



NatWest

NatWest Social & Community Capital

Supporting social enterprise and community business

Impact report 2019/2020



Charity Registration No: 1079626



“The quality of support that continues beyond completion of the loan is as valuable as the investment alone.”

Diane, Moneyline

“The team are supportive and available. The process was straightforward, diligent and swift. It’s clear the team understand the sector and make it their business to be involved in and informed of the issues that affect it”

Kate, We Make Places

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Hello

Welcome to our latest Impact Report. Reflecting on the current environment, with social distancing now the norm and large parts of our economy effectively shut down, it seems quite bizarre to think back to 2019, but at the same time uplifting to see how we have risen to the challenge of 2020.

2019 was our 20th anniversary and so it was a fitting opportunity for us to reflect on the customers that we have supported over the years and the impact that they have delivered, while ensuring that we continue to support new customers and advance new lending. 2019 was another successful year where we saw a steadily increasing pipeline of social businesses approach us for support and I'm pleased that we were able to draw significant new lending.

As is the case for all businesses, 2020 has been challenging. We've seen some of our customers struggle with the effects of the pandemic; the economic uncertainty affecting not only business models but livelihoods too. The effects of national lockdowns have enforced what we already knew: the market in which we operate is vulnerable to external shocks, but it is also vital for the communities it serves – particularly when the going gets tough. Thanks to the ongoing support of NatWest Group, we have the flexibility to

support our customers through these tough times as they, in turn, support their communities. We were able to do this through amended loan terms, leveraging our experience and networks, and through the creation of an emergency COVID grant fund to support both existing customers and new organisations.

2019/2020 have also been transitional years for the S&CC Board, as a number of trustees have moved on and we bring in new experience. In the last year we have appointed Stuart Johnstone, who brings a wealth of corporate experience and a fantastic network, particularly in the South East. More recently we were joined by Andrew Harrison and Debbie Phillips, who bring unique skills and fresh perspectives. However, we were very sorry to lose Simon Jacobs, in March 2020, as he moved to another opportunity outside the bank and consequently retired as a bank-nominated trustee. Simon's experience, enthusiasm and commitment have been invaluable



Thom Kenrick, Chair of Trustees, NatWest Social & Community Capital

in steering us over the past few years and he played a pivotal role in securing our future. We were also sorry to see Bernie Morgan leave as her tenure as a trustee came to an end after several years and we will sorely miss her support and encouragement.

I'd like to thank Megan and the S&CC team for their hard work through the course of another busy year and, as ever, we are indebted to our team of volunteers – and particularly our Credit Panel – for their commitment and support. I'd particularly like to extend our gratitude to Mark Parsons, a long-standing friend of S&CC, for stepping in as an interim trustee during 2020 and helping us through a very busy period. Without all our supporters' advice and expertise, we would not be able to continue to support the amazing social enterprises that we do.

We look forward to supporting even more social pioneers in 2020/2021.

Reflecting on the year

We ended 2019 with a celebration of the achievements of our customers and partners at our 20th anniversary event, announced the launch of seven £20,000 20th anniversary grants and showcased some of the wonderful products produced by social enterprises in our goody bags.

During the course of our work, we have met some amazing organisations delivering impact in a variety of ways, such as supporting those furthest from the labour market with training and employment skills and providing counselling and support for the victims of domestic violence.

In 2019 S&CC approved lending of over £2.3m to 12 enterprises; we continually review our propositions to make sure we have a loan offering that meets the real needs of as many social enterprises as possible, so we've introduced more flexibility on interest rates and fees, more flexibility on track record and a greater focus on social impact.

During the year we have worked with our partners Year Here to develop a Repayable Grant product, that will provide financial and non-financial support to social entrepreneurs, enabling them to

focus on building a viable business model and demonstrate proof of impact. This is a really exciting, innovative product which we hope to trial during the year and roll out to further support the growth of purpose-led business.

Our 20th anniversary grants looked to support social enterprises and community businesses to develop an innovative new project to help create positive impact on the most disadvantaged and vulnerable people and communities. We received almost 300 applications and are hugely grateful to the army of volunteers who helped us whittle these down to choose the winners in seven regions – not an easy task! There more detail on these later in the report.

It would be particularly remiss of me during this strange and disruptive period not to offer a huge thanks to my supportive board, the



Megan Virrels (nee Peat) CEO,
NatWest Social & Community Capital

army of volunteers from inside and outside the bank and to NatWest for continuing to generously support our work. I also want to recognise the valued support we continue to receive from our On Purpose Associates. Alice Crane helped us with the 20th Year impact report and Ali Glossop, as well as leading the project work on our 20th anniversary celebrations, managed to design, document and deliver our 20th anniversary grants programme.

Finally, I would like to echo Thom's welcome to our new trustees and his thanks to those leaving. We will miss you.



“Getting a bridging loan in between grants was a major problem the harbour had, that’s where S&CC have come in and helped hugely as we would never have managed to get the harbour into the state of repair it was in now. The loan has helped with rebuilding of jetting, new huts and new heating facilities”

Keith, Trustee and Harbour Master, Sandhaven and Pitullie Harbour Trust

Highlights

Across the UK

£2.3m

In loans approved
(£3.8m 2018)

£4.6m

lent to

26 Organisations
(£0.7m more than last year)

£1.4m

Towards employment, education and training

100%

of customers said the S&CC team's understanding of their mission and values was good or very good

£140,000

given in grants to 7 organisations for our 20th anniversary grants



100% said the quality of service from the Social & Community Capital team was good or very good



What our customers say



We're keen to continue improving how we support our customers. We asked our 2019 customers to rate us on a scale of 1 to 5 (5 being very good or extremely helpful) against the criteria below:

How significant the loan was in helping achieve your social mission



How significant the loan was in helping improve your financial sustainability



The quality of service from the Social & Community Capital team



The terms of the loan



The speed of the application and loan offer process



The team's understanding of your organisation's vision, mission and values



“Social change is hard as we all know, it been a long road but you were the first to back us with social investment. You being prepared to take those big steps and support us and at times do everything in your power to help us through the ups and downs has been so important, truly appreciated and will never be forgotten by us.”

Diane, Moneyline



To see The Coal Room's story on video, go to www.natwest.com/scc

Case Study: The Coal Rooms

The Coal Rooms want to see a world where homelessness is reduced through trade, where stigma is eliminated, economic potential is realised, and homeless people are valued members of society. Working with their close partners Change Please, they focus on engaging homeless people with employment opportunities, support services, sustainable housing and the ability to build a reference and a track record to allow them to complete their transition to long term sustainable employment. “We train homeless people and offer work placements for them in the kitchen and café and have a high end food offering in London. It is important for us to be job first, to offer some form of employment, as well as training” Richard Robinson, Co-founder.

One of their social enterprises, Old Spike, currently delivers barista training and coffee roastery experience and is now broadening the scope of their work to the hospitality sector with roles in kitchen and front of house service.

One of Old Spike’s baristas was living on the streets when he first engaged with the social enterprise. He received training and was provided a full-time job at the Roastery and paid the London Living Wage. Following a successful probationary period, he gained a full-time contract and became one of their most successful employees.

“There’s a lot of people out there that don’t like homeless people and they see us as low lives and it sucks the

life out of you basically. Old Spike has enabled me to turn my life around and has given me a new start.”

“What underpins our social enterprises, Coal Rooms and Old Spike, is the Change Please Foundation which provides holistic support services, housing, bank accounts, therapy support, all the training we provide is done through our foundation from Peckham.” Cemal Ezel, Co-founder

The loan from S&CC was used to complete the re-development and refurbishment of the top floor of the Coal Rooms restaurant at Peckham Rye train station.

“Other funders wouldn’t support the restaurant, let alone a social enterprise restaurant. We approached S&CC who supported us with funding to open Coal Rooms, if it wasn’t for that funding there is no way we could open up our restaurant” Cemal Ezel, Co-founder

One employee said “I was homeless and had no hope. I never thought I would get a job and to be given an opportunity has really saved my life. I never thought someone would give me that chance, for them to do that for me was pretty self-empowering.”



www.coalroomspeckham.com

Who we are and what we do

NatWest Social & Community Capital is an independent charity, supported by NatWest. We were set up in 1999 to help bridge the gap between grants and mainstream finance for social enterprises, charities and community businesses.

NatWest Social & Community Capital's mission is to enable social enterprises, charities and community businesses to make a positive impact in UK communities. We achieve this by providing flexible loan finance to social enterprises that are unable to access mainstream funding. We typically provide loans of between £30,000 and £750,000, along with business support.

We aim to address the needs we identify in the market through our loan offering. Our 'Early Stage Loan' provides more flexible, early stage funding for innovative young

social enterprises, and our 'Social Impact Loan' enables organisations having an above average social impact (as measured by our impact framework) to focus more on their mission by reducing their interest rates. We continue to work on new ideas and expect to introduce a Repayable Grant product, offering patient capital, in 2021.

We recognise that our customers often benefit from practical support in non-financial ways too, and we therefore offer additional services including impact measurement, PR and marketing support.

What we offer:

- Flexible lending of between £30,000 and £750,000.
- For organisations creating high social impact.
- For period of up to 10 years (up to 15 years possible for property purchase).
- Interest rate between 4% and 8%, typically 6% - 6.5%.
- No cost to apply.
- Fees payable on signing of between 0% and 1%, typically 1%.
- We will normally take a debenture or bond and floating charge as security.
- Loans are subject to status and for business use only. Any property or asset used as security may be repossessed or forfeited if you do not keep up repayments on any debt secured on it.



“Other funders wouldn’t support the restaurant, let alone a social enterprise restaurant. We approached S&CC who supported us with funding to open Coal Rooms, if it wasn’t for that funding there is no way we could open up our restaurant”

Cemal Ezel, Founder The Coal Rooms

Our priority areas

Employability, education and training for those furthest from the labour market

Provision of services to the most disadvantaged

Community regeneration

What makes an organisation eligible for a NatWest Social & Community Capital loan?

- **Financial Sustainability:** Enterprises should be able to demonstrate that they have a sustainable business model and be able to service any borrowing.
- **Social Impact:** Enterprises should be able to demonstrate a positive social impact and should be reinvesting the majority of their profits for a social purpose.
- **Suitable Governance:** Enterprises should have a specific social enterprise business structure, good governance procedures and a suitable management structure.
- **Declined by a Bank:** Enterprises should have been declined for a loan by a mainstream bank or be ineligible because they do not meet bank lending policy.

Case study: 20th anniversary grants



To celebrate our 20th anniversary, we offered seven £20,000 grants to organisations across the UK carrying out an innovative new project to help create positive impact on the most disadvantaged and vulnerable people and communities.

The winners were:

Citizens Advice North Oxfordshire South Northamptonshire, Midlands & East

Citizens Advice provides advice and community services accessible to all and will use the grant to support their Volunteer Driver Service, which supports older people living in rural locations facing isolation to attend medical or social appointments.

Faithworks Wessex, South West

Faithworks partners with churches and community organisations to run projects in Dorset to help people in crisis. The grant will be used to help ex-rough sleepers maintain accommodation and increase likelihood of them gaining employment.

Goliath Trust, Northern Ireland

Goliath Trust addresses educational underachievement in primary schools in disadvantaged areas of Belfast, through school attendance schemes and a digital learning hub. The grant will be used to enable the organisation to purchase the ICT programmes they use, as well as physical resources to continue their services.

Our Time, London & South East

Our Time helps young people dealing with parental mental illness. The grant funding will be used to develop a new programme to help teachers and students address the needs of young people affected by parental mental illness.

Sunderland Home Grown CIC, North

Sunderland Home Grown provides training, therapy, volunteering and employment opportunities, based around horticultural activities, to adults with physical and learning difficulties. They will use the grant to expand their activities and develop social impact partnerships.

Upward Mobility, Scotland

Upward Mobility provides support and learning opportunities to young people and adults with learning disabilities and autism and the grant will be used to develop their employability programme.

Wild Elements, Wales

Wild Elements connects communities in deprived areas and marginalised groups in North Wales to nature through hands-on activities, training, work placements and volunteering opportunities. The grant will allow them to develop their Elements Programme to make products from raw materials for their shop, café and hotel.

Case Study: Sunderland Home Grown CIC

The NatWest S&CC grant has had a big impact in helping **Sunderland Home Grown** achieve their social and financial objectives, allowing them to meet the increased social need caused by Covid-19 and pivot their delivery model to respond to a changing financial and social context.

Due to Covid 19 some of their health and social care referrals have required one to one support and the S&CC grant monies have allowed them to work alongside Adult Social Services looking in more detail at the impact on those individuals who are shielded or self-isolated. With this information they were able to design pathways for recovery and develop a social story board to ensure they are capturing the impact of Covid both from an individual and organisational perspective.

“The NatWest S&CC grant has helped us build our financial confidence and resilience, and put us in a stronger position for continued sustainability. It has enabled us to generate an income from sales and stay optimistic for the future”.

www.sunderlandhomegrown.co.uk



“This grant is a tremendous boost. It has given us greater confidence to build for the future, deliver more social impact and overcome some of the challenges presented by Covid-19. This is an investment in our people and local community.

Gary Hillery, Director,
Sunderland Home Grown

Our lending in 2019



At year
end...

£2,311,600

Lending approved
to 12 organisations

£804,838

Total funds released
to 6 organisations

£4,625,012

Current portfolio value and
committed funds

£177,815

Average loan amount

6.2%

Average interest rate



£6,442,646

Funds available to lend

Where our funding works



38%

Employment,
training and
education

15%

Income and
financial
inclusion

15%

Citizenship and
community

12%

Arts, heritage,
sports & faith

12%

Physical
health

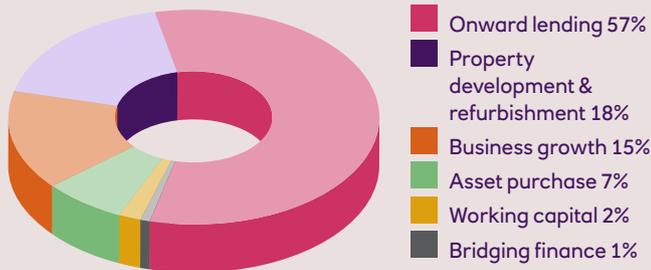
4%

Mental health
and well-being

4%

Housing and
local facilities

What did customers do with their loan?



How customers rated the significance of their loan

In helping to achieve their social mission



In helping to improve their financial sustainability



As a result of our investment our customers have seen over:

48,214

People supported

81

Groups supported

349

Jobs created*

695

Jobs maintained



“Without the initial backing from NatWest S&CC the start up would likely not have happened. We needed considerable capital investment in order to get started, few institutions shared my vision, I was fortunate that NatWest S&CC did.”

Caroline, Sole of Discretion

*Jobs created within the enterprise/CDFI we have funded or through their work.

Measuring our impact

We have developed a framework to measure our impact in a systematic way. The framework enables us to better assess potential customers against our mission, and better define, measure and evaluate:

1. the impact our customers are able to have as a result of the finance we provide.
2. the impact we're able to have on our customers' efficiency and effectiveness through our finance and wider support.

We measure impact through three standard metrics that we use with all customers (where relevant), as seen on the previous page:

- income growth
- number of individuals/organisations helped
- jobs created following our loan.

We also select a small number of metrics that are specific to the customer's impact area and beneficiary group, taken from IRIS metrics and Big Society Capital's outcomes matrix. Over the coming years we hope to be able to report on these too.

We assess all of our customers on an annual basis on the fundamental elements which should be in place for effective social impact, such as the quality of a customer's management structure and how clearly they define their mission. Working with our partners Coalition for Efficiency and Volunteering Matters, we fund the Measuring the Good programme to help our customers develop a theory of change and impact measurement framework. Our aim is that, through our support of these organisations, we can continue to help them make progress in these areas.

Our impact in 2019

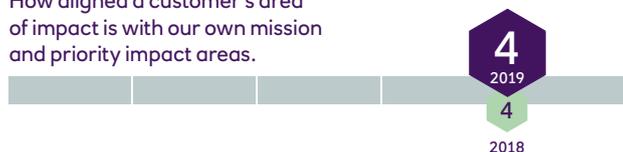
Organisation overview metrics

These are assessments made by our loans officers to inform and build consistency in our investment decisions. The below baseline metrics represent the average scores across our 2019 customers.

The scores are: poor, below average, acceptable, above average, excellent – visually reflected as a scale of 1 to 5.

Aligning with our mission

How aligned a customer's area of impact is with our own mission and priority impact areas.



Management quality

How well structured and experienced a customer's management team and processes are.



Financial track record

How financially robust a customer's organisation is.



Scalability potential

How much potential a customer shows for innovating and scaling.



Social impact measurement metrics

Based on New Philanthropy Capital's Impact Assurance Classification, these metrics enable us to assess how developed a customer's approach is to planning and measuring their social impact. This provides a good indication of the actual impact they're likely to have, and so can be used to inform our investment decisions. The metrics below represent the average scores across our 2019 customers, compared with 2018 (0 to 3).

Mission clarity

Clearly understands and communicates mission and intended impact.



Mission well articulated but not necessarily a clear theory of change

Output Measurement

How comprehensively outputs are measured.



Reasonable number of outputs, some context.

Change Measurement

How well outcomes and impact are measured.



Limited case studies, not that useful for impact analysis. Limited quantitative evidence showing effect

To see more on how these impact practice scores are calculated, please refer to page 71 of New Philanthropy Capital's report*.

*New Philanthropy Capital's Impact Assurance Classification is detailed in their impact review for the KL Felicitas Foundation, "Investing For Impact: Practical Tools, Lessons and Results" by Abigail Rotheroe, Peter Harrison-Evans, Plum Lomax. www.thinknpc.org/publications/investing-for-impact-practical-tools-lessons-and-results/

Social impact classification

Stage 2

Based on these metrics, we classify the overall stage of development a customer is at in terms of their social impact, mission and evaluation. We hope an organisation's overall classification will improve through the support we offer alongside our finance. To see how this is calculated see page 20-21 of New Philanthropy Capital's report*



To see ION's story on video,
go to www.natwest.com/scc

**“We were very lucky to get
a loan from S&CC that...we
wouldn't have been able to
get anywhere else”**

Chris Mansi CEO, Institute for Optimum Nutrition



Case Study: Institute for Optimum Nutrition (ION)

ION was first established in 1984 to “advance education of the public and health professionals in all matters relating to nutrition” ; ION see their main mission as “The preservation and protection of health of the general public by giving advice, assistance and where necessary treatment through nutrition”. They do this by training nutritional therapists who focus on the prevention of disorders through healthy eating and the reduction of reliance on medicine.

ION also provide courses and affordable clinics for members of the public. Fiona Pierce, a Year 3 student, says “[Nutrition] is something that’s part of our everyday for everyone, I wanted to learn a lot about it so that I could help people in the simplest but most effective ways”.

The Institute of Optimum Nutrition’s (ION) relationship with S&CC began with a loan to support the charity to move to new premises with private consultation rooms and lecture areas, which allowed delivery of their courses on a classroom and 1:1 basis. This allowed them to lower their quarterly rent payments and overall floor space but continue to provide bright work areas, clinics and teaching and learning areas.

“Social & Community Capital were really pivotal in enabling us to refurbish the building when we first moved, they gave us the finance to do that. It was an absolutely fabulous experience because the team helped us to make that application and to ensure we were providing benefit to our students” Chris Mansi, CEO.

Further support was provided to assist ION with the roll out of their new degree programme, providing funds to invest in marketing and promotional work, to attract students onto the new four-and-a-half-year part-time degree course.

The impact of ION’s work is that those that use nutritional therapy services have seen improvement in their condition, reducing their need to use health services (GPs and hospitals) for conditions that relate to poor diet and nutrition. A client says “[The student] was fantastic in explaining every symptom, every aspect in a very calm, easy and simple way... My wellbeing is significantly improved”

www.ion.ac.uk



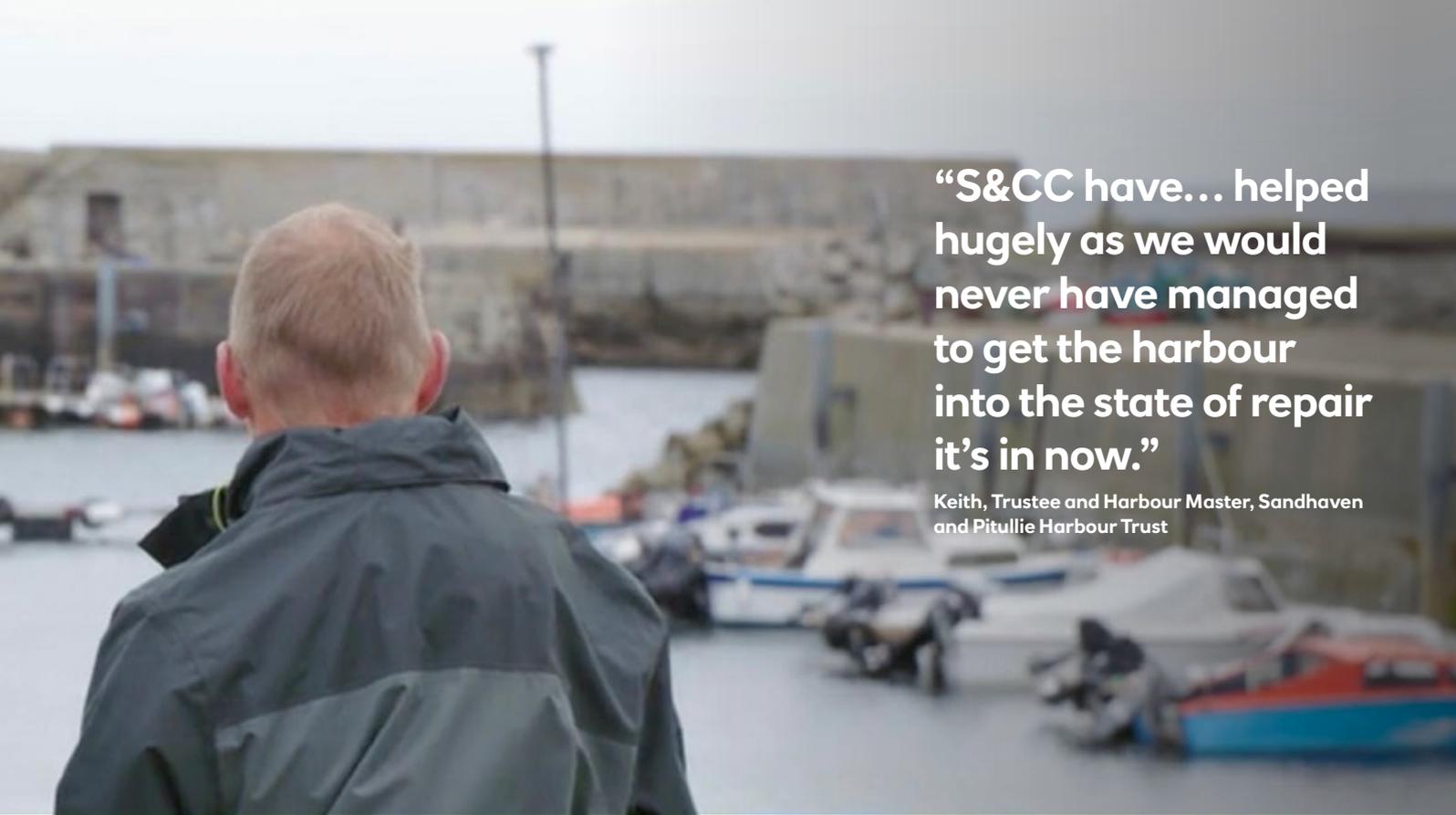
Case Study: Sandhaven and Pitullie Harbour Trust

Sandhaven and Pitullie Harbour used to be one of the best harbours on the Moray Firth but after World War One and the collapse of the fishing industry in 1930's, the use of the harbour declined. By the 1990's, the harbour walls had almost collapsed, leaving the shore and local community unprotected. In 1999, a group of local people came together

to buy the harbour for £20,000 with the aim of making it the community focal point once again.

The harbour has received a number of grants to carry out improvements, but these were only payable upon completion of the works, therefore Sandhaven and Pitullie Harbour Trust approached us to request a bridging facility.

“Getting a bridging loan in between grants was a major problem the harbour had, that’s where S&CC have come in and helped hugely as we would never have managed to get the harbour into the state of repair it was in now. The loan has helped with rebuilding of jetting, new huts and new heating facilities” Keith, Trustee and Harbour Master.



“S&CC have... helped hugely as we would never have managed to get the harbour into the state of repair it’s in now.”

Keith, Trustee and Harbour Master, Sandhaven and Pitullie Harbour Trust

To see Sandhaven and Pitullie Harbour’s story on video, go to www.natwest.com/scc



The regeneration project of the harbour is considered to have many social benefits on an area, which the council had identified as being socially deprived. It will engender a sense of community pride and promote the harbour as a village centre and community focal point, as well as increasing harbour traffic, establishing Sandhaven as a visiting marina and providing much needed local tourism revenue. The

regeneration has also prompted Fraserburgh Sea Cadets to set their headquarters up in Sandhaven Harbour.

“Fraserburgh Sea Cadets in conjunction with their UK national organisation the Marine Society & Sea Cadets, have identified Sandhaven Harbour as a suitable location to set up a new Headquarters and Training Centre.

“[The improvements to the harbour have] dramatically increased the number of hours our cadets can get out on the water, this has led to the unit being one of the top units across the country [and it] has opened up the opportunity for everyone to have access to this great facility which is right on our doorstep.”
Craig, Fraserburgh Sea Cadets Commanding Officer.

www.sandhavenharbour.com

Our network

We work together with a range of partners and networks to create opportunities and initiatives aimed at strengthening social enterprise.



Supporting the social enterprise sector is an integral part of NatWest's strategy to make a positive difference to local communities; having set up S&CC to support social businesses in 1999, the bank continues to be our most important relationship.

As well as providing seconded staff and internal trustees, which enables us to operate and govern the charity effectively, we can also call upon specialist volunteers in areas such as legal services, governance and marketing.

We operate using the bank's IT systems and support and the partner network and sponsorships managed by the Community Finance team gives us access to the social enterprise sector and representation at sector events.

 For more information
www.natwestgroup.com



SEUK's Social Enterprise Places Programme

recognises areas where social enterprise activity is thriving; celebrating achievements, supporting growth and awarding the Social Enterprise Place badge. The programme aims to promote, raise awareness, and build the markets for social enterprise at a local and national level. Registered Places have been supported to reach out to and involve local councils, businesses, charities, consumers and budding social entrepreneurs.

Support of the Places Programme in 2019 has enabled:

- Review panels to consider applications from areas across the UK.
- One new place welcomed to the programme: Northampton.
- Brought members together to share experience, to support each other and make joint plans to further the impact of UK social enterprise.

 For more information
www.socialenterprise.org.uk/socialenterprise-places/



Year Here supports their fellows for a year to test and build solutions to some of society's toughest problems. We support Year Here in their aim and assist in hosting their twice yearly Crowdbacker events, which conclude the programme and provide funding to launch the participants' enterprises.

Crowdbacker outcomes 2019:

Total raised: £30,246

Enterprises supported: 9

- Supporting young people on waiting lists for mental health service
- A recycling workshop bringing people together to make beautiful and useful things out of plastic waste
- Reverse mentoring delivered by young people for employers, focused on diversity and inclusion.

 For more information
yearhere.org/

We are an investor in social enterprise magazine **Pioneers Post** and work with them on a variety of events and projects throughout the year including:

NatWest SE100 Awards and NatWest SE100 Index

The NatWest SE100 Index is an annual list of the UK's leading 100 social enterprises. The annual awards celebrate this index and recognise the best of social enterprise in the UK.

This year saw:

- 200 entries to the awards categories.
- 250 attendees at the evening event.
- Seven films made for winners to communicate their impact to a wider audience.
- Thirteen articles celebrating the UK's top 100 social enterprises.

 For more information, including details of past winners and how to sign up

www.pioneerspost.com/se100index

WISE100 Awards and WISE100 Index

This initiative aims to recognise inspiring and influential women in the social enterprise sector. The awards evening saw 150 people attend to celebrate the achievements of female social entrepreneurs and engage in discussion about inspiring the next generation of women to join the sector.

 For more information, including details of past winners and how to sign up

www.pioneerspost.com/wise100

WISE100 Dinners

Building on the success and impact of the WISE100, 2019 saw two lunches hosted in Belfast and Glasgow and a dinner hosted in London. In total these brought together 45 women working in social enterprise to create new connections, help people build a network and spark new ideas.

 Content from the event

<https://www.pioneerspost.com/wise100>

Some of our other partners include:

- ACOSVO
- Development Trust Association Scotland
- Locality
- Senscot
- Social Enterprise Northern Ireland
- Social Business Wales
- Social Enterprise Scotland

The view from NatWest Group

Social enterprises, community businesses and charities form an integral part of our local communities and I am immensely proud of the Social & Community Capital customers, beneficiaries, colleagues and volunteers as they continue to make positive social impact across the UK.

Thank you also to our S&CC customers who featured in the case studies, bringing to life their achievements and inspiring others – thank you for your dedication and commitment.

I am delighted to be writing to you at the beginning of a new era for the bank. In February 2020, our CEO Alison Rose set out a commitment to become a purpose-led organisation – a more sustainable business that can deliver better outcomes for our customers, colleagues, shareholders, and for wider society.

NatWest Social & Community Capital is excited to be leading the way in supporting often difficult to reach communities and will continue to innovate and expand

the help that we provide to address those areas where the research shows small charities and social enterprises struggle, providing value add services to enable our clients to grow and prosper.

Becoming a purpose-led Bank means shifting to a model that measures success through the strength of our relationships with all our stakeholders. At the heart of this approach is our refreshed purpose statement: “We champion potential, helping people, families and businesses to thrive.”

This purpose will sit at the core of all our decision making and should be something we aspire to live by every day. Purpose must apply to everything we do, and to set the

“We champion potential, helping people, families and businesses to thrive.”

foundations, we have identified three areas of focus where we can make a big impact:

- Enterprise, and the barriers that too many face in starting a business
- Learning, and what we can do to improve financial capability and confidence for our customers and communities, as well as establishing a dynamic learning culture for our colleagues
- Climate, and the role we can play in accelerating the transition to a low carbon economy

As the UK economy continues to face unprecedented times, we know that for those communities that rely on the great work of local charities and community businesses support is needed more than ever before. In response the S&CC team

will continue to push themselves, innovate and develop new products and service offerings so they can continue to help communities survive and thrive.

Our purpose is more important now than ever before. By championing potential, we will help to create a fairer and more inclusive economy and help the people, families and businesses we serve to recover, rebuild and, ultimately, to thrive, and especially those in the hardest to reach communities.

On behalf of NatWest I would like to thank all of those organisations that work tirelessly everyday making a difference in the UK. We are truly inspired by you and seek to continue to help you on your journey this year and beyond.



Julie Baker, Head of Enterprise and Community Finance

Thank you

We would like to thank our board of trustees:

Simon Jacobs (Previous Chair)
Thom Kenrick (New Chair)
Bernie Morgan
Niamh Goggin
Ben Smith
Stuart Johnstone
Mark Parsons
Debbie Philips
Andrew Harrison
Company Secretary: Kate Ramage

We would also like to thank those volunteers who sit on our credit panel or provide specialist support:

Hugh Biddell	Simon Liversidge
James Gardiner	Andy Lee
Sharyn Jaques	Roisin Carr
Colin Haywood	Stephen Ahmad
Jo Bailey	Matthew Creed
Nicola Campbell	Helen McGarrity
Rebecca MacDonald	Euan McDougall
Annabelle Arbor	Yvonne Greeves
Phoebe Tucker	Victoria Ross
Vicky Pannell	James Graham
Marnie Pearce	
Lynda Lo Castro	
Martin Johnston	

In memory of Theresa Moore MBE of Disability Times Trust, with thanks for the laughter and the tears through the years from the S&CC team.

“We are delighted that NatWest Social & Community Capital have supported us. This grant will enable us to become a more resilient charity, something which is invaluable as we move through difficult times. On behalf of everyone here, thank you to the Social & Community Capital team.”

Pat Coomber-Wood, Chief Executive CANOSN

Further information

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