

The Tudor Trust wellbeing grant: One year on

Feedback from grantees

January 2022

Commissioned by:

the
Tudortrust



Authorship and acknowledgements

This report has been written by Katie Turner and Rebecca Moran. Research and analysis were carried out by the authors and Annie Salter, based on a survey conducted in September and October 2021 with Tudor grantees who received a wellbeing grant between January and March 2021

Huge thanks to the Tudor grantees who took the time to take part in the survey and share such rich insights.

How to cite this report: Moran, R., Turner, K. (2021) *The Tudor Trust wellbeing grant: One year on*. London: Institute for Voluntary Action Research.

Contents

Executive summary	4
Introduction.....	5
Part One: How the wellbeing grants were used	7
Part Two: The difference the wellbeing grant has made	11
Part Three: The grant process	15
Part Four: How Tudor (and others) can continue to support wellbeing.....	18
Concluding remarks.....	20
Appendix One: Detailed survey data.....	22
Appendix Two: Additional resources on charity sector staff wellbeing	27

Executive summary

Wellbeing grants responded to an unspoken but recognised need. The gesture of the wellbeing grant, with money being ring-fenced specifically for wellbeing, was significant, deeply felt and had an impact on all involved – grantees and Tudor staff and trustees alike. While the grant was a response to a particular moment in time, it also revealed that workforce wellbeing is an area that many organisations struggle to legitimise spending money on.

Ring-fencing sent a clear message that it's okay to prioritise wellbeing. Having a grant that was ring-fenced for staff/volunteer wellbeing gave grantees the permission to spend money and time on wellbeing and not have to justify doing so – to themselves or internal/external stakeholders.

The grants made a significant contribution to staff and volunteer wellbeing. The activities that the grant funded were felt to have had a significant impact on staff and volunteer wellbeing, which was thought to have contributed to the delivery of charitable objectives. This was done through supporting activities aimed at strengthening organisational culture or enabling effective working by alleviating stress.

Flexibility enabled grantees to fund a wide range of activities. Most grantees were able to use the grant to fund at least two or more activities. This was particularly the case for smaller organisations with smaller staff teams who were potentially more likely to be able to give tailored, individual wellbeing support. However, the most popular activities across all grantees were those that focused on bringing staff and volunteers together.

Short-term investment in wellbeing can leave a longer-term legacy. One unexpected benefit was the extent to which the grant had influenced the way some organisations think about staff wellbeing and how to prioritise it in future. The ability to trial new wellbeing activities and approaches prompted a number of grantees to think about how they could embed wellbeing in their organisational policies, practice and procedures.

The Tudor Trust's systems, processes and culture are an essential enabler to making grants like this possible. Tudor was able to identify and respond to a need because of relationships it already had in place with grantees and by being attuned to their circumstances and concerns. The fact that grantees already receive core funding from Tudor, and in many cases were offered additional funding during 2020, also meant that the wellbeing grant was a legitimate 'addition' to core support, not a replacement. Although an existing infrastructure was there, the scale and speed at which the grant was delivered required an incredible amount of cross-organisational commitment and resource.

Workforce wellbeing will continue to need support. Tudor may wish to consider whether wellbeing support can be embedded within grant-making in the long term. While this would not necessarily have to be in the form of a wellbeing grant, the gesture and the ring-fencing of money for wellbeing was noted as significant.

Introduction

In mid-December 2020, ten months into the pandemic and approaching Christmas, The Tudor Trust sent an email to 631 grantees to offer a grant of £2,000 *‘to support staff, volunteer and trustee wellbeing’*.¹ This was designed as a direct response to what Tudor was hearing from grantees, and aimed to be a simple and quick way of acknowledging *‘the pressure that keeping things going, and caring for others, has placed on staff and volunteers alike’*.² It was the first time Tudor had given such a grant.

The pandemic had brought the already well-known issue of staff and volunteer wellbeing into sharp relief: *‘Increased demand and complexity, feeling out of your depth or that you can’t respond appropriately to people who are in distress, can result in anxiety and depression, burnout, and even secondary trauma’*.³ A report released by London Funders in April 2019 argued for priority to be given to good mental health, and suggested that funders could support staff wellbeing by providing flexible core grants, or through ‘funder plus’ offers.⁴

The whole process, between the grant first being discussed at a Tudor board meeting to the grant offer emails going out, took less than a month. The first payments were made on 5th January 2021. Just under a year on from receiving the grant offer, we surveyed grantees to identify not only the impact of Tudor’s 2020 wellbeing grants, but what we could learn about this type of grant-giving overall, including:

- How the wellbeing grant was used
- The difference it made to staff and volunteers, as well as the organisation overall
- How grantees experienced the grant-making process
- What grantees thought Tudor, and other funders, could do to continue to support wellbeing

The Sample

A total of 508 grantees (out of a possible 615 who accepted the grant) responded to the survey, representing organisations from across Tudor’s grant portfolio in terms of organisational income, focus and geography⁵ (see Figures 1 and 2 and Tables 1 and 2 in Appendix One for full breakdown of sample characteristics).

¹ Taken from the email sent to grantees.

² Ibid 1

³ London Funders Resilience Report, April 2019

⁴ Ibid 3

⁵ Figures are based on responses from 497 survey participants. An additional 11 organisations responded after the survey end date, so only their qualitative responses have been included.

At the time of completing the survey, the majority (88%) had either spent (42%) or partially spent (46%) the wellbeing grant (see Figure 3 in Appendix One); only 58 grantees (12%) were yet to spend the grant. Where appropriate, the findings were analysed according to these organisational differences to explore whether they made a difference to the use, impact or experience of the grant.

This was not an anonymous survey as Tudor thought it would be helpful, as part of relationship management and follow-up, for grants managers to track individual responses from grantees. We have noted in this report where non-anonymisation may have affected the responses given.

About this report

The report is set out in four parts:

- Part One: How the wellbeing grants were used
- Part Two: The difference the wellbeing grant has made
- Part Three: The grant process
- Part four: How Tudor and other funders can continue to support wellbeing

Part One: How the wellbeing grants were used

How the wellbeing grants were used can be summarised under 11 broad categories (see Table 3 below).

Table 3: How grantees used the wellbeing grant

How the wellbeing grants were used	Number of grantees	% of survey respondents
Social event/party or meal	247	50%
Training/course/workshop	177	36%
Professional, 1-2-1 support (e.g. coaching/counselling/therapy/clinical supervision)	137	28%
Relaxation opportunities	128	26%
Team building/away day	104	21%
Working environment (office (including outside space), home working equipment)	90	18%
Individual gifts/vouchers	81	16%
Subscription/membership (e.g. Headspace app, employee assistance programme, gym)	34	7%
Outing/trip	33	7%
Residential/overnight event	19	4%
Other (e.g. financial bonus)	39	8%

The majority of grantees (66%) chose to spend the wellbeing grant on more than one activity: often a mixture of some kind of social/team building activity/day, accompanied by a gift/opportunity that benefited individual members of staff/volunteers:

‘We bought “Timeout boxes” for each member which included a lavender eye mask, a soothing tea, essential oils and luxury chocolate. We then gave each member a lumpsum which they could use for their wellbeing ... Lastly we saved some for a team meal which was had last month.’

‘I supported some members of staff with new equipment at home to help them do their job better. I also paid for training for one member of staff. I was also able to support my support staff with two team days.’

‘Staff have been allocated £200 each to spend on activities that would benefit their wellbeing. The remainder of the money will be used for a gathering for staff and trustees to reconnect and have a meal together ...’

A number of grantees (10%) had also consulted or asked their staff/volunteers what they would prefer the grant to be spent on (this may be an underestimate as it was not a direct question in the survey):

'Following on from the easing of restrictions and bringing our team back together within our Centre we consulted with the staff to find out how we could best support their reintegration and wellbeing.'

'After receiving the grant, we consulted with staff, volunteers and trustee's about how they felt they would like to benefit.'

An opportunity to reconnect

Reconnecting with each other after working remotely for such a long time was a clear priority for most, with 65% of respondents hosting a social event, a team outing/trip, a residential event and/or a team building day, which often had an explicit wellbeing activity embedded within it. Not only were these events a time to reconnect, but a number of grantees used the time to celebrate all that the organisation had achieved during the pandemic:

'For us it marked an end to the difficult period with a celebration of the work we had done and helped us reconnect as a team.'

'We used the funding to support a staff Away Day which took place at the Horniman Museum in summer 2021: the first time we had brought staff face to face since the start of the pandemic. The day included mindfulness exercises and some fun activities (as well as some more formal work-related workshops).'

Training and Development

Where grantees had used the grant to invest in training and development, these activities often had a wellbeing focus – for example, 10 grantees mentioned undertaking a mental health first aid course. Other specific courses that were mentioned included:

- Mindfulness
- Counselling
- Trauma-informed approaches
- Advocacy qualification
- Secondary trauma training
- Conflict management

Some organisations also used the grant to offer individual staff members one-to-one professional development, such as clinical supervision or coaching.

Improving working environments

Some grantees chose to improve their teams' working environments, either at home or in the office. This included purchasing items such as lumbar supports, cushions and footrests. Others chose to improve indoor or outdoor office facilities by introducing items such as plants, water filters or outdoor benches. One organisation even transformed an office into a wellbeing space:

'The meeting room was decorated and turned in to a sensory and relaxation room and renamed the "Oasis Room". We purchased sensory lighting, new furniture and tactile items, aromatherapy diffuser, so volunteers and staff had a quiet space to take a break. It also gave us a nicer room for our counselling clients and addiction support groups to meet.'

Memberships and subscriptions

Some grantees used some of the grant to purchase subscriptions or memberships that would benefit their workforce. For example, subscriptions to:

- An employee assistance scheme/programme
- Headspace app
- Calm app
- Gym membership

Support for individuals

55% of the survey respondents spent some of the grant on gifts or activities that would benefit volunteers and/or individual members of staff. For example:

- Providing counselling or therapy. In one case, it was noted that they had been able to provide *'deaf staff and volunteers the opportunity for direct interaction with a qualified deaf counsellor for the first time ever'*.
- Sending gifts or wellbeing packages to staff/volunteers
- Sending gift vouchers for staff/volunteers to spend as they choose
- Providing relaxation opportunities such as a spa day, massage, yoga and/or mindfulness session

Some also provided financial support in the form of a bonus, particularly around Christmas, or helping individual members of staff who were struggling with increased utility bills (due to home working) or one-off costs, e.g. a vet bill.

Variations according to organisation size

When analysed by organisational income, there were a few notable differences regarding how the grant was used (see Table 4 in Appendix One for detailed breakdown).

Organisations with a higher income (£1million or more) were less likely to use the grant to provide professional, one-to-one support to staff (3% used the grant for this compared to 27-33% of grantees from the other organisational income groups). This was potentially due to the cost per head for an organisation with a larger workforce. Instead, higher income organisations were more likely to use the grant to pay for memberships or subscriptions. Again, this is likely to stem from the fact that organisational subscriptions and memberships could be used to support a larger number of staff/volunteers.

From the under £100k income group, 16% of grantees described activities that were harder to categorise, perhaps demonstrating that it was easier for organisations with a smaller workforce to provide more bespoke support to individuals. For example, in one instance an organisation under £100k noted that *'the biggest amount went on driving lessons for our Coordinator – almost life changing!'*. Another organisation said: *'We spent the money depending on individual needs as we are a small organisation'*.

Unspent grants

Twelve per cent of survey respondents had not yet spent their grant; this tended to be for one of the following reasons:

- **Unplanned delays due to ongoing Covid-19 restrictions:** *'It has taken time to use the grant because the idea of organising something extra in addition to the stress of pandemic related changes to work has felt too much for anyone to take on until now when we are finally starting to return to normal'*.
- **Wanting to wait to spend the money later in the year:** *'We would like to take our entire team out for a Christmas meal, somewhere really special'*.
- **In the process of consulting with staff/volunteers before deciding:** *'Our initial plan was to use the grant on a staff "away day" ... However, we have also recently been discussing the potential for us to make external counselling available for staff who choose to use it'*.

There was some geographical variation, with grantees who cover East Midlands, Yorkshire and the Humber, Wales and Scotland the most likely not to have yet spent the funds, compared to those covering London and Eastern areas (see Table 5 in Appendix One).

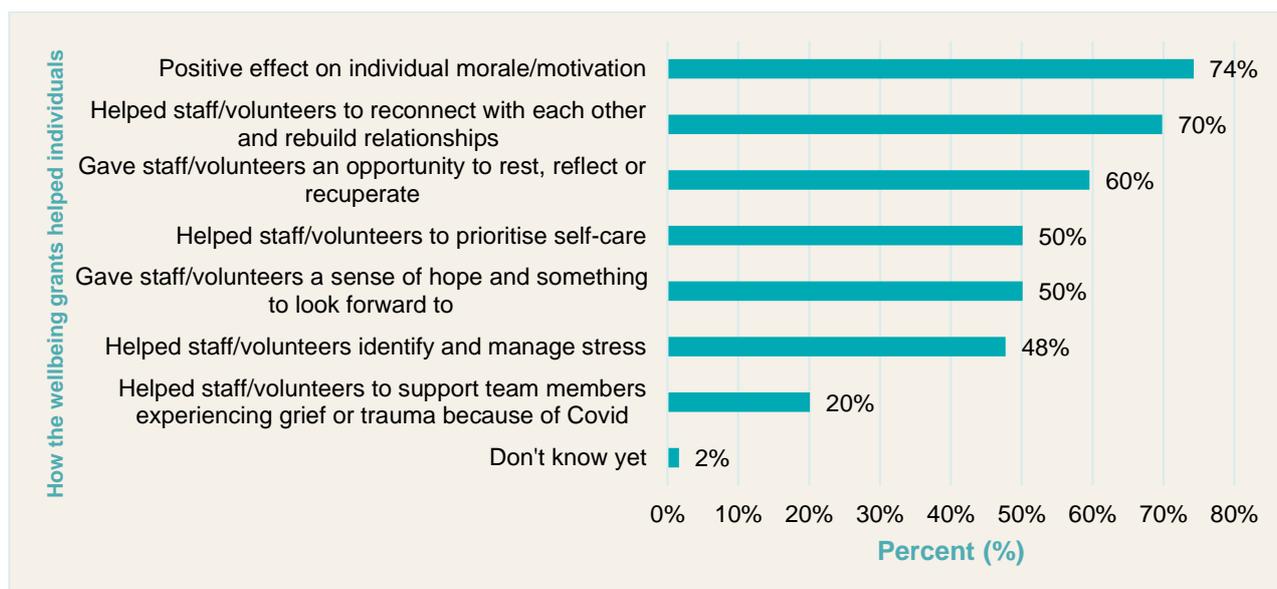
Part Two: The difference the wellbeing grant has made

We asked grantees to reflect on the difference the wellbeing grant had made – both to their staff and volunteers – as well as any impact on their ability to deliver their charitable objectives.

Difference made to staff and volunteers

Survey respondents were able to select up to three statements about the difference made to staff and volunteers. Figure 4 shows that the wellbeing grant made a significant contribution to staff and volunteers' wellbeing. The areas where it was most widely felt were: the 'positive effect on individual morale/motivation' (74%),⁶ 'helping staff/volunteers to reconnect with each other and rebuild relationships' (70%),⁷ and 'the opportunity to rest, reflect and recuperate' (60%).

Figure 4: Difference the wellbeing grant has made to staff/volunteers



Comments included:

'The opportunity to relax, chat and get to know each other socially after such a long time, was much appreciated and has enabled us to work as a team to gradually implement the government advice and beyond.'

'I cannot tell you how appreciative the team have been to have some time, thought and care dedicated to them – without a work "agenda"...

⁶ Statement taken from survey questions.

⁷ Ibid 5

The impact to us, that a funder thought about the needs of the staff/volunteer team as well as the needs of our beneficiaries, should not be underestimated.'

'Clients and people using the Oasis Room for counselling or addiction support were moved to tears and told us how special they felt that this room had been made with them in mind ... It lifted the morale for so many people.'

'Even before we decided how to spend it, just knowing someone was thinking of us and our wellbeing made us so happy and grateful. It has been a blessing to us this year and our team feels stronger and more supported.'

'Having a funder reach out and recognise the hardship and emotional landscape we are navigating, really reaffirmed our belief in the world.'

The level of appreciation and thanks that was voiced throughout the open comments illustrates the difference these grants made. Figures 5 and 6 show the words used by grantees when describing both the offer and experience of receiving the grant:

Figure 5: Words used by grantees to describe the offer and experience



Figure 6: Words used by grantees to describe how they felt upon receiving the grant



The difference made to delivering charitable purpose

Grantees were asked to consider how the wellbeing grant has supported them to deliver their charitable purpose (see Figure 7 below). Over 70% of grantees agreed that it 'helped them to support team/organisational culture' and 'helped them to work more effectively by reducing stress and tension'. In 52% of cases, it was felt that the grant had 'helped the organisation feel more able to fulfil the requirements of their role'.

Figure 7: A graph to show how grantees felt that the wellbeing grant supported their organisation to deliver its charitable purpose.



In the open comments, a small number of grantees made reference to the relationship between the grant and the wellbeing and productivity of their workforce, and it was clear that the grant had given some organisations a chance to reflect on the impact of the pandemic and what this means for the future of the organisation:

'A happy organisation is a productive one so it would make sense for more funders to offer support in this area.'

'To deliver high quality and effective projects, requires staff who are energised, happy and motivated.'

'It proved to be an opportunity to rebuild trust after such a long time working in relative isolation, which led to more open conversations about wellbeing and how to handle current and future challenges.'

'[The team building day] ... ensured the staff have ownership of the organisation and feel secure in moving things on after the pandemic.'

Overall, the findings suggest that grantees prioritised reconnecting as a team and supporting the wellbeing of a very stretched workforce more than reconnecting to vision and strategy. This is perhaps no surprise given that most grantees were very much focused on delivering their mission during 2020.

Additional/unexpected benefits

In addition, it was clear throughout the comments that this grant had an impact on grantees' perception of The Tudor Trust as a funder:

'A progressive and humanistic funder.'

'Demonstrated Tudor Trust's sensitivity and responsiveness to the needs of the organisations it funds.'

'Tudor have shown, once again, that they care about and understand smaller charities and how they work and operate.'

'Placed Tudor as an organisation that understood the mood of the sector and found a way to help in a meaningful and unique way.'

It had also made some grantees feel an even greater sense of partnership with Tudor:

'This gift of a "relatively" small amount of funding, without huge terms and conditions, reporting and evidence has made a huge impact on us and affirms again our relationship with Tudor Trust, not just as a funder, but as an organisation that shares our values, understands our challenges and backs our aims.'

Another unexpected benefit was the extent to which the grant had influenced how organisations think about, and prioritise, staff wellbeing in the future:

'It has showed us that this [staff wellbeing] is something we should look at more in the future and it would be good if funders looked at this more too.'

The ability to trial new wellbeing activities and approaches had prompted a number of grantees to think about how they could embed wellbeing in their organisational policies, practice and procedures:

'It helped us as an organisation to recognise the importance of clinical supervision for staff ... We have continued this practice as a priority from our reserves until we can obtain future funding.'

'This funding has helped to ... support the development of our Wellbeing Group and Social Committee, whose work and activities will continue going forward.'

'We are creating a team of volunteers from amongst our staff team of 50, to become "listening ears" ... Their purpose is to be an informal source of support to colleagues for any issue, work or none work, supplementary to formal line management. We will have spent more than £2k on this in total but wouldn't have done it without the grant!'

'We are working with an external organisation to help us undertake a three year staff wellbeing programme. This will involve an initial staff survey, organisational assessment and ongoing wellbeing interventions and access to online and other resources. We will also devise a longer-term wellbeing strategy.'

Part Three: The grant process

The strength of feeling among the team at Tudor was that there was an urgent need for additional support for those who were supporting others. The defining feature of the process was the speed of turnaround, from the first conversations about the grant to the email offers sent to grantees. It needed to be quick and simple for grantees to accept the grant, and this took significant forethought and planning across all teams at Tudor. In the end, the grant was offered before Christmas 2020, and most grantees received their money within a month of accepting the grant.

It was also one of the most light-touch approaches Tudor had taken in terms of process. To receive the grant, organisations were required to reply to an email from their grant manager, stating their acceptance, attaching a scan or a photo of a recent bank statement and confirming that they would use the grant *'to support staff, volunteer and trustee wellbeing, to assist us in delivering the charitable purpose that The Tudor Trust is already funding'*.⁸ The email that went to grantees also stated that by accepting a grant, Tudor was asking them *'to commit to filling in a brief online survey as a way of reporting back to us'*.⁹

In addition to the speed at which grants were processed, perhaps most significant was the flexibility around how the money was spent. The grant was ring-fenced for wellbeing, but organisations were trusted to interpret wellbeing costs and activities for themselves, and decide how or when they would spend the money.

The feedback from grantees shows just how much the features of the grant resonated, and the message conveyed by the grant and the way it was administered was as important in some cases as the money itself. Grantees were extremely positive about the light-touch processes that accompanied the wellbeing grant. In all but one instance, 95% or more of grantees agreed with the statements presented (see Figure 8 on p16).

Grant amount

In terms of the grant amount, not one grantee disagreed with the statement 'The grant was the right amount,' and only 4% of respondents answered, 'neither agree nor disagree'. This was the case irrespective of organisational income. One slight caveat to this answer would be that survey responses were named and attributable. This may have prevented some organisations from feeling that they could give a totally honest answer to this question, worried that it may come across as ungrateful if they were to disagree.

⁸ Ibid 1

⁹ The survey that informed this report.

Timing

It was clear that the wellbeing grant came at just the right time for most organisations who were often experiencing an increasing workload and, as such, potential burnout:

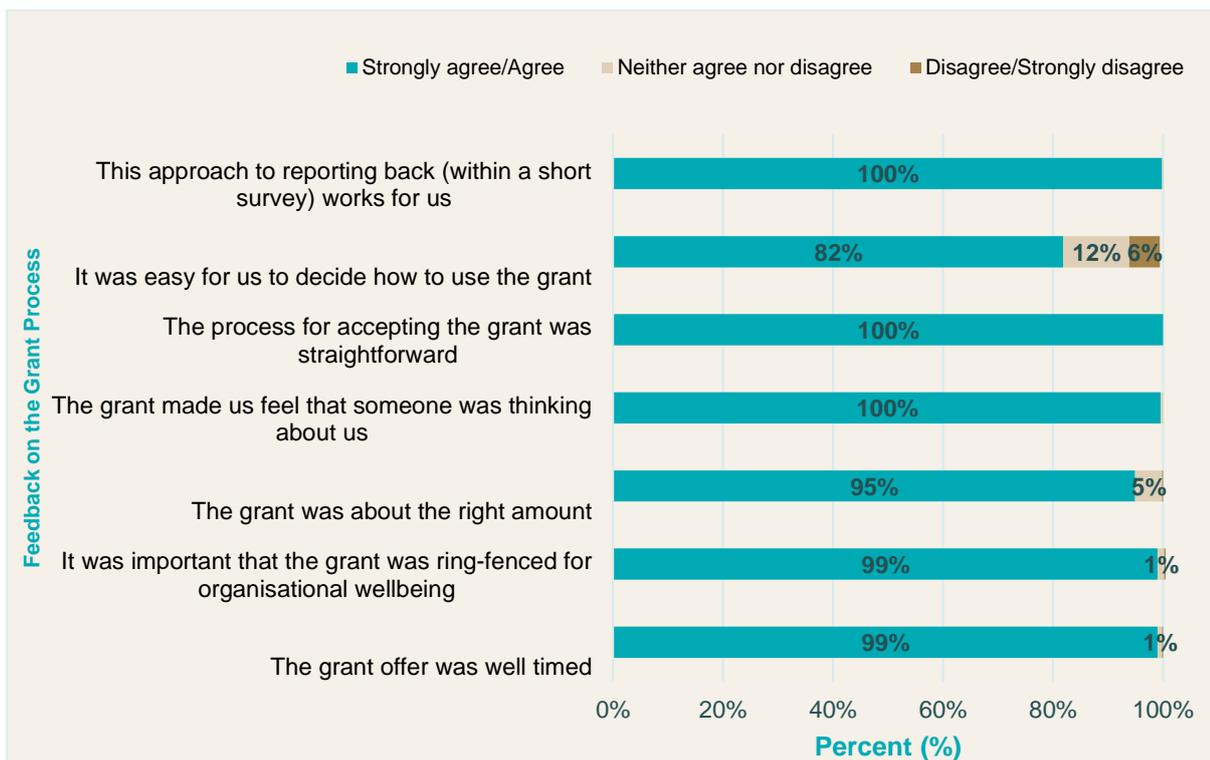
'We had an overall 435% increase in our referrals. The grant came at a time when our staff were near to breaking point...'

'We were working at such a fast pace, giving up our annual leave ... this was the single, most important grant we got during the Covid pandemic.'

'As a service, we were extremely burnt out after stepping up so much to support our communities.'

'It's been a tough year and one where the team has been thinking about everyone else but themselves most of the time. This really was a gift, and has helped us through the toughest months, I'm certain of it'.

Figure 8: How grantees felt about the grant-making process



Ring-fenced

Grantees particularly appreciated having a grant that was ring-fenced for staff/volunteer wellbeing. It gave them the permission to focus on this and not have to justify – to themselves or internal/external stakeholders – spending money on wellbeing:

'It is often too easy for organisations to overlook the wellbeing of its staff and volunteers.'

'I think the process of thinking about staff wellbeing is easily overlooked within our sector. Especially when there is so much beneficiary wellbeing need to focus attention on.'

'Ring-fenced funding gives us "permission" to prioritise spend on staff wellbeing, where we may have been hesitant before.'

Flexibility

The majority of grantees really appreciated the flexibility within the ring-fencing to spend this money as they and/or their staff/volunteers saw fit:

'The no strings element was liberating, utterly, and the focus on wellbeing was really important.'

However, some had found it difficult to come to a decision about how to spend the money, or felt that they needed sufficient time to be able to make a decision and plan activities:

'We took time to consider how best to optimise the impact of the grant so the decision wasn't easy to make straightaway.'

'Unsurprisingly, it turns out there's no single way that suits everyone.'

'We had a little difficulty deciding how to spend the grant since we hadn't seen each other apart from Zoom for a while and we couldn't predict events re: the lockdown.'

Part Four: How Tudor (and others) can continue to support wellbeing

We asked grantees whether they had any thoughts they wished to share about how Tudor (and funders more generally) could help support organisational wellbeing. Their answers fell into five distinct, but related, categories:

- Offer similar grants
- Ensure burden-free grant-making processes and invest in core funding
- Influence other funders
- An opportunity to share learning from this grant
- Develop sector-wide resources and opportunities

Offer similar grants

Unsurprisingly, given the degree of positive feedback that was received about the wellbeing grant, 'more grants like these' was one of the answers given to this question. Some grantees felt that The Tudor Trust, as well as other funders, could continue to offer funding or embed funding for staff wellbeing into grants. They felt this would help ensure that organisations can continue to prioritise wellbeing:

'I think in each major grant, the grant should include at least 5% to promote wellbeing.'

'Perhaps team wellbeing could be built into grants, with organisations encouraged to use some funding for wellbeing at all times.'

'Funders could put a requirement for organisations they fund to show how they support organisational wellbeing, and some funding to go with it?'

'My wish would to be able to reward yearly to this scale.'

Ensure burden-free grant-making processes and invest in core funding

In short, the best preventative measure to organisations becoming overworked and overstressed is to ensure that they are properly resourced and that grant-making processes do not create undue strain on capacity:

'Offering multi-year, unrestricted funding without onerous reporting requirements really does support organisational wellbeing. Feeling trusted to make progress on our shared aims by the organisations who have invested in us really does engender a feeling of wellbeing. It is something we have always valued about Tudor Trust.'

Grantees also talked about the importance of funders' approaches being aligned with the realities of the work on the ground and how this helps to alleviate unnecessary stress and hoop-jumping, all of which has an impact on wellbeing:

'Funding generally is too prescriptive – agreeing a general purpose and set of values would be much easier and more rewarding from the fundee point of view, and more creative than having to fit projects into little boxes.'

'Some funders who don't allow applications until a grant has ended or nearly ended is not helpful. It would be better to be able to apply a year in advance so by the time the decision is made there is at least six months' notice to plan any changes needed or apply to other funders.'

Influence other funders

Linked to the points above, grantees appreciate the approach taken by Tudor and wondered whether they could influence other funders to follow their lead:

'We believe Tudor is leading the way and well placed to influence other funders to consider the importance of organisational wellbeing.'

An opportunity to share learning from this grant across organisations in the sector

A number of grantees noted the potential for The Tudor Trust to give grantees an opportunity to: share what they did with the grant; share what they have learned about supporting staff/volunteer wellbeing during the pandemic; and develop some online training resources around supporting staff wellbeing:

'It would be good to have workshops across the sector to share ideas and guidance on developing positive and flexible working cultures that really support teams to achieve the best for their charities' beneficiaries.'

'We would benefit from finding out what other organisations have identified as ideas for using their grants in the hope that this is something we can consider for the future. Of course, funding for an annual event would also make a difference.'

'Could we develop an online training to deal with work related stress, coping mechanisms and what an individual could do when things get too much to manage?'

Develop sector-wide resources and opportunities

Finally, the number of options and choices when it comes to accessing wellbeing support can feel overwhelming or confusing. Some grantees thought it could be helpful to have some sort of directory or list of suggested providers:

‘Possibly through the creation of a “directory of events/activities”. This could be available to all charities/etc to choose activities on an allocated points-based system, with companies that offered reduced/free activities benefiting from these being donations to charity.’

‘It might be helpful to have suggested providers that people have rated and recommend.’

Concluding remarks

The need to support the wellbeing of voluntary sector staff and volunteers has always been present but was thrown into sharp relief during the Covid-19 pandemic. It is clear from grantees’ responses, and anecdotal feedback outside of this survey,¹⁰ that the gesture of the wellbeing grant, with the money ring-fenced specifically for wellbeing, was significant and deeply felt.

Grantees gave careful thought and attention to how they would spend the money, often involving staff and volunteers in the process of making a decision, with some able to use the money to fund several different wellbeing-related activities. The activities that the grant funded were felt to have had a significant impact on staff and volunteer wellbeing, which, in turn, contributed to the delivery of charitable objectives through strengthening organisational culture or enabling effective working by alleviating stress. The grant also gave some organisations the opportunity to think about how they could continue to support the wellbeing of their staff, and/or the opportunity to invest in activities that would have a lasting legacy (e.g. investing in their working environment).

Grants were offered to the vast majority of Tudor grantees and were regarded as a legitimate ‘addition’ to core support. The ring-fencing of the money for wellbeing was particularly important for grantees in terms of justifying, to themselves and others, spending money on staff and volunteer wellbeing.¹¹

The speed and simplicity of the design and administration of the grants was made possible by the systems, processes and culture that already existed within Tudor. The extent to which this level of cross-organisational commitment and resource could be repeated year on year is, however, questionable. Suggestions given by grantees as to how wellbeing could be supported by Tudor and other funders in the future may go some way to providing the answers for more realistic, long-term solutions, including the idea of ring-fencing a proportion of all core grants for wellbeing.

¹⁰ The wellbeing grant and the significance of this gesture was mentioned, unprompted, by a number of grantees during the ‘relational funding’ focus groups.

¹¹ NB As a Tudor grant holder, IVAR was offered the grant but did not take up the offer to avoid a conflict of interest.

As the pandemic continues and organisations grapple with both new (hybrid delivery) and familiar (increased, more complex service user needs; reduced availability of funding and resource) challenges, the focus on wellbeing will remain pressing and urgent. In that context, Tudor may wish to consider three options for how best to respond:

- **First, if Tudor chooses to make similar wellbeing grants again:**
 - Provide a range of ideas for organisations to consider, should they want help thinking through how to use the grant.
 - Consider the possibility of adjusting the grant size for larger income organisations.
- **Second, consider the different ways that wellbeing support can be embedded within Tudor grant-making**, with a particular emphasis on ring-fencing and allowing grantees to choose the timing and focus of support.
- **Finally, reflect on Tudor's role as an advocate for open and trusting grant-making.** Grantees noted that the provision of core, multi-year funding is the most effective way of ensuring they have the skills, resource and capacity to deliver effectively and reduce unnecessary burden and pressure that can impact on wellbeing.

Appendix One: Detailed survey data

The following figures are based on data from 497 survey grantees.

The figures shown sometimes represent a slightly higher or lower figure, this is due to respondents choosing not to answer certain questions or where they were asked to select more than one option.

Figure 1: Grantees' organisational income



Table 1: Grantees' geographical coverage

Geographical coverage	Number of participants	Percentage (%) of participants
East Midlands	23	5%
Eastern	16	3%
London	67	14%
National/multi-regional	69	15%
North East	37	8%
North West	57	12%
Northern Ireland	18	4%
Scotland	30	6%
South East	26	6%
South West	33	7%
Wales	17	4%
West Midlands	29	6%
Yorkshire and the Humber	43	9%

Figure 2: Grantees' organisational structure



Table 2: Grantees' organisational field

Organisational Field	Number of participants	Percentage (%) of participants
Arts	5	2%
Children and Families	19	7%
Criminal Justice	13	5%
Disability	8	3%
Education	5	2%
Environment	2	1%
Equality	12	4%
Faith	2	1%
Homelessness	13	5%
Infrastructure	8	3%
Migration	20	7%
Peace building and conflict resolution	2	1%
Physical and Mental Health	35	12%
Poverty and welfare	44	15%
Stronger communities	64	22%
Violence Against Women and Girls	14	5%
Youth	22	8%

Figure 3: Numbers of spent and unspent grants

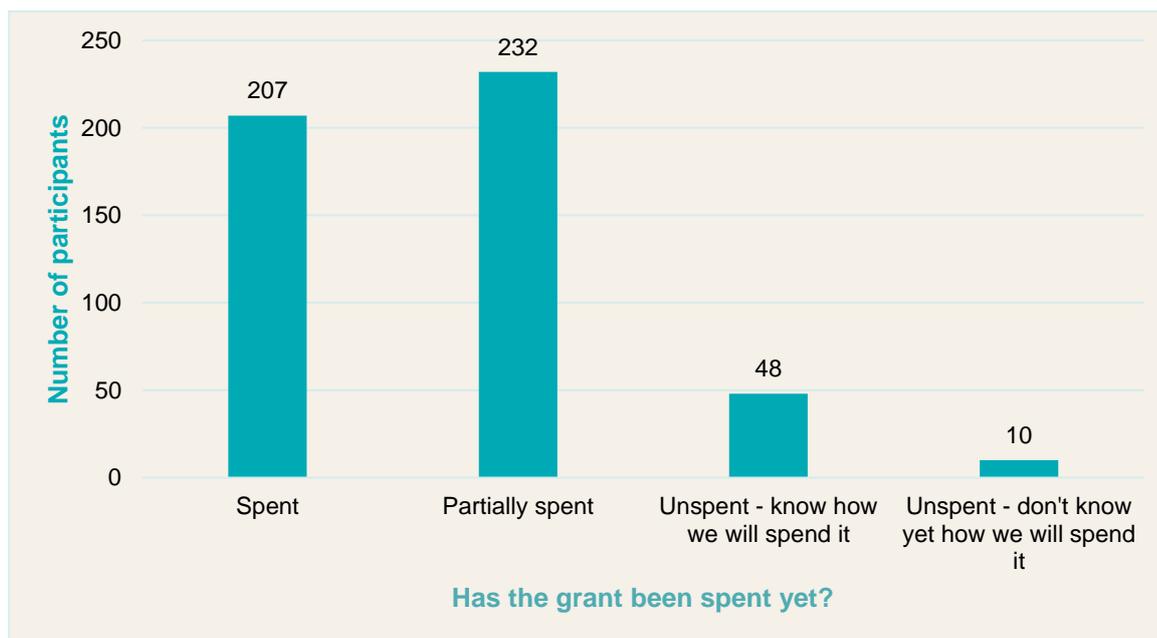


Table 3: How grantees used the wellbeing grant

How the wellbeing grant was used	No. of grantees	% of all grantees
Social event/party or meal	247	50%
Training/course/workshop	177	36%
Professional, 1-2-1 support (e.g. coaching/counselling/therapy/clinical supervision)	137	28%
Relaxation opportunities	128	26%
Team building/away day	104	21%
Working environment (office (including outside space), home working equipment)	90	18%
Individual gifts/vouchers	81	16%
Subscription/membership (e.g. Headspace app, employee assistance programme, gym)	34	7%
Outing/trip	33	7%
Residential/overnight event	19	4%
Other (e.g. financial bonus)	39	8%

Table 4: How grantees used the wellbeing grant based on organisational income

How the wellbeing grant was used	£1m or more	£500 – £1m	£250K – £500K	£100K – £250K	Under £100K
Social event/party or meal	39%	41%	50%	59%	46%
Training/Course/Workshop	50%	40%	35%	38%	24%
Professional, 1-2-1 support (e.g. coaching/counselling/therapy/clinical supervision)	3%	33%	31%	27%	27%
Relaxation	33%	26%	25%	26%	22%
Team building/away day	25%	23%	24%	25%	8%
Working environment (office (including outside space), home working equipment)	11%	21%	24%	12%	20%
Individual gifts/vouchers	19%	16%	16%	17%	15%
Subscription (E.g. Headspace app, Calm app, employee assistance programme, gym membership)	14%	11%	9%	2%	5%
Outing/trip	0%	6%	6%	10%	6%
Residential/overnight event	3%	2%	3%	6%	3%
Other (e.g. financial bonus)	6%	2%	6%	7%	16%

Table 5: Grantees who have ‘not yet spent the grant’ based on geography

Geographical area	Number	% of all grantees in each geographical area covered
East Midlands	5	22%
Yorkshire and the Humber	9	21%
Wales	3	18%
Scotland	5	17%
North West	9	16%
West Midlands	4	14%
South West	4	12%
National/multi-regional	8	12%
North East	3	8%
South East	2	8%
Northern Ireland	1	6%
London	2	3%
Eastern	0	0%

Table 6: Grantees who have ‘not yet spent the grant’ based on organisational income

Organisational income	No. of grantees who have not yet spent the funds	% of grantees (based on those who have not yet spent the funds)	% of grantees (based on the number of grantees represented within each income bracket)
£1 million +	9	15%	25%
£500k to £1 million	10	17%	12%
£250K to £500K	22	37%	17%
£100K to £250K	4	7%	3%
Under £100,000	14	24%	13%

Appendix Two: Additional resources on charity sector staff wellbeing

London Funders April 2019

London Funders started the conversation in the UK in April 2019 by [releasing a report](#)¹² that proposed a shared goal for funders, trustees, managers, staff and group volunteers to prioritise good mental health, learning and development of staff, investment in peer support and many other measures to tackle this growing issue. They suggest that funders could provide support for staff wellbeing by providing flexible core grants, or through ‘funder plus’ offers.

IVAR Peer support sessions 2020

In April, peer support sessions run by IVAR were set up to give voluntary and community group leaders a space to connect and support each other. From the very first month of lockdown, leaders were starting to talk about their anxieties about how long their teams could manage under the strain of isolation.

By June 2020,¹³ IVAR saw mentions of staff welfare, morale and personal wellbeing becoming a recurring theme throughout the IVAR conversations, with mentions of burnout, fear and fatigue from adjusting to new working practices, dealing with highly emotional situations, juggling work and home life, and living with prolonged uncertainty. Some mentioned the measures they have put in place to respond, encouraging staff to build self-care into their daily routine, enlisting trustees to do ‘care calls’ to check in on staff and keeping communication open with those that were still furloughed.

By October and November 2020, IVAR saw a focus on preventing staff burnout, acknowledging the impact the pandemic is still having on everyone. Despite efforts to provide support, there have been stories of staff resigning due to work and personal pressures, and the negative impact on both the individuals and teams that remain.¹⁴

¹² The Resilience of People in Community-facing Organisations: What’s the role of funders?, London Funders, April 2019: <https://londonfunders.org.uk/resources-publications/publications/resilience-people-community-facing-organisations-whats-role>

¹³ IVAR briefing 6: 11th June. Available at: <https://www.ivar.org.uk/briefing-paper/taking-some-control/>

¹⁴ IVAR briefing 12: 24th November. Available at: <https://www.ivar.org.uk/briefing-paper/complicated-and-messy/>

Small Charities Coalition survey November 2020

In November the Small Charities Coalition reported findings from their survey¹⁵ from over 700 small charities that showed a clear lack of support and resource for those working in small charities to manage and support their mental wellbeing. Sixty-nine per cent felt that Covid had a significant impact on their mental wellbeing. Ninety per cent felt there was not sufficient support for staff and volunteers in small charities around mental health, and only 43% felt sufficiently supported in the workplace at the time.

Charity Sector leaders survey 2020

In December, Pilotlight and Garfield Weston released a report¹⁶ that surveyed 250 charity leaders, with an annual income under £5m, about the challenges they face in 2021. Two in three leaders are concerned about levels of stress and poor mental wellbeing in their workforce, making it their most pressing personnel consideration. However, fewer chairs are as conscious of this issue – just 17% ask about CEOs' mental health.

Stanford Social Innovation Review

The link between individual, organisational and community wellbeing is an ongoing area of discussion explored in a series of [articles in the Stanford Social Innovation Review](#). They share examples where employees with access to well-being programmes experienced increased job satisfaction, decreased depression and improved mental and physical health. This led to organisations seeing reduced absenteeism, fewer reports of trauma and lower staff turnover.¹⁷

¹⁵ Small Charities Coalition, Nov 2020, available at: <https://www.smallcharities.org.uk/post/over-700-small-charities-call-for-more-help-with-mental-health>

¹⁶ Small Charity leaders Insight Report 2020: the Scissors Effect. December 2020. Available at: <https://www.pilotlight.org.uk/static/assets/misc/Weston-Charity-Awards-Small-Charity-Leaders-Insight-Report-2020.pdf>

¹⁷ How Funders Can Support Individual Well-Being. Jessamyn Shams-Lau & Leah Wilberding, May 20, 2020 https://ssir.org/articles/entry/how_funders_can_support_individual_well_being