

# Q&A on Esmée's strategy and how we make decisions

Webinar, 14 January 2021, 11.00-12.30pm

Thanks for joining us, the webinar will commence shortly.

# Agenda

11:00am **Esmée's new strategy & direction: what we want to achieve** – Caroline Mason, Chief Executive

**Our support:**

- What we're looking to support, what we're not, and how we make decisions – Sharon Shea, Director of Portfolio
- Social investment – Ben Smith, Head of Social Investment
- Tools beyond our funding – Shemain Wahab, Tools Manager

**Q&A**

Facilitator: Hannah Lim, Funding Manager – Social Change Lead

11:40am **Break**

11:50am **Workshops taking a closer look at our impact goals & priorities under each aim:**

1. Our Natural World
2. A Fairer Future
3. Creative, Confident Communities

Each workshop will have 10-15 mins for an overview of the impact goals and our priorities from our Funding Team, followed by a Q&A. All the sessions will be recorded.

12:30pm **Event ends**

# Strategic framework

## Impact goals by 2030

## Priorities in the first 5 years



# What we're looking for

- **Unusual collaborations and ambitious partnerships** - delivering at scale and involving or engaging a range of charity, public sector or corporate stakeholders
- Work which makes **connections across our aims**
- **Communities or people most affected involved in leading change**
- Work which uses a **preventative approach**
- Work that has practical plans to achieve and **sustain change over the long-term**

# We won't support work unless it's...

- Leading the way or part of a partnership or collaboration aiming for transformative change.
- Pioneering by breaking new ground, or using tried and tested models to push things forward in a new way.
- Ambitious and aiming to make a long-term impact.

*Whilst important, our focus is not keeping good things going, we want to support work that is driving change for the future.*

# Behind the scenes



## EOIs reviewed

Submitted EOIs reviewed by the Team against criteria & impact goals



## Portfolio Review Meetings

Held every 2 weeks to review applications that progress past the initial phone call & agree whether to invite a full proposal



## Due Diligence

After proposal submitted and a follow-up conversation, Funding Manager prepares proposal for committee discussion and decision



## Decision

Decisions are made depending on the size of the request:

- *Grants up to £60k* - Executive Team
- *Grants up to £200k & social investment up to £400k* - Executive/Trustee committee, which meets every 6 weeks
- *Grants over £200k and Social Investment over £400k* - Trustee Board, which meets 5 times a year

# What we consider when making decisions

- **Track record:** successes as well as the learning when things don't go to plan
- **Links to work we already support:** what's the collective value?
- **Broader context:** who are the allies, collaborators? What influence or leverage will the work have?

***Will the work add value, and help us to collectively achieve our impact goals?***

# Grants

**£40m**

Yearly budget

*We do not anticipate this changing, but it is regularly reviewed by our Trustees Board.*

**200**

Organisations awarded with a grant a year

*We will be making longer-term grants so this number will reduce over time.*

**65%**

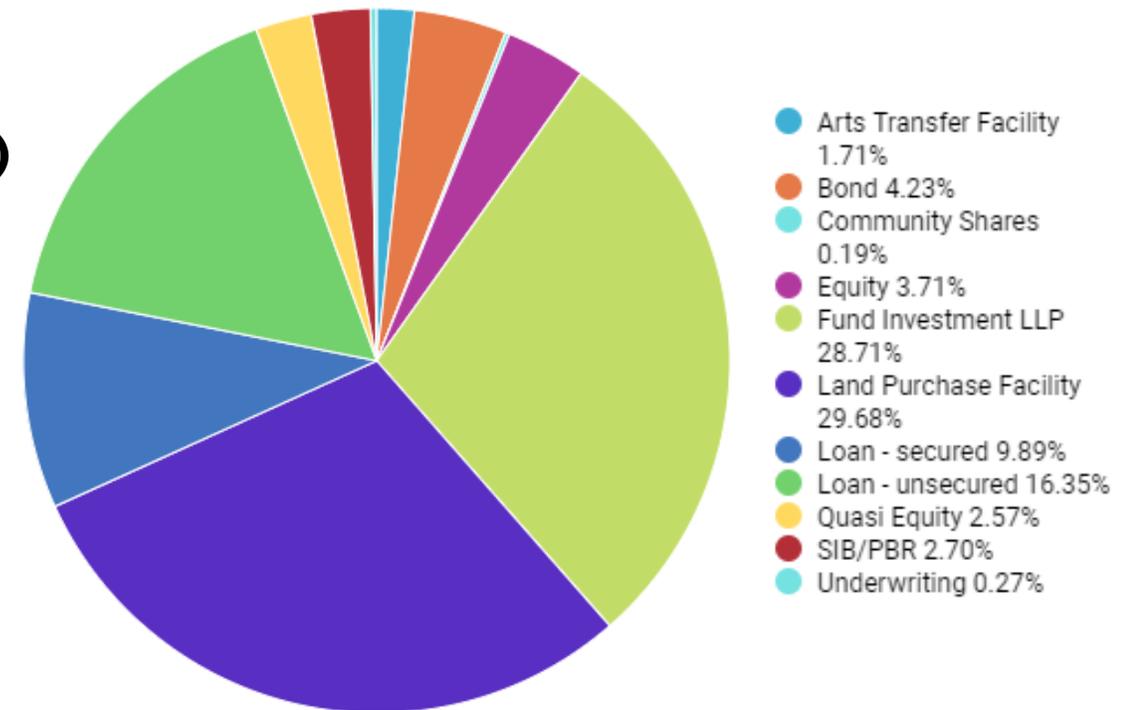
Core or Unrestricted

*We will work to increase this, but funding type will be based on an assessment of what will deliver the most impact.*

# Social investment

- **£45m**
- **168; £62.9m to date (+£3.2m grants (49))**
- **88 exited; 65% recycled**
- **£100,000 - £2,000,000**
- **£431,000; 14 average**
- **Impact-first approach**
  - **Impact-first direct investments**
  - **Influencing the social investment market**
  - **Learning and sharing**

Portfolio by investment type (all time)



# Workshops: | 1.50am to 12.30pm



## 1. Our Natural World

- Liam McAleese, Director – Our Natural World
- Jenny Dadd, Funding Manager and Our Natural World Lead
- Simon Wightman, Funding Manager
- Matt Cox, Investment Director

Joining link: [bit.ly/esmeeworkshop1](https://bit.ly/esmeeworkshop1)



## 2. A Fairer Future

- Hannah Lim, Funding Manager and Social Change Lead
- Laura Lines, Funding Manager
- Sharon Shea, Director of Portfolio
- Gina Crane, Director of Communications and Learning

Joining link: [bit.ly/esmeeworkshop2](https://bit.ly/esmeeworkshop2)



## 2. Creative, Confident Communities

- John Mulligan, Director – A Fairer Future and Creative, Confident Communities
- Alison Holdom, Funding Manager and Arts & Heritage Lead
- Caroline Mason, Chief Executive

Joining link: [bit.ly/esmeeworkshop3](https://bit.ly/esmeeworkshop3)