



# Sustaining Your Role

The secret to maintaining a  
grant distribution approach in  
your Big Local Area

A Presentation by Dave Brennan  
CEO, Castle Cavendish



# **Castle Cavendish's Story.....**

In 2010, Castle Cavendish takes forward the NDC legacy in Nottingham



CASTLE CAVENDISH WORKS

PRIVATE ROAD





LLOYDS  
BANK

10001 87

NEW  
ROAD LAYOUT  
AHEAD

FRONTY VENTURE  
THE WINE HOUSE

TOP LEAD SUPPLIERS TEL: 0121 212 1111



AWAA  
"Voice" for ALL BME Communities  
Shaping Positive Futures

S  
F  
S  
S  
S

For More Than

Green sign on brick wall

Green sign on brick wall



LEYTON MOTORS SERVICES  
M.O.T. GENERAL REPAIRS SERVICE WELDING  
0115 979 0153

4 WHEEL ALIGNMENT

LEYTON MOTORS SERVICES  
M.O.T. REPAIRS SERVICE WELDING  
0115 979 0153

CHACHA AUTOS  
MOT WORKSHOP

BRAKES  
SERVICING





NatWest  
Mojatu Foundation Limited  
One thousand nine hundred and ninety nine pounds only  
£ 1,999-00  
4th July 2015  
Castle Cavendish

NatWest  
Arimatheia Trust  
One thousand six hundred and twenty five pounds only  
£ 1,625-00  
4th July 2015  
Castle Cavendish

NatWest  
The Vineyard Arches Trust  
One thousand five hundred and sixty pounds only  
£ 1,560-00  
4th July 2015  
Castle Cavendish

castle cavendish



# 2010 Position


Property Value - £2.9m

Turnover - £560k

Grant distributed - £80k

VCS groups supported - 12

# Some 12 Years Later

Property Value - £1.5m  48%

Turnover - £616k  10%

Grant distributed - £362k  4x

VCS groups supported – 48  3x



So how did we do this?



We rationalised and re-focused  
our property base

**Sold**



# Change of Approach



# Activated Break Clause



**Acquired &  
Upgraded**



Office Space Available  
Please Call 0115 822 1865






**Rebranded**

CASTLE CAVENDISH WORKS



1896



- 
- Released capital and enabled re-investment
  - Focused on our strengths
  - Improved our cash-flow
  - Increased our trading arms profitability
  - Supported our grant-giving role



We supported and funded  
strategic projects



Fiction

# Dolly Parton Imagination Library

Rotary Club of Nottingham

Nottingham City Council



Let's talk children's reading in Hyson Green and Radford

Funded by Castle Cavendish




# WOW

Walk on the Wildside






25 Prospect Street

- 
- Made a real impact
  - Improved our reach
  - Engaged new partners
  - Gained creditably
  - Increased our profile



We lobbied stakeholders and  
developed a role for ourselves



- 
- It allowed us to occupy the right space and be around the **'movers and shakers'**
  - We changed policy and practice
  - We gained trust and support from the City Council & the wider VCSE
  - We became an Authoritative Voice



We promoted and marketed our  
approach, not just ourselves

- 
- This properly recognised Funders and our Trusted Delivery Partners
  - It developed a stronger bond with the VCSE and Funders (especially City Councillors)
  - It benefited from a rebrand to show that we were:
    - Inclusive and engaging
    - Independent and impartial
    - Secure and sustainable

# Area Partnership



**FUNDED BY**




Nottingham

City Council

Area Based Grant Funding



**We became a trusted 'go-to'**  
development agency

- 
- This included actively accepting **'loss leaders'**
  - It demonstrated a willingness to work with different stakeholders and new partnerships
  - It provided additional exposure
  - It created new opportunities

86 Alfreton Rd



# ThePoint

Community Employment Support

0115 978 1188

castle cavendish  
reinvesting in our community

Newsflash  
Speak Up  
bus  
Welfare changes

Opening Times  
mornings by appointment only

Mon	1-4pm
Tue	1-4pm
Wed	1-4pm
Thur	1-4pm
Fri	1-4pm

castle cavendish  
reinvesting in our community

ThePoint  
Community Employment Support & Advice

castle cavendish  
reinvesting in our community

Welfare changes

*American  
International  
School of  
Transylvania*







# Our Grant Programme



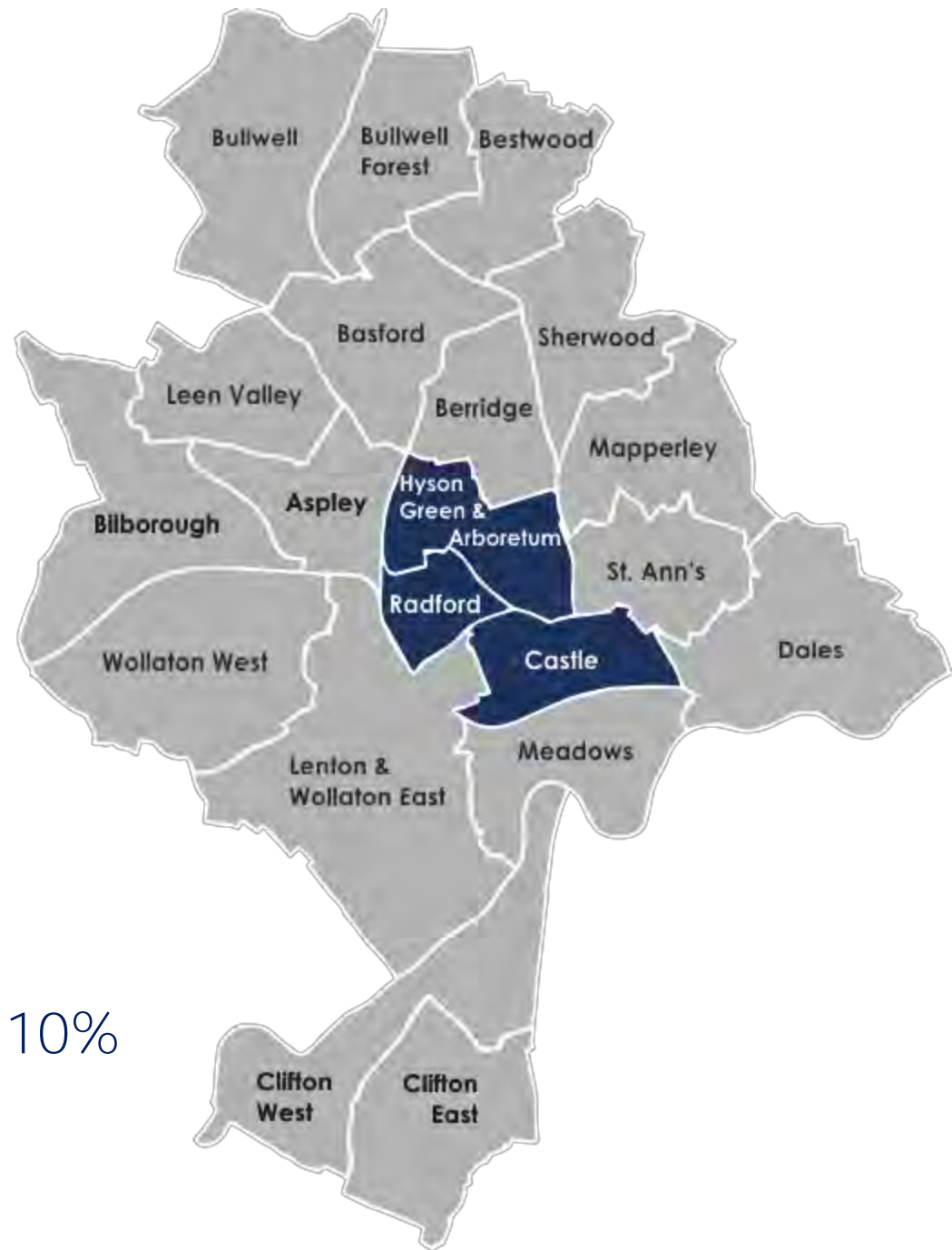
## **NCC's Area Based Grant:**

Locality approach to grant fund the VCSE and support activities/interventions around:

- Play & Youth
- Employment & Skills
- Small Group Development
- Locally Identified Need

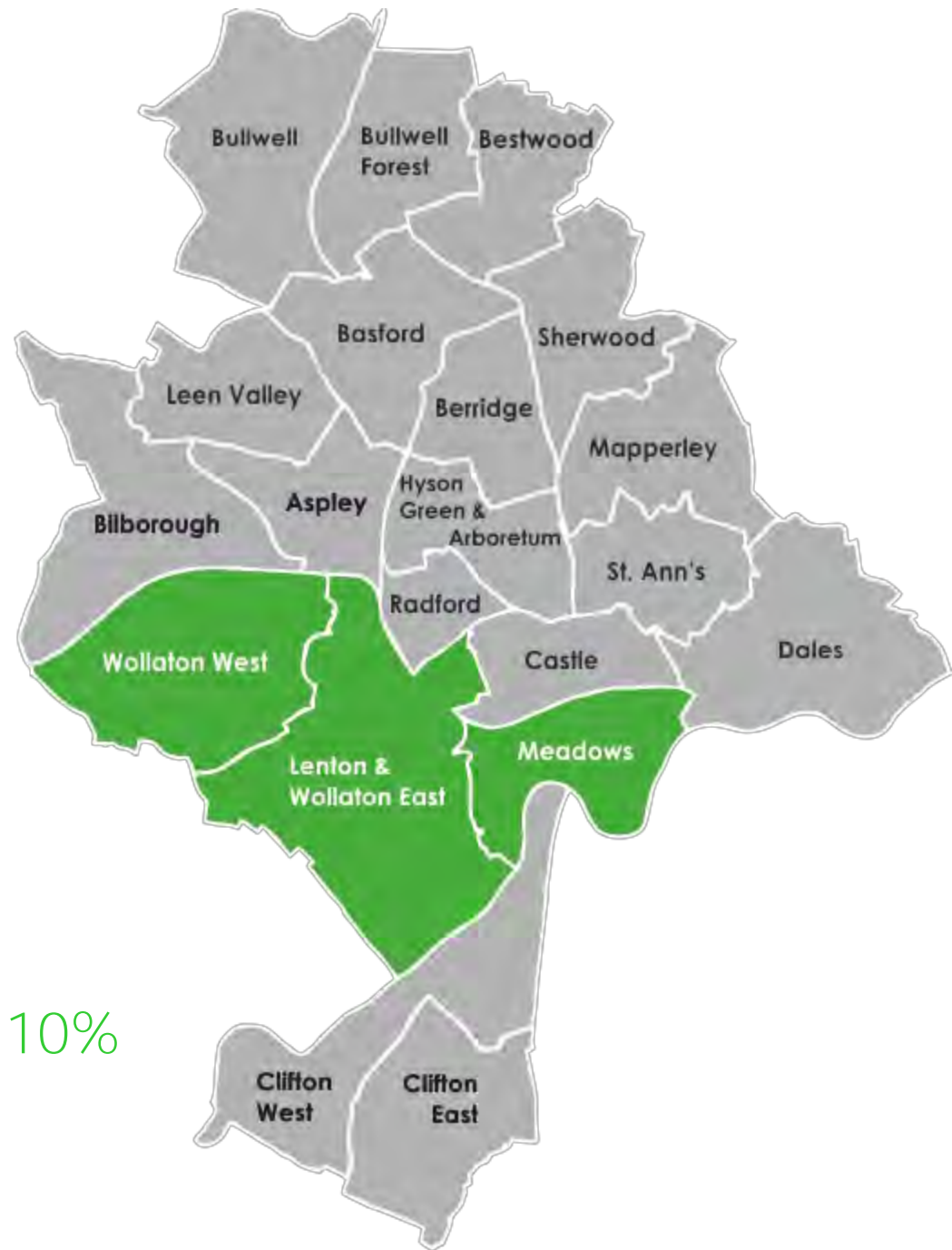
# Area 4 Locality

- 2013 Awarded Area Lead Organisation Status
- 2013/14 Grant – £76k
- Re-appointed ALO in 2016, 2019 & 2022
- 2022/23 Grant = £110k
- Management Fee 7%
- In-house Project Delivery 10%



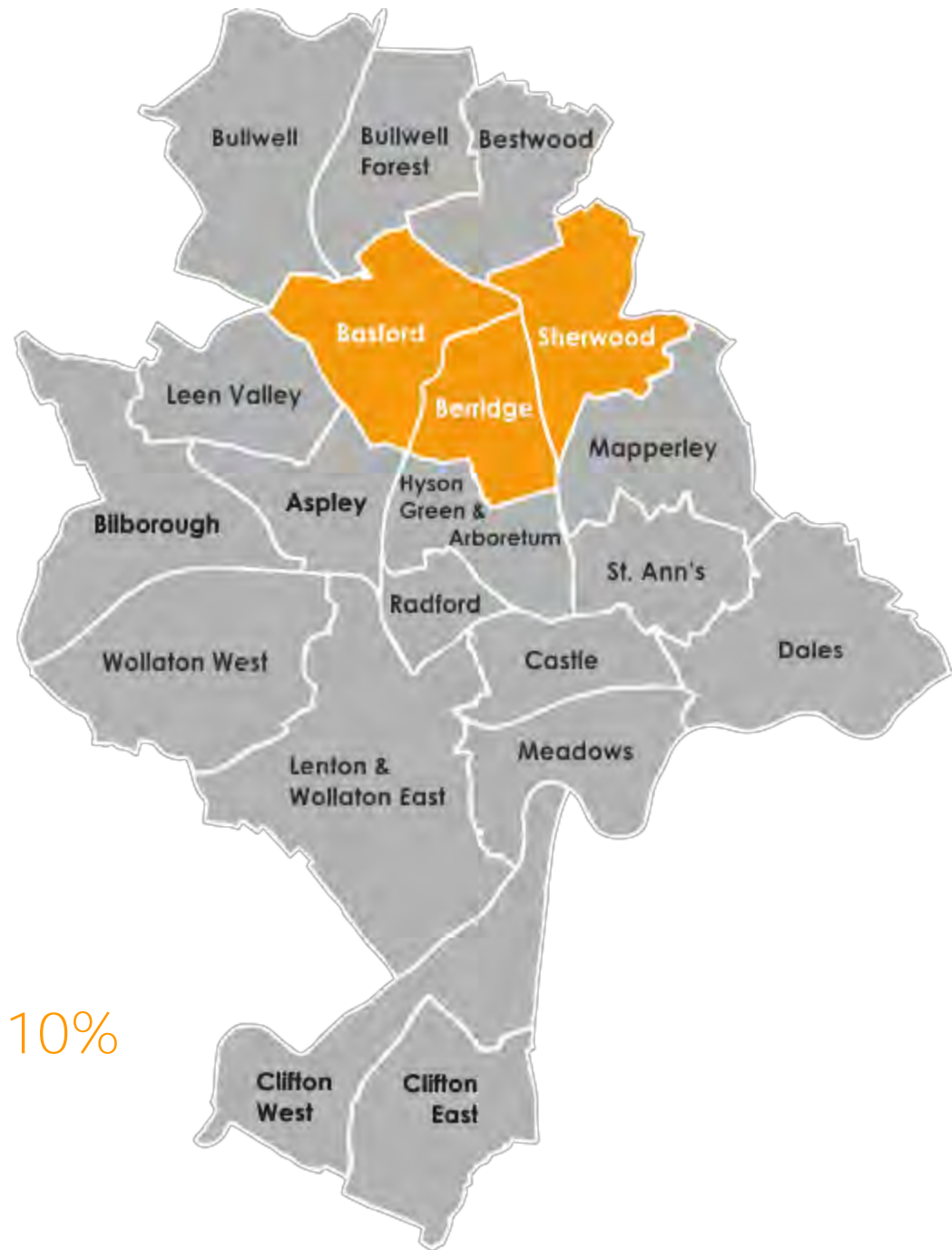
# Area 5 Locality

- 2016 Awarded Area Lead Organisation Status
- 2016/17 Grant – £22k
- Re-appointed Area Lead in 2019 & 2022
- 2022/23 Grant – £97k
- Management Fee 7%
- In-house Project Delivery 10%



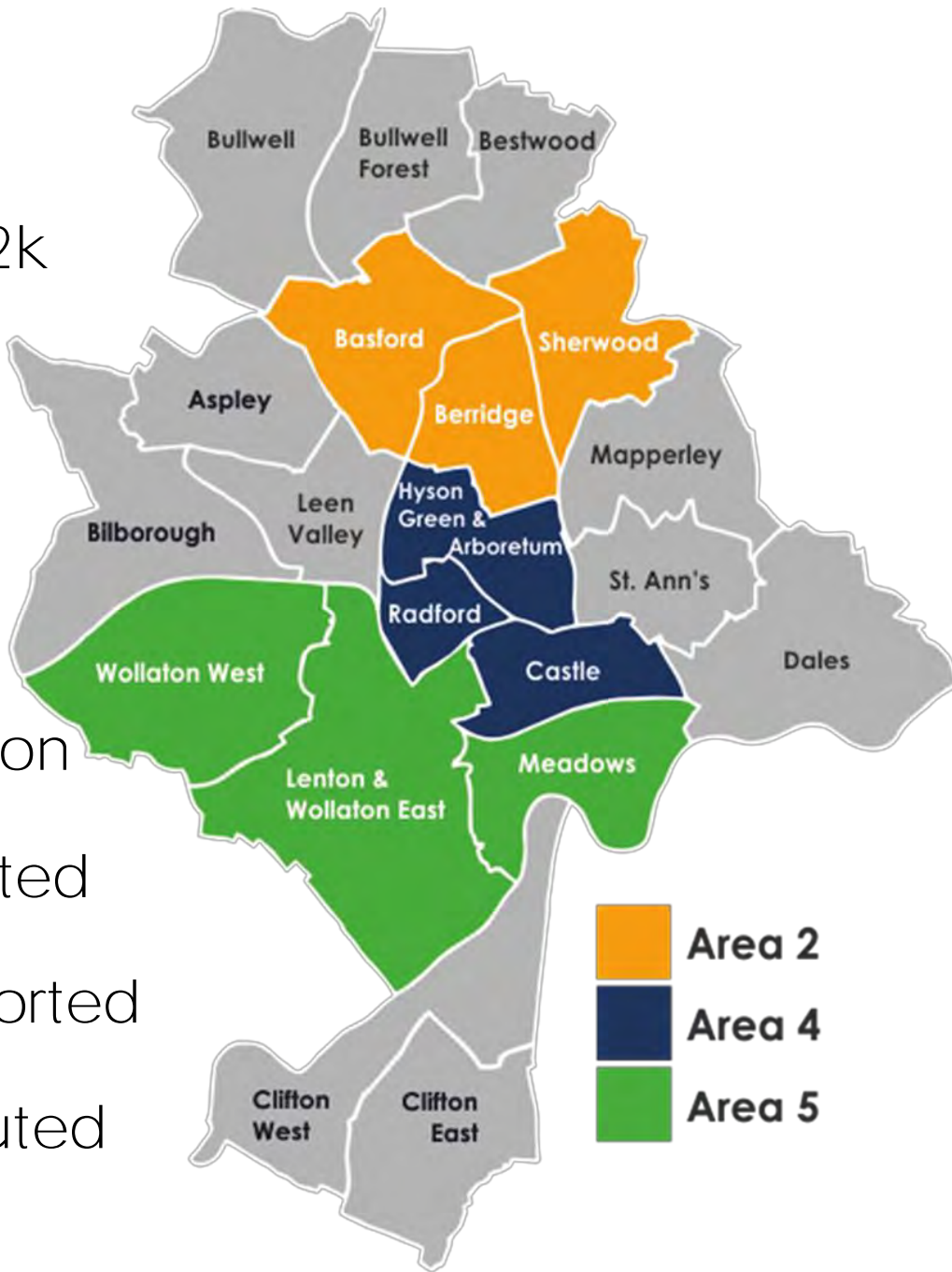
# Area 2 Locality

- 2019 Awarded Area Lead Organisation Status
- 2019/20 Grant – £168k
- Re-appointed Area Lead in 2022
- 2022/23 Grant – £134k
- Management Fee 7%
- In-house Project Delivery 10%



# Central Locality

- 2022/23 Total Grant – £342k
- Management Fee – £25k
- 33 Trusted VCS Partners
- 82 projects supported
- 1,488 hours of play provision
- 857 young people supported
- 408 hours of training supported
- 5,200 food parcels distributed



# Holiday Activity Fund - £117k



# Community Health Champions - £45k





# TBP Partnership Funding - £13k





# Our Next Chapter


# Haydn Rd Pavilion & Sports Ground





The Secret to our Success

- 
- We developed Partnership Agreements with local VCSE bodies, playing to our strengths and understanding our weaknesses.
  - We worked with Trusted Delivery Partners, rather than focused just on one-off grants
  - We rigorously, yet fairly, managed TDPs on a performance-led basis, with frequent monitoring visits built-in

- 
- We were agile and flexible, with policies and practices that actually ‘enabled’ rather than ‘obstructed’.
  - We managed risk, rather than being risk averse.
  - We presented a **‘can-do’ attitude**.
  - We had great people, with the right set of skills and competencies.

Any Questions?





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