

Investing in people's current and future lives

Strategy 2023/28



“ Just helping with household items, that’s the help. You feel less stressed, not as worried. I would have got my son’s uniform somehow, but I’d have had to scrimp and save. Your grant takes the edge off. With just that little bit of help, you feel a lot better. ”

“ When I finally got a few items, I felt like it was my proper home. I felt safe, independent, in my own place, deciding what I can do. It was a really good feeling. It gives me peace of mind and I can now think about what I need next. ”



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About Glasspool

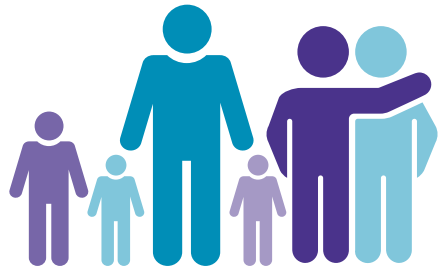
We have a long-standing focus on helping people across the UK access essential household items and clothing.

Our grants are designed to provide practical, immediate and impactful help.

We know many people living in financial hardship face multiple issues.

Our goal is to work with frontline support organisations that are closely connected to their communities, contributing to the package of support they provide.

Over the last five years we have:



SUPPORTED

60,000

PEOPLE IN FINANCIAL HARDSHIP



PROVIDED

33,000

GRANTS



ALLOCATED
GRANTS WORTH

£9M

Chair's message

The need for change

For more than 80 years our grants have helped to alleviate financial hardship. We are proud of what we have achieved.

However, the rising cost of living has led to more people facing challenging circumstances and financial hardship. To be able to respond to those challenges, during 2022 we undertook a strategic review. Through this process, we reflected on our work and asked questions around our impact. Our ambition was to use the strategic review to articulate the change we want to see in the world and through our operations, maximise our impact.

As a Board we recognised that the relationship between an individual and frontline support worker provides a strong foundation for positive change.

Going forward, we will therefore design our grant-making to strengthen this relationship. This strategy document sets out our thinking and goals for the next five years.

Our founder Richard Glasspool never forgot the financial difficulties he experienced as a young man. We are proud to continue his work and legacy, playing our part in supporting people living in financial hardship.

Kerri Phillips
Chair of the Board of Trustee-Directors



A year of reflection and review

During 2022, we reflected deeply on our purpose and contribution to alleviating financial hardship. Our goal was to understand how to make even more of a difference to people's lives. Evaluation findings from our core programme, the Essential Living Fund, and two pilot programmes were key to informing our discussions.

Key findings



Overwhelming demand

Our application portal goes live at 11am each Monday but it is vastly oversubscribed and is creating an unhelpful traffic jam. For frontline support workers, this means that every week they waste time drafting applications on behalf of their service users that never get through our application window.



Responsiveness

We are rightly proud of our rapid response to grant requests. However, by devolving block grants to frontline support organisations we could achieve the same, or even greater, grant processing efficiency and responsiveness.



Clarity

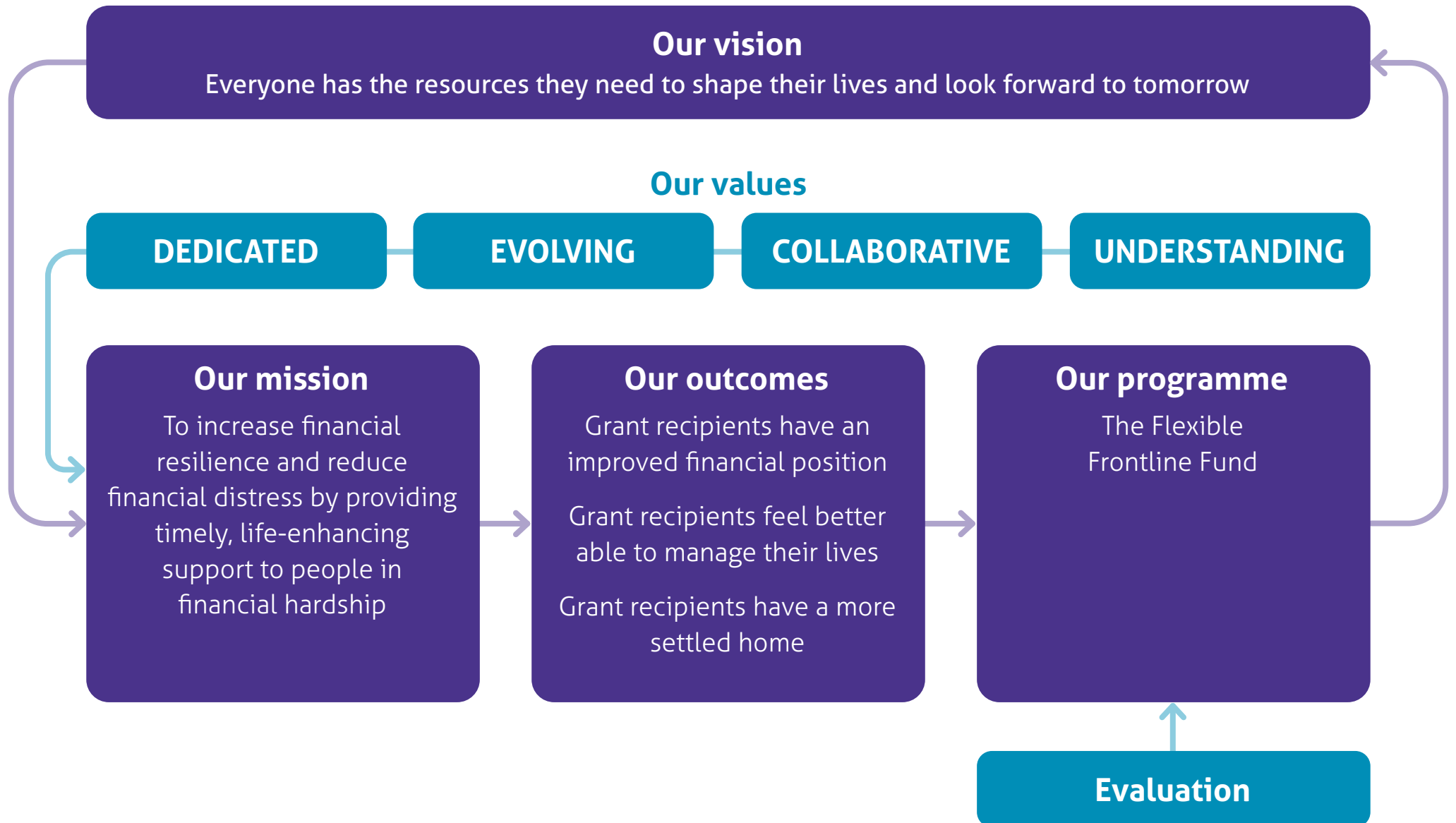
The clarity of our grant offer from a set list of items is highly valued by busy frontline support workers. However, our pilot projects showed that allowing greater flexibility led to practical, personalised "guided choice". Grant requests for smaller items and services could be best handled by frontline support organisations.



Quality holistic support

We have always understood that the household essentials and clothing we fund are part of a wider package of support. Our evaluation confirmed that frontline support workers are central to individuals making positive life changes. Going forward, we should invest our time and resources in recruiting frontline support organisations that offer quality, whole-person support to deliver our grants.

Strategy map



Our theory of change

Our review has resulted in a fresh strategic direction to ensure we can deliver more positive change.



WE SUPPORT

people in the UK experiencing financial hardship



WE RECRUIT

frontline support organisations that provide quality, whole-person packages of support to deliver our grants



WE PROVIDE

grants for items and services chosen by individuals in discussion with their frontline support worker



WE ENABLE

grant recipients to:

- improve their financial situation
- feel better able to manage their lives
- have a more settled home



WE CONTRIBUTE

towards building financial resilience and reducing financial distress by providing timely, life-enhancing support to people living in financial hardship



WE ASPIRE

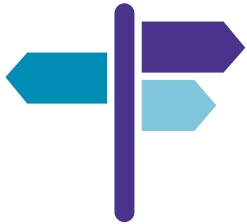
to a society in which everyone has the resources they need to shape their lives and look forward to tomorrow

Our values



DEDICATED

- We deliver in the best way we can
- We maintain high personal and professional standards



EVOLVING

- We embrace new ideas so we can respond to a changing world
- We evaluate to learn and adapt



COLLABORATIVE

- We provide choice through involvement
- We work with others to achieve more



UNDERSTANDING

- We focus on the people we support
- We value difference and treat everyone with respect



Our new grants programme

The Flexible Frontline Fund

The overarching purpose of the Flexible Frontline Fund is to increase financial well-being and reduce financial distress for individuals living in financial hardship.

The Fund will achieve this in two ways:

- by offering grants for items or services and
- by recruiting frontline delivery partners who offer quality, whole-person support



From strategy to action

Putting our strategy into practice

The Flexible Frontline Fund: How will it work?

STEP 1 PERSON SEEKS HELP



STEP 2 ONE-TO-ONE ASSESSMENT



Together, the individual and support worker decide how to use a grant, to access a service and/or purchase an item



STEP 3 GRANT DELIVERY PARTNER ASSESSMENT, APPROVAL



Support worker completes necessary internal processes



Internal management approve grant request



STEP 4 GRANT DELIVERY PARTNER ORDERS ITEM



Individual receives the item/service within a package of support

Our strategic goals – by 2028 we will have:

GOAL 1

Radically changed our grant-making approach

- Selected grant delivery partners who are frontline organisations that provide quality, whole-person support
- Allocated block grants to the grant delivery partners:
 - Empowered individuals to take grant decisions, with the guidance of their support workers
 - Enabled our grant-funding to be used flexibly for a wide range of items and services
 - Enabled individuals to use their grant-funding when they need it – immediately or over time
- Raised the maximum grant value per household to recognise rising costs
- Kept administration to a minimum
- Developed proportionate, but meaningful, monitoring and evaluation tools to assess the difference the new approach has made

GOAL 2

Changed our relationship with frontline support organisations

- Brought grant delivery partners together to share their experience of our new grants programme
- Developed a learning culture between ourselves and our grant delivery partners





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