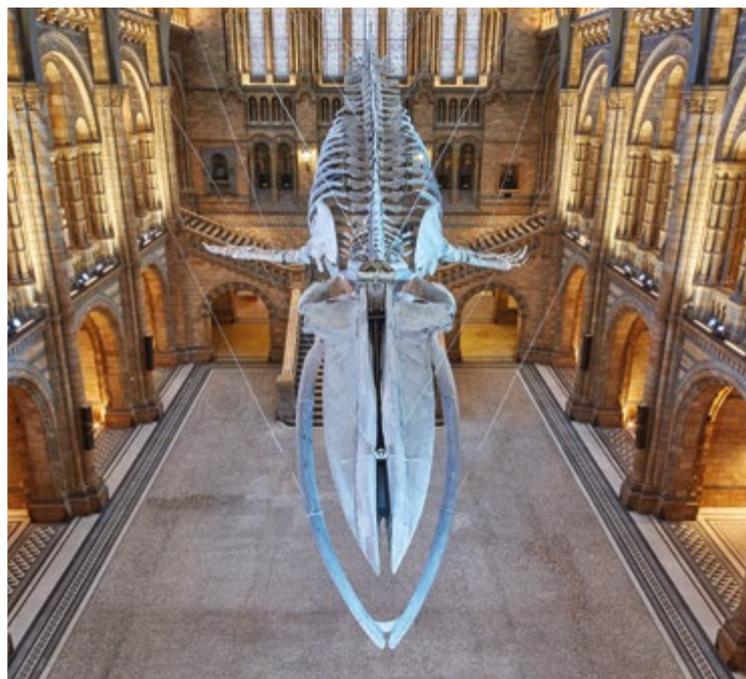
Founded in 2003, Team Oasis arranges activities and projects for children and young people, including sports, arts, dance and drama, after school clubs, and camping. Throughout, its

guiding principle is to ensure that children of all abilities – both able-bodied and disabled – engage in the same activities together.

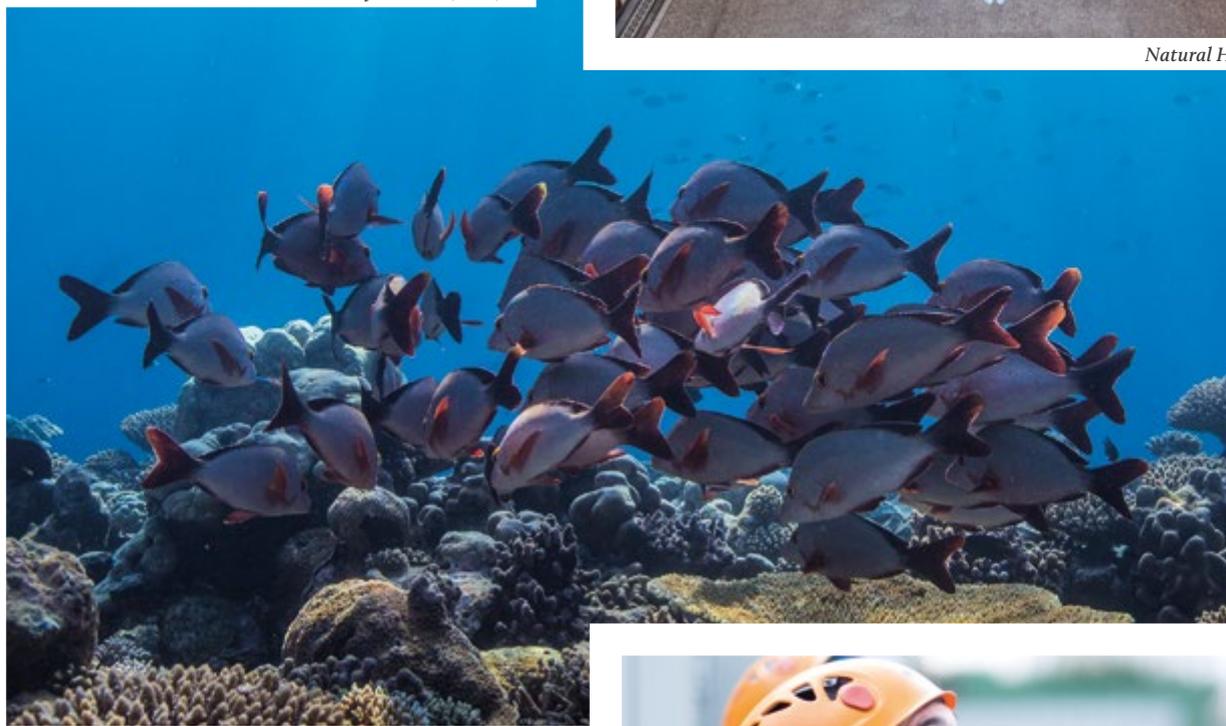
Continues Paul Nilson: “Not long after our application we got a letter from the Foundation – and a cheque for £5,000. I was in tears because that saved us, it really did. Nobody’s helped us like the Weston family has. I have so much respect for the Foundation.” Since then the Foundation has made other grants, helping to get Team Oasis back on its feet and doing what it does best. “It’s a wonderful thing to break down the barriers between disabled and able-bodied kids”, says Paul Nilson, “I consider that we’re working on the humanity of an individual. It changes them as a person.”



Marine Stewardship Council (MSC)



Natural History Museum



Blue Marine Foundation (BLUE)



The Weston Library, Oxford University



The Prince's Trust

# A PRODUCTIVE PARTNERSHIP

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*The Weston Charity Awards focus on charities in the fields of youth, welfare and community.*



*Ocean Youth Trust North, 2015 Youth Award Winners*

**One of the dominant themes of the Foundation is its responsiveness to need as it arises. Another is its desire to build strength and expertise in the charity sector and to see the charities it helps evolve over time and have greater impact. These aims are combined and exemplified by the Weston Charity Awards which were launched in 2014.**

The previous year the Trustees of the Foundation and its Director, Philippa Charles, were becoming concerned about the low number of applications being submitted by charities from certain regions of the UK, in particular the North East of England. They knew the need was there, especially given the recession of the previous five years, but clearly the Foundation's presence and what it could offer charities needed a boost.

The Foundation's Director got in touch with a charity called Pilotlight with a view to

creating a partnership programme – initially in the North East – that would foster the development of charitable organisations, building sustainable capacity for the long term. Pilotlight's mission is to help charities develop more effective leadership, more resilient organisations, and more efficient services. It does this through volunteer mentors from business and matching their skills with the needs of charities.

The Weston-Pilotlight partnership decided that an awards programme – funded by the Foundation and targeting charities in the fields of youth, welfare and community – would be an effective strategy. "There were various reasons for the awards format", says Pilotlight's Chief Executive Gillian Murray, "but the idea was a kind of 'wrapper' we could go to local media with. And we could tap in to the voluntary sector umbrella bodies in different areas. The selection process meant that anyone who received an award

would benefit from 12 months in Pilotlight's mentoring programme."

It proved to be a winning formula. In the first year there were over 100 applications competing for six places. The following year the Weston Charity Awards were expanded into the North West and now they also cover Yorkshire and the Midlands with over 20 places. During the year-long programme, each charity is supported by a Pilotlight Project Manager and receives guidance from a team of four senior business mentors. They meet on a monthly basis – usually in Pilotlight's London offices – for strategic planning sessions. In addition, three 'Pilotlight Connect' meetings give participants an opportunity to network with each other and share experiences and ideas. The Foundation funds Pilotlight's awards programme costs and also gives each charity an unrestricted grant to support their work.

The positive impact has already been significant, with external evaluation by the University of Kent showing charity participants have improved across a range of measures such as income generation, efficiency, board effectiveness and strategic planning. Gillian Murray is in no doubt about the Foundation's leadership in this area, "it's really inspiring that they're supporting this type of work. It's an innovative and exciting approach.





# Garfield Weston FOUNDATION

*We know that charities sometimes approach funders with trepidation so we created the Weston Charter to make it easier and less nerve-wracking. While we can't guarantee funding we do believe in being as transparent and helpful as possible to give organisations their fairest opportunity. It is incredibly simple but has attracted a very warm response from charities large and small.*

## Weston Charter

We appreciate that fundraising is not easy – in fact Foundation staff and many of the Trustees also have active involvement and experience of charitable fundraising – that's why we have created the "Weston Charter" which sets out our commitment to you. Our Trustees are proud of the care taken in considering applications and we thought you'd like to know the principles we work by so that, whatever the outcome, you can be confident in our approach. Thank you for taking the time to talk to us about your work.

## Our Commitment to You

- 1 Every application received is acknowledged so you know it has arrived safely
- 2 Every application considered receives notification of the outcome
- 3 Every eligible application is considered by at least one Foundation Trustee
- 4 Your application will receive careful attention but please note it is not possible to guarantee that funding will be available – we know you understand that sometimes the Trustees have to decline good projects as it is simply not possible to support everything
- 5 The Trustees will note any requested amount you may indicate, but they do not work on an "all or nothing" basis so they may provide support at a different level than that requested
- 6 We are respectful of your time and resources – please be assured that we will only request additional information when we think it forms an important part of your overall proposition, or if we wish to clarify something we feel is relevant to the Trustees' understanding of your project or organisation – we will ensure we have all the information needed so you can be confident you have done all you can to make your case
- 7 Foundation expenditure is managed carefully to ensure that at whatever meeting or time of year your project is discussed, it will have the same opportunity as at any other meeting
- 8 Unless we contact you to request a meeting or visit, you will not be required to attend a Trustee Meeting in person as any meetings and conversations needed for us to fully understand your proposal are completed beforehand
- 9 On making a decision to provide support, funds are generally released immediately to assist your charity with cash flow and planning. If a pledge is made we allow up to two years for you to secure the necessary additional funds
- 10 Reporting guidelines are kept as clear and uncomplicated as possible to ensure we can remain up-to-date with your work while minimising administrative burden for your charity

# WHERE THE MONEY COMES FROM

*The Weston family put 80% of the family business into trust for the benefit of the nation – in 60 years, it has donated over £1 billion to charities across the UK.*

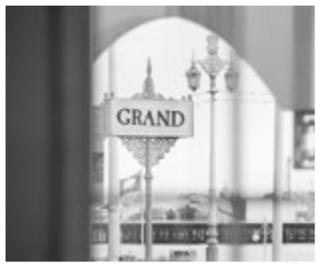
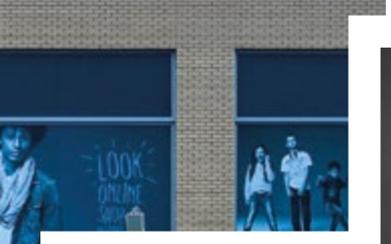
When Garfield Weston established the Foundation he endowed it with shares in the family business – called Wittington Investments – and in doing so gave away 80% of the Westons' wealth for the benefit of the nation. Within Wittington's diverse portfolio of investments the largest is a controlling interest in Associated British Foods (ABF) and it also has hotel, property and retail interests including the Grand Hotel in Brighton and the iconic Fortnum & Mason.

This structure endures today and allows a direct link between the underlying companies owned by the Foundation and its contribution to the nation's charitable sector. In fact the relationship is a symbiotic one. Naturally, the total amount of charitable expenditure

is related to the success of the diverse businesses. But it is also true that the founder's values and philosophy permeates these companies. They have the benefit of a majority shareholder that takes a more long-term view than if simply reacting to the demands of the stock market or responding to fad and fashion.

ABF is responsible for some of the best-known brands in the UK and across the world. In any household in the country you're likely to find one or more of its products in a kitchen cupboard or wardrobe. It's ordinary, down-to-earth things like bread, tea and affordable fashion that enable the Foundation to do so much good.







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Garfield Weston  
FOUNDATION

We would like to offer our thanks to all those featured in this book for their time and enthusiasm in being involved – we have had fun working with you and hope you enjoy the result.

Of course there are also a lot of people behind the scenes who have helped turn the initial idea for a book into tangible form – not least Philip Greenacre our writer, Kate Danielson our Project Manager, Farrows the designers and, of course, our Trustees.

We hope you find the book an interesting and enjoyable read and will be tempted to dip back into it from time-to-time.



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