

Strategic Plan 2020-2022

The Alex Ferry Foundation is a new Foundation and was established on 24 December 2018.

This is our first Strategic Plan. We have undertaken a great deal of work to establish the Foundation over 2019, our first year of operation. We will pay particular regard to making grants which are likely to benefit workers and former workers and their families in the UK shipbuilding, engineering and related manufacturing industries. This Strategic Plan will form the basis of the grants and research decisions of the Board of Trustees over that period

A unique Foundation in the UK

The history of the Foundation is critical to us. It defines who we are and what we will focus on. We are a registered charity and regulated by the Charity Commission.

The Foundation was created with the assets of a trust fund established in 1989 by the Confederation of Shipbuilding and Engineering Unions (CSEU) to provide financial support to workers in the UK shipbuilding and

engineering industries and in related manufacturing industries who were then engaged in a campaign for a 35-hour working week. It is a unique charity. Never before has such a significant sum been collected by lay members of trade unions for the benefit of their communities.

Core attitude and approach

- ⚙️ We will promote our mission through grant making to support local communities and research to influence public opinion and policy.
- ⚙️ We will work to bring the philanthropic Foundation sector closer to the trade union movement. Recognising both as key players in maintaining an effective and dynamic civil society.
- ⚙️ We will want to bring the beneficial civil society role of trade unions to greater public attention.

The Board of Trustees

The make-up of the Board was approved at a 2018 High Court of Justice case. It has a very unusual composition for a grant making Foundation. All the Trustees (except the Chair of the Board) are trade union officers, either full-time or lay shop stewards.

- ⚙️ Three CSEU representatives elected at the Executive Council of the CSEU
- ⚙️ Five Lay representatives elected at a Lay Representatives meeting
- ⚙️ A Chair of the Board who is independent of the CSEU or any Unions affiliated to the CSEU

All the Trustees serve a four year term which ends at the end of this Strategic Plan in December 2022. All Trustees are entitled to stand for re-appointment.





Outcomes

Outcomes are the changes we want to see across the UK. We have set two high level outcomes to give us clarity about what we're trying to do, help us track our progress, and enable us to improve and have impact.

We have two core outcomes:

- ⚙️ Everyone lives in a safe and supportive community
- ⚙️ Everyone who wants to work has access to 'good work'.

Good work can be measured by a number of factors and these include: voice and autonomy, good pay, overall worker satisfaction, participation and progression, equality, safety and security.

Mission

We wish to direct the resources of the Foundation to improve both individual wellbeing (people living well) and social wellbeing (people living well together) of our beneficiaries across the jurisdictions of the UK.

We will operate a thoughtful and active policy for our grant-making

The Foundation has limited funding available and we will be unable to support many worthy and valuable projects. We are a new Foundation with a very unusual history and set of beneficiaries. We wish to give significant advantage in our local community grant-making to proposals and ideas from local trade union groups in the relevant unions. We will proactively seek out partners to join with us to further the research and policy interests of workers in the shipbuilding and engineering industries. All Exceptional Grants will be initiated by the Board at the recommendation of the Director or a Trustee. We have therefore set a pro-active grant application policy and will review this regularly over 2020-2022.

Transfer of funds from the 35-Hour Week Fund to the Alex Ferry Foundation

It is thought that approximately 200,000 trade union members contributed to the 35-Hour Week Fund, with their contributions constituting the vast majority of the assets donated. Following conclusion of the initial campaign and industrial action, a surplus was left in the fund. Over time, that surplus increased very considerably with investment return. There was a growing concern that this fund would be designated an 'orphan fund'. That is, an asset that cannot be reunited with its beneficial, or rightful, owner and open to be taken over by the UK Treasury. The legal reasons were complex but boiled down to the fact the 35 Hour Week Fund could neither be returned to the donors nor spent on the original purpose of a campaign for a 35-hour week.

A critical High Court of Justice case in 2018

A High Court (High Court of Justice, 2018) case was decided where all the parties were legally represented. In order to preserve the fund for the general benefit of the original donors all the parties agreed to transfer the whole of 35-Hour Week Fund to be "*held absolutely*

and beneficially" for the charitable Alex Ferry Foundation "*freed and discharged from the terms of the rules*" of the 35-Hour Week Fund. However, the Foundation has clear and legal restrictions on what it is able to fund under charity law and all parties agreed this transfer was the best outcome.

Our Articles of Association

The Articles of Association of the Alex Ferry Foundation were agreed by the parties to the June 2018 High Court case. That sum of many £millions from the 35-Hour Week Fund now provides the charitable endowment of the Alex Ferry Foundation.

Theory of Change

The changes we seek are complex, interconnected and require the input of a wide range of partners. All structural change to political, economic and social systems is brought about by a combination of factors acting on those who are in positions of power. The Foundation seeks to influence the decisions made by institutions and people through:

1. effective evidence and research;
2. influencing the barriers which constrain change (e.g. public opinion); and
3. amplifying the voices and experience of our beneficiaries and their participation.



Values

Our key values are trust and integrity. We create this trust by making decisions based on thoughtful process and evidence. We want to encourage the sharing of expertise and knowledge. We will act on the things we care about. We want to make a difference. Everything we do is focused on creating meaningful change and impact. We want to use our time and resources effectively because we're always striving for the most enduring changes.

We will make sure value for money is part of everything we do:



EFFECTIVENESS

Are we doing the right things?



EFFICIENCY

Are we doing things the right way?



ECONOMY

Are we doing things at the right cost?

Process

The Foundation will develop two grant funding streams. Firstly, a community grant scheme, involving proposals and ideas from CSEU committees and branches, working hand in hand with local charities, Foundations and voluntary organisations. Secondly a targeted research/policy programme. We will focus on individual and social wellbeing in the places that people live and also people at work. Our research/policy grant scheme will also focus on the ways in which the quality of life and wellbeing of workers and former workers and their families in the relevant industries may be improved.

The Board may also award strategic Exceptional Grants to support the following activities in exceptional circumstances. The lawful charitable purpose for these grants must be made explicit.

1. Campaigning, lobbying, or general awareness raising work
2. Work that provides legal advice specifically to support court action

Community Grants scheme

Trustees will award grants that are effective in:

- bringing people together and building strong relationships in and across communities
- improving the places and spaces that matter to communities
- enabling more people to fulfil their potential by working to address issues at the earliest possible stage.

Research Grants: a targeted research programme

We plan to position the Foundation, nationally and internationally, as a centre for reflection and debate in delivering its mission in partnership with the other Foundations as well as the trade union movement, think tanks and places of further and higher education. We want to advance, through research, the understanding of the relationships between good work and wellbeing. These Grants will normally be initiated by the Foundation when we approach a potential partner to work with the Foundation on a particular issue.

Staff management internal priorities

1. Develop a grant management and portfolio management system appropriate for the Foundation's stage of development and its intended social impact
2. Ensure the Foundation is, and is seen to be, compliant with the relevant regulatory framework.
3. Keep the staffing level and skills under review and ensure the staffing can deliver the Strategic Plan.
4. Develop the Foundation website.
5. Develop social media communication through Facebook for beneficiaries and Twitter for wider stakeholders.
6. Ensure the financial and procurement procedures and policies of the Foundation are proportionate, complied with and reviewed.
7. Ensure the annual expenditure is within the approved annual budgets.

Stewardship of the endowment of the Foundation

The Board has adopted a clear investment policy of total-return investment. The key elements of the policy are to:

1. Maintain the capital value of the Trust investments at no less than its real value on 1 January 2019.
2. Generate an income (from the investments, capital growth and reserves) to meet the planned annual expenditure.
3. The reserves (but not the endowment) may be used over the period to stabilise endowment income shortfalls.

Reviewing of first Plan

We have deliberately kept our first Strategic Plan as short, straightforward and clear as possible. We are learning all the time about how best to deliver the objectives of the Foundation. We will keep our Strategic Plan under regular review over this period. We would appreciate any feedback and comments.



The Alex Ferry Foundation, 16 Upper Woburn Place, London WC1H 0AF

Alex Ferry Foundation is the trading name of Alex Ferry Limited a charitable company limited by guarantee registered in England and Wales. Registered charity number 1179847 and registered company number 11145243