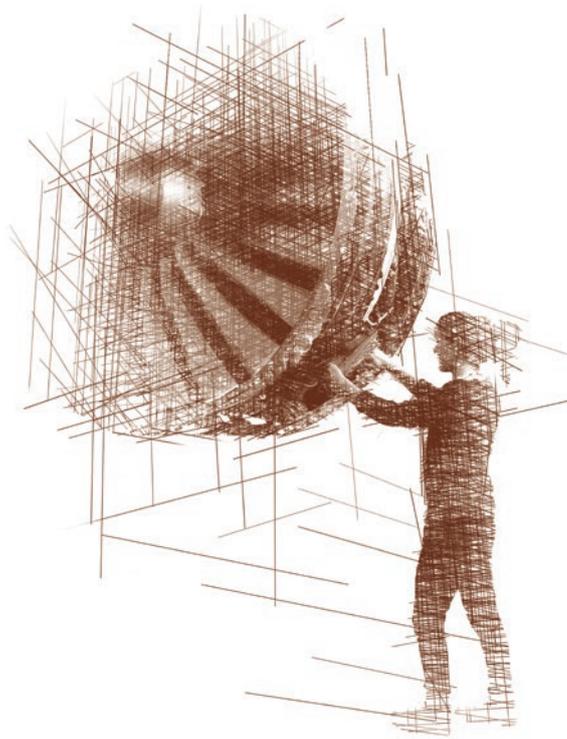


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ANNUAL REVIEW  
2016 | 2017



GATSBY



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# INTRODUCTION

## BY LORD SAINSBURY OF TURVILLE

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Settlor of the Gatsby Charitable Foundation



The nature of meaningful reform in areas such as education, science and overseas development means it does not fit neatly to three-year public spending cycles or five-year election terms. I believe this gives private foundations, free of these restrictions, an important role in making long-term commitments, keeping change on the agenda and showing persistence in the face of setbacks. Gatsby's achievements this year show the value of this approach.

“

WE NEED A  
LABOUR MARKET-  
ORIENTATED SYSTEM  
OF TECHNICAL  
EDUCATION  
THAT EVERYONE  
UNDERSTANDS

”

#### SCIENCE AND ENGINEERING EDUCATION

If we are to compete in today's global economy against low-wage countries such as China, industry needs to have a highly-skilled technician workforce. But international comparisons show our appalling performance at developing such intermediate-level skills, with the UK predicted to rank 28th of 33 OECD countries by 2020.

Across all sectors, 46 per cent of employers surveyed by the CBI and Pearson last year reported suffering or expecting soon to suffer a shortage of technicians. Estimates indicate that the UK will need as many as 700,000 more STEM technicians in the next decade. Yet at the same time almost 400,000 16–24 year olds are unemployed today. It is hard to believe that none of these young people have the ability and motivation to find rewarding and fulfilling careers as technicians, if only given good opportunities to do so.

We are failing these young people through a technical education system that has itself been failing for over one hundred years. If one looks at successful technical education systems elsewhere it is clear that a central feature is a well-understood national system of qualifications that works in the marketplace. Young people will only work hard to get a qualification, and value it highly when they get it, if employers give priority to individuals possessing it when they are recruiting. However, currently in England there are no specific technical routes and a ridiculous 22,140 certificates

offered by 160 different awarding organisations. A budding engineer, for example, has a choice of over 400 courses at levels 2 and 3 which are eligible for funding in post-16 institutions – a bewildering prospect for employers and individuals alike.

We need a labour market-orientated system of technical education that everyone understands – easy-to-navigate and stable, but flexible enough to respond to a changing economy. Industry experts must determine the knowledge, skills and methods of assessment for each qualification, and high-quality work placements must be part of every technical qualification. Government must also make sure world-class educational infrastructure, including high-quality teaching and access to industry-standard facilities and equipment, is in place.

Gatsby's long legacy of work in this area, spanning almost three decades, led last year to Nick Boles, then Minister for Skills, to ask me to chair an independent panel on technical education, with the secretariat comprising officials from Gatsby, the Department for Education, and the Department for Business, Innovation and Skills. Our final report drew on the experiences of other countries with strong technical education systems and called for a fundamental shift to create a well-understood, stable national system of qualifications that genuinely works in the marketplace.



Right: Jahangir Shah, an apprentice broadcast engineer at the BBC and a technician featured in Gatsby's Technicians Make it Happen campaign.



## A BUDDING ENGINEER HAS A CHOICE OF OVER 400 COURSES AT LEVELS 2 AND 3 WHICH ARE ELIGIBLE FOR FUNDING IN POST-16 INSTITUTIONS – A BEWILDERING PROSPECT FOR EMPLOYERS AND INDIVIDUALS ALIKE



I am delighted that the Government has accepted the panel's recommendations in full and has already begun to implement them: the first of the new qualifications should be being taught in 2019/20.

Alongside qualifications that individuals and employers understand and value, a robust system of high-quality career guidance for young people is vital. Such a system has been lacking in this country for at least the last thirty years, if indeed it ever existed. Gatsby's first grant to support career guidance was made in 2010. This early work led us, in 2012, to commission Sir John Holman to undertake international research on the pragmatic actions that could improve career guidance in the UK. Sir John's final report outlined eight benchmarks of good career guidance.

Two years since publication and the benchmarks have gained the necessary traction with key stakeholders to create much needed stability within this historically fractured system. With the Government due to publish new national guidance for school career guidance in the next few months, the benchmarks have provided a valuable strategic framework for their discussions. We are piloting the benchmarks in the North East of England with the Local Enterprise Partnership, and working with the Careers and Enterprise Company and others to ensure there is effective national support for career guidance. These partnerships will likely last until 2020/21, taking Gatsby's investment in this area beyond a decade – emphasising the importance of a long-term outlook to achieving transformative goals.

### PLANT SCIENCE

In science, the fact that public funds are being used often constrains activities, creating pressure to justify past spending and secure future funds by showing that short-term goals have been met. It was my lifelong friend Roger Freedman who first highlighted to me the negative impact this was having on plant science research in this country. Therefore, in 1987 Gatsby and partners founded The Sainsbury Laboratory (TSL) in Norwich to investigate plant interactions with microbes and viruses. We wanted TSL to have the long-term financial freedom to carry out ambitious, boundary-pushing work, accepting that true innovation requires risking failure.

The model has proved exceedingly successful, and we have used it in creating the Sainsbury Laboratory at Cambridge University, which aims to build an integrated understanding of plant growth and development. I am incredibly pleased with how both institutions continue to progress. This year SLCU underwent its first quinquennial review. It was a delight that the reviewers noted SLCU's "unique intellectual environment and research style". We had charged those responsible for SLCU's early development with creating such conditions, believing them crucial if the Laboratory is to carry out innovative work that will drive real progress in the field. I congratulate them on more than fulfilling this task so far.

### NEUROSCIENCE

Gatsby's first investment in neuroscience was the establishment of the Gatsby Computational Neuroscience Unit. Our aim was to provide a unique opportunity for a critical mass of theoreticians to interact closely with each other and with other world-class research groups, both at the Unit's base in University College London (UCL) and globally. At the end of 2015 an expert panel conducted the third five-year review of the Unit. It was exceedingly pleasing to read the reviewers' comments about how impressive the Unit's work is, and their wholehearted support for renewal of funding. We have enthusiastically committed to the next five-year cycle, which will take our total support beyond two decades.

This year the Unit moved to its new home at the Sainsbury Wellcome Centre for Neural Circuits and Behaviour (SWC), which we have established at UCL in partnership with the Wellcome Trust, and which was opened officially by Nobel Laureate Professor Eric Kandel in May 2016. I am delighted that we have been able to recruit an outstanding scientist, Thomas Mrsic-Flogel, as Director. I look forward to seeing how he leads SWC through its exciting formative years in pursuit of its hugely ambitious long-term mission.

Above right: We have worked in forestry in East Africa for two decades.



### ECONOMIC DEVELOPMENT IN EAST AFRICA

Our work to accelerate economic growth in East Africa also continues to benefit from a long-term approach. Here we are undertaking very ambitious programmes that aim to trigger the transformation of whole sectors – such as cotton in Tanzania – and make them more productive and competitive so they can deliver jobs and raise incomes above the poverty level to benefit the wider population. Moreover, we are trying to ensure the sectors are not prone to collapse by strengthening institutions and governance arrangements so each sector can respond successfully to future challenges and opportunities, independent of external support.

This difficult work is being carried out in an extremely complex and challenging operating environment – progress can be erratic and setbacks are common. However, our long-term commitment means we can work with partners over many years to build momentum or adapt our strategies to reflect new realities. All the time we are increasing our understanding, learning and credibility, and ensuring we are ready when conditions change and opportunities arise. The 2015 Tanzanian election returned a new President and a group of new Ministers. Our early discussions with the new Government have been very positive, and I look forward to our partnership deepening over time in the hope that we can help them deliver long-term change for the country.

### PUBLIC POLICY

The success of Gatsby's work in education policy this year has further convinced me of the need for independent institutions to keep reform in critical areas on the agenda over many years.

The impact of the EU referendum makes the work of the Institute for Government more important than ever. Gatsby founded the Institute in 2008 with the objective of making government more effective – the UK's decision to leave the EU creates unprecedented demands on government in a whole swathe of areas, many of which - such as negotiating trade deals - it currently has little experience or capacity in.

Another Gatsby-founded think tank - the Centre for Cities - looks to help the UK's cities improve their economic performance. Regional differences in voting patterns in the referendum have focused attention on deep divides in the UK and the work that needs to be done to revitalise many parts of the country that feel isolated and abandoned. Practical solutions are needed, and I am pleased the Centre continues to put forward evidence-based policies.

I hope our support to the Centre for Science, Technology and Innovation Policy at the Institute for Manufacturing in Cambridge can also contribute to this agenda by strengthening policymakers' ability to revitalise our manufacturing sector.

### THE ARTS

It gives me enormous satisfaction to think of the pleasure hundreds of thousands of people have experienced since my parents gifted their art collection to the University of East Anglia more than 40 years ago. Their long-term support of unknown artists allowed many to develop into some of the most extraordinary and inspiring figures in art, and certainly influenced my own thinking.

While in many ways liberating for the Gatsby team, I also acknowledge that the long-term outlook the Trustees and I advocate comes with significant challenges. We often request that the team engage in unfashionable areas where there seems little hope of change. We discourage them from causes where simple hard work will deliver near instant impact, believing other organisations can play that role. When progress is thwarted and frustrations are high, we ask them to persist. The progress across all of our work shows how they are accepting such challenges and tackling them with real determination and resourcefulness. The Trustees and I thank them, as always.

A handwritten signature in black ink that reads "David Sainsbury".

David Sainsbury  
Settlor

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# PLANT SCIENCE

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## ADVANCING KNOWLEDGE IN FUNDAMENTAL PLANT BIOLOGY, AND NURTURING TALENT AMONG YOUNG SCIENTISTS

We aim to support research that builds a fundamental understanding of plant biology. To this end we provide core funding for two major laboratories. The Sainsbury Laboratory at Norwich is a research centre for the study of plant-pathogen relationships. The more recently established Sainsbury Laboratory Cambridge University is devoted to the study of plant development.

These centres of excellence attract world-class researchers and offer inspiration and opportunities to the young scientists and teachers we encourage and support through our studentships, summer school and educational projects.

We also sustain an extended group of plant scientists through our Plant Science Network, and award ad hoc grants to researchers whose work needs additional support from a funder prepared to take risks in support of ground-breaking research.

Some of the greatest challenges posed by population growth and climate change will only be met by translating a fundamental understanding of plant biology into improvements in agriculture. Where opportunities to advance new knowledge into practical use are identified, we provide support for their development.

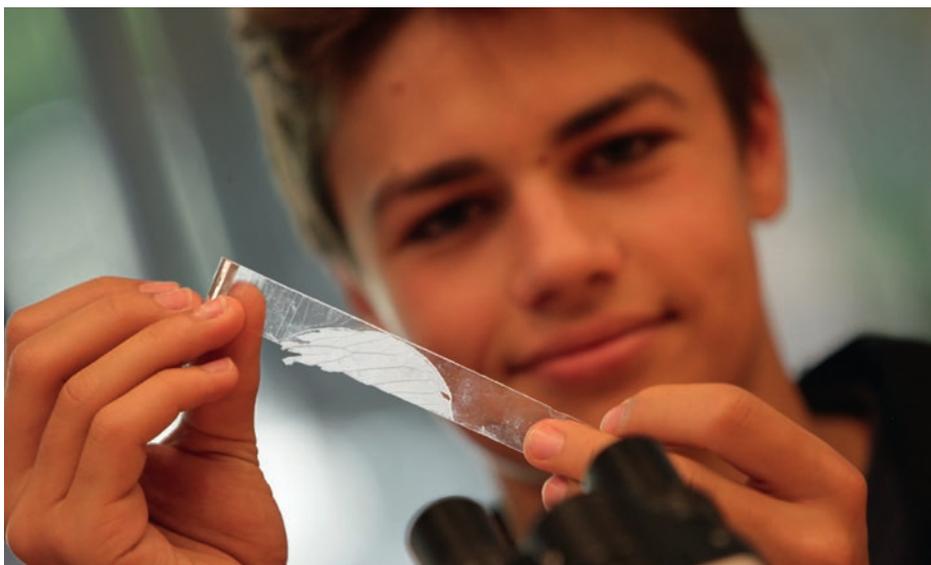
### SAINSBURY LABORATORY CAMBRIDGE UNIVERSITY (SLCU)

The aim of SLCU is to develop an integrated understanding of the regulatory mechanisms underlying plant growth and development. The Laboratory has been in operation for almost six years and is reaching a new phase of dynamic steady state. The major highlight of last year has been the successful quinquennial review. The international review group noted that "the laboratory has a unique intellectual environment and research style with emphasis on conceptual questions, quantitative data and an interdisciplinary collaboration". Fostering this kind of research environment remains a priority, with constant adjustments needed as SLCU develops and new methods and ideas are introduced.

A new Group Leader, Dr Alexander Jones, and two Career Development Fellows, Dr Devin O'Connor and Dr Sebastian Ahnert, joined this year, bringing complementary expertise within the common research theme. Alexander Jones's group is developing sensors to track hormonal regulators of development in real time in living plant tissues. Devin O'Connor is exploring diversity among transporters for one of these hormones: auxin. Sebastian Ahnert is an expert in network theory with diverse applications in the analysis of regulatory networks; his appointment was made jointly with the Department of Physics, further strengthening SLCU's interactions with the physical sciences.

SLCU also contributes to the growing momentum in the Cambridge plant science community. This year saw the establishment of the Cambridge Centre for Crop Science, which is a collaborative venture between the university and the National Institute for Agricultural Botany.

The Laboratory has expanded and diversified its programme of public engagement and outreach. As the number of researchers continues to grow, they are able to channel an increased range of ideas, expertise and enthusiasm into a diverse set of activities, which they bring to the general public through various university festivals, and to school pupils through a range of initiatives with the Cambridge Admissions Office and other partners.



### THE GATSBY PLANT SCIENCE EDUCATION PROGRAMME

The programme is designed to engage and inspire 11–21 year olds across the UK with plant science. It consists of three education projects jointly overseen by SLCU and Cambridge University Botanic Garden.

Science and Plants for Schools (SAPS) works to strengthen plant science education in schools by inspiring the next generation of plant scientists and supporting teachers to bring plant science to life for all pupils. This year more than 12,500 science educators have viewed a new suite of SAPS resources designed for new A levels in biology. Nearly 1,000 trainee science teachers also received a SAPS set of ideas for classroom practicals and the programme extended its reach in initial teacher education by attending the Teach First Summer Conference. At the Association for Science Education Annual Meeting, the SAPS team engaged with 450 science teachers, technicians and other educators through a range of activities. In addition, more than 200 school science technicians attended training events supported by SAPS ambassadors around the UK.

The Student Engagement project launched IntoBiology.org, a website for 16 to 21-year-old biologists, which received over 18,500 visits from UK users in its first year – double the target. A pilot masterclass programme, with 30 local A level biology students visiting SLCU for four classes about food security, received excellent feedback from participants and their teachers. Following the successful local trial, the team are looking for establishments across the UK to trial their own masterclasses. The second 'Careers with Plants' Day welcomed sixty 13 to 14-year-old pupils from six regional schools to SLCU and the Cambridge University Botanic Garden; 88 per cent of pupils expressed increased interest in careers with plants after attending.

Now into its twelfth year, the Gatsby Plant Science Summer School consists of hands-on practicals, career sessions and talks from scientists and other leaders working in related sectors. It presents the range of opportunities in plant science to 80 first year bioscience undergraduates from across the UK. Recent keynote speakers include Professors Melanie Welham (BBSRC), Kathy Willis (Royal Botanic Gardens, Kew) and Nicola Spence (Chief Plant Health Officer at DEFRA). Afterwards, over 98 per cent of the students reported they were likely to study plant science in their second undergraduate year.

Above: Student at the Careers with Plants Day 2016, SLCU.

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Opposite page: Sally Hughes, a horticultural technician at Cambridge University Botanic Garden, who supports research undertaken at SLCU.

### THE SAINSBURY LABORATORY, NORWICH (TSL)

The Laboratory focuses on understanding how plants defend themselves against microbes that cause disease, and conversely how microbes manipulate host plants and cause disease. TSL remains at the forefront of these molecular interactions. Thomson Reuters lists four TSL scientists as being among the most influential scientific minds in the world, and five TSL group leaders currently hold prestigious European Research Council grants.

Recent research highlights include the rapid identification of signaling proteins from wild relatives of crops which could be used to improve disease resistance in agriculturally important crops. The Laboratory used open-source citizen science to understand the origin of emerging plant diseases such as Ash Dieback.

The results from this fundamental research and the enabling technologies developed underpin a successful translational programme, called TSL+, which aims to deliver biotechnological and societal solutions to global crop disease problems that affect food security. Several of these projects focus on diseases affecting globally important crops such as wheat, soybean and potato, and are carried out in close partnership with the Two Blades Foundation.

### THE TWO BLADES FOUNDATION (2BLADES)

Gatsby provides core funding to 2Blades – a charitable organisation based in the US that supports the development of crops with durable disease resistance and promotes their deployment in agriculture worldwide, focusing particularly on developing countries.

In 2015/16 2Blades made significant progress towards delivering new solutions for important crop diseases, as highlighted in the June 2016 issue of Nature Biotechnology. There were three 2Blades-supported studies that identified novel genetic sources of resistance for three important diseases: wheat stem rust, Asian soybean rust, and late blight of potato.

Expanding efforts to tackle diseases of importance to smallholder agriculture, 2Blades added two new programmes on diseases of banana and potato. Dr Sarah Schmidt joined the 2Blades Group at TSL on a Marie Curie Fellowship to develop new sources of resistance to Panama disease, a serious threat to worldwide banana production. 2Blades also recently partnered with the International Potato Center to aid their efforts to develop late blight resistance in East African potato varieties.

This year 2Blades also invited Head of TSL, Professor Cyril Zipfel, to join its Scientific Advisory Board, and appointed Dr Jack Westwood in a new role to help the organisation with communication and fundraising efforts.



Right: Gatsby Plant Science Summer School 2016 tutor and students during a practical on plant pathology.



THOMSON REUTERS  
LISTS FOUR TSL  
SCIENTISTS AS  
BEING AMONG THE  
MOST INFLUENTIAL  
SCIENTIFIC MINDS  
IN THE WORLD



#### THE GATSBY PLANT SCIENCE NETWORK

We currently support 11 Sainsbury PhD studentships at the Universities of Bristol, Cambridge, Dundee, East Anglia, Exeter, Glasgow, Sheffield and Southampton. The most recent recipients, who will be starting in October 2016, are Adeline Sourdille working on cell division in barley at the University of Dundee; Zoe Nemeč Venza studying roles for *Clavata* in growth zones of moss at the University of Bristol; and Jessica Upson working on the microbe-induced secretions and their role in plant-microbe interactions at TSL.

We also provide undergraduate studentships to excellent second-year bioscience undergraduates to carry out summer projects on plant science in laboratories outside their place of study.

This year, we provided six studentships, and research projects were carried out at the Universities of Cambridge, Leeds, Nottingham and Sheffield and at the James Hutton Institute and John Innes Centre.

All Gatsby-funded students become part of the Gatsby Plant Science Network. Each year in early autumn, the students, postdocs, mentors, alumni and advisors that make up the network meet for presentations and discussions providing an important forum for Gatsby-supported students to meet with prominent members of the plant science community.

Above: Sainsbury Laboratory  
Cambridge University.

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# NEUROSCIENCE

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## ADVANCING KNOWLEDGE IN EXPERIMENTAL AND THEORETICAL NEUROSCIENCE

One of the most exciting challenges of the 21st century is to understand how the brain performs the computations that directly underpin our behaviour. Our view, shared by many, is to work towards this by harnessing the efforts of a dynamic and multi-disciplinary group of scientists with a common interest in the workings of the brain.

We are partnering with the Wellcome Trust and University College London to do just that in the form of the Sainsbury Wellcome Centre for Neural Circuits and Behaviour – a recently-opened research centre where scientists are using state-of-the-art techniques to investigate how circuits in the brain process information to create neural representations and guide behaviour.

In further efforts to achieve our aims in neuroscience, Gatsby has also developed a number of innovative collaborative programmes around the world. In addition, we convene and support cutting-edge research meetings and symposia, and invest in education, outreach and sector development programmes.

### SAINSBURY WELLCOME CENTRE FOR NEURAL CIRCUITS AND BEHAVIOUR (SWC)

We are extremely excited that SWC is open for research activity and Professor Thomas Mrsic-Flogel has been appointed as the new Director (see box). We look forward to Thomas implementing his vision and strategy for SWC, which will eventually house about 200 scientists and support staff investigating how circuit function underlies different behaviour and contributing to our understanding of how the brain works.

The new building, designed by architectural practice Ian Ritchie Architects, was completed at the end of 2015. To mark this occasion and to thank the whole team involved in the design and construction, a celebration was held at SWC in April 2016. A scientific launch followed, attended by researchers from across UCL, the UK and further afield. Nobel Laureate Professor Eric Kandel of Columbia University gave a lecture and formally opened SWC. Both events made use of the wide range of meeting spaces, including the roof-top brasserie and open-air garden with spectacular views of the London skyline.

The Gatsby Computational Neuroscience Unit (GCNU) moved into SWC during summer 2015, taking up a central location that connects with the experimental laboratory space and nearby break-out spaces. SWC has been specifically designed to facilitate discussions and collaborations between theorists and experimentalists.

Experimental neuroscientists continue to be recruited to SWC. Over the past year, three new laboratories have been established. Dr Andrew Murray's group investigates neural circuits in the vestibular system, which is critical for our sense of balance, our ability to move and for spatial navigation. Dr Yoh Isogai's lab studies the molecular neuro-biology of social behaviour, such as how social cues, including pheromones, are detected and processed in the brain. The goal of Dr Tiago Branco's group is to understand how the brain implements the computations that underlie innate behaviours, such as feeding.

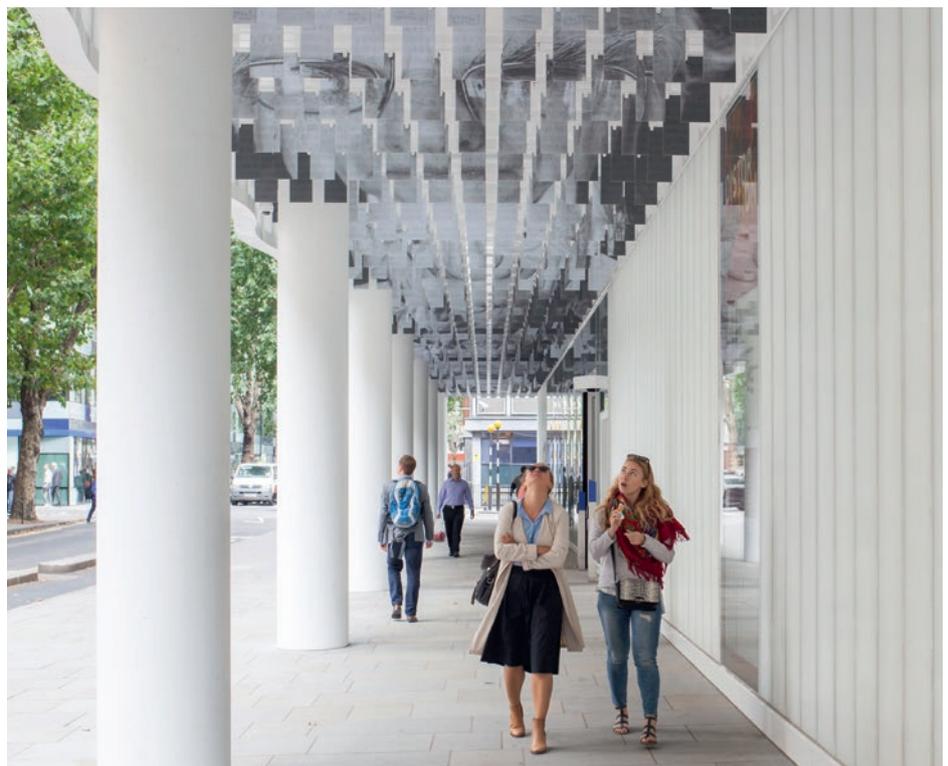
Alongside the recruitment of academic and research staff, there have been key appointments of support staff and developments in the core facilities. Design and fabrication engineers have been recruited to head the in-house Advanced Manufacturing and Innovation and Research Fabrication Laboratories ('Fablabs'). These facilities have been equipped with state-of-the-art technology supporting rapid manufacture in all disciplines such as electronics, machining and 3D printing. Coupled with streamlined design processes, the Fablabs will allow engineers and neuroscientists to develop new techniques and set-ups in short timeframes, enabling groundbreaking experiments far beyond what can be achieved using purely commercially available solutions. The Fablabs will facilitate a highly-functional and multidisciplinary 'Maker-Space' allowing researchers at all career levels to creatively experiment and prototype novel devices.

In addition, SWC and GCNU have launched a four-year PhD programme that incorporates courses on all aspects of circuits and behaviour.

### NEW DIRECTOR AT SWC

We are delighted by the recent appointment of Professor Thomas Mrsic-Flogel as the new Director of SWC. Professor Mrsic-Flogel completed his PhD in Neuroscience at the University of Oxford in 2001. He conducted his postdoctoral research at the Max Planck Institute of Neurobiology in Munich, where he applied imaging methods to study the structure and function of the mammalian visual system. In 2007 Professor Mrsic-Flogel was appointed as a Lecturer at UCL, supported by fellowships from the Wellcome Trust. In 2013 he moved his laboratory to Switzerland, taking up the position of Associate Professor in Neurobiology at the Biozentrum, University of Basel. Professor Mrsic-Flogel will move to SWC in the 2016/17 academic year. His research aims to understand the fundamental principles of neural circuit organisation and how this organisation relates to the computations that support sensory and behavioural function.

Below and opposite page: Sainsbury Wellcome Centre for Neural Circuits and Behaviour.



### GATSBY COMPUTATIONAL NEUROSCIENCE UNIT (GCNU)

We have supported the world-class GCNU at UCL since 1998. It focuses on computational theories of perception and action in neural and machine systems, with an emphasis on learning. In the latter part of 2015, the third five-year review of the Unit was conducted by an expert panel. The reviewers were impressed by the work of GCNU and extremely complimentary, wholeheartedly supporting renewal of funding. We are delighted by the continued success of the Unit and committed to supporting the next five-year cycle.

We are also pleased to report that Professor Aapo Hyvärinen, recently recruited from Helsinki, joined GCNU in summer 2016. The research focus of his group is machine learning.

### COSYNE MEETING SERIES

Cosyne is an annual scientific conference that provides an inclusive forum for the exchange of experimental and theoretical/computational approaches to problems in systems neuroscience. Participants include pure experimentalists, pure theorists, and everything in between.

We have provided strategic enhanced funding for the next five meetings. This will be used to target under-represented groups (typically minorities and women) at both undergraduate and graduate student levels. Combined with a mentoring component, this should help to increase the gender balance and ethnic diversity of computational neuroscience, which have been chronic issues for the field.

### TECHNOLOGY DEVELOPMENT – NEUROPIXEL PROBES

Since 2013 we have been collaborating with partners to develop and manufacture state-of-the-art nano-electronics devices for detecting the activity of multiple neurons.

A consortium of UCL (with grant funding from Gatsby and Wellcome), the Howard Hughes Medical Institute, and the Allen Institute for Brain Science have collaborated with imec to successfully produce, test and select a prototype for the final stages of the initial development programme.

Given this success we have confirmed supplementary funding to support additional research staff within the consortium for further development work, as well as to purchase additional prototype probes that can be used by the greater community to immediately tackle important neuroscience questions.



Above: Professor Eric Kandel, Nobel Laureate, at the opening of SWC.

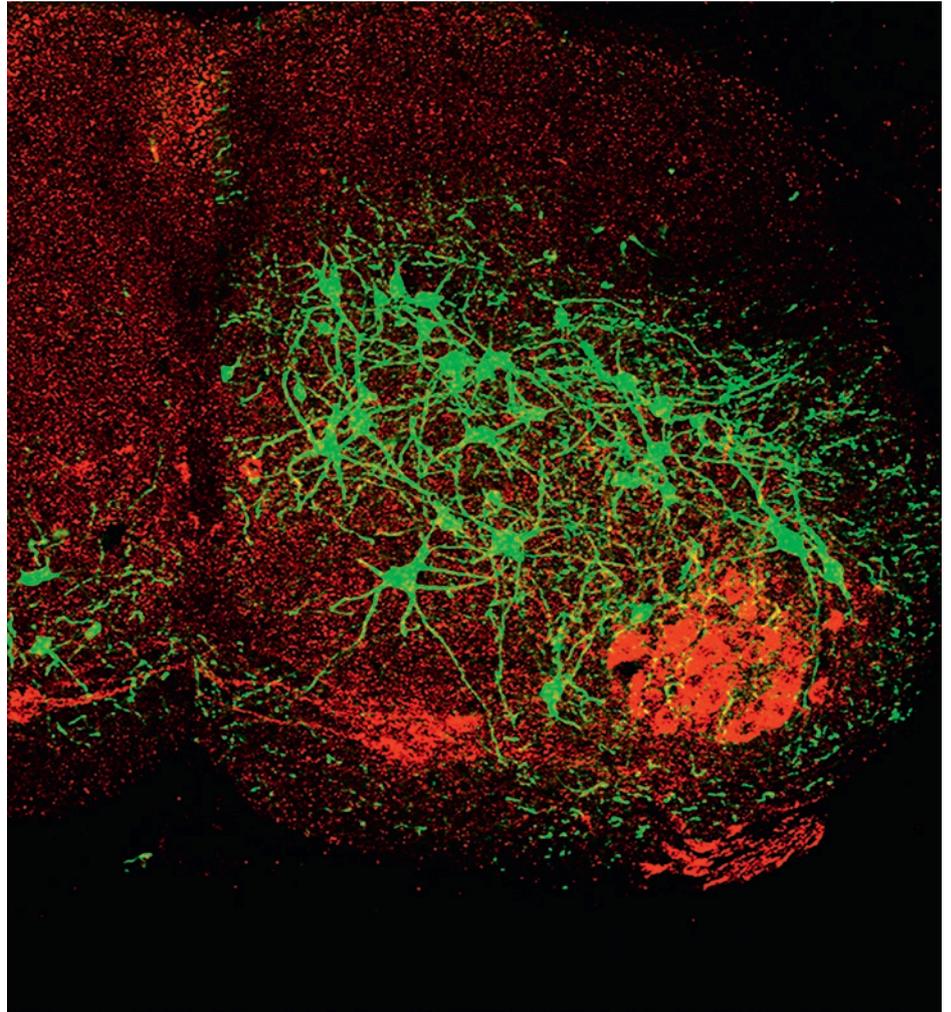
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THE REVIEWERS  
WERE IMPRESSED  
BY THE WORK  
OF GCNU  
AND EXTREMELY  
COMPLIMENTARY,  
WHOLEHEARTEDLY  
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RENEWAL  
OF FUNDING

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THE GOAL IS TO  
INCORPORATE  
A MODERN  
NEUROSCIENCE  
PERSPECTIVE AS A  
CORE COMPONENT  
OF EVERY  
FORMULATION AND  
TREATMENT PLAN



#### PSYCHIATRY CURRICULUM REVIEW AT RCPSYCH

Over the last two decades dramatic growth in fundamental and clinical neuroscience and relevant technologies has driven significant research progress in understanding the biological basis of many brain and mental health disorders.

In partnership with Wellcome, we have provided a grant to the UK's Royal College of Psychiatry to review and overhaul the content of the postgraduate curriculum for psychiatry. The goal is to incorporate a modern neuroscience perspective as a core component of every formulation and treatment plan, 'bringing the lab bench back to the bedside'.

The review was launched formally in April 2016 with a talk at the College from Professor Jeffrey Lieberman of Columbia University. A Commission of national and international stakeholders will oversee the two-year project to design a new curriculum and associated learning resources.

#### BRAINFACETS.ORG

In 2011, we partnered with the Kavli Foundation to support the Society for Neuroscience (SfN) to create and maintain the website BrainFacts.org, which has become a trusted source for authoritative information about the brain for the general public, teachers, policy makers and journalists. Given its success, this year we renewed support for SfN for the continued development and operations of BrainFacts.org.

# 200

SWC will eventually house about 200 scientists and support staff investigating how circuit function underlies different behaviour.

Above: Tracing the connections and circuits in the spinal cord using cutting-edge viral methods. Credit: Andrew Murray.

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# SCIENCE AND ENGINEERING EDUCATION

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## STRENGTHENING SCIENCE AND ENGINEERING SKILLS IN THE UK BY DEVELOPING AND ENABLING INNOVATIVE PROGRAMMES AND INFORMING NATIONAL POLICY

Since the late 1980s Gatsby has been a strong proponent for a technical education system that would not only best serve our economy, but also provide the structure required to support true social mobility. We have been pleased with the progress of many programmes we supported at proof-of-principle stage and beyond, and our legacy continues today in areas as diverse as initial teacher training and Trailblazer Apprenticeships.

Our work in education continues to focus on three objectives. The first is increasing the supply and status of technicians – those in the workforce with intermediate-level skills in science, technology, engineering and mathematics (STEM).

Our second objective is strengthening science teaching in schools. We promote activities that encourage innovation, stimulate the use of engaging practical activity in science lessons and STEM Clubs, and encourage young people to study science post-16.

Our final objective is promoting a more coherent national system of STEM education and career guidance, by both supporting initiatives that improve collaboration across the system and informing government policy through targeted research and advice.

## STRENGTHENING THE TECHNICIAN WORKFORCE

We have championed technical education over more than 30 years. In late 2015 this led the Government to ask David Sainsbury to chair a panel of experts that would provide clear recommendations for measures that would not only improve, but transform, technical education in England.

Best practice examples of technical education systems, both in this country and internationally, were considered. Employers, teachers, lecturers, learning providers and young people were consulted. Experts across industry, academia, education and government were brought together to explore what needed to be done to tackle the UK's widening skills gap.

The recommendations set out in the Sainsbury Panel Review call for a fundamental shift. They propose that young people should be given a choice at 16 between two equally high-quality options: academic and technical. The technical option should be built around 15 clear routes to skilled employment. Each route should be available through apprenticeships or college-based courses, so that young people can choose the mode of learning that suits them best. Transition support should be available for people not yet ready to access the options at 16, and effective bridging options should be available for people who later change their minds.

The Sainsbury Panel's report was published alongside the Government's Post-16 Skills Plan in July 2016. The Panel's recommendations were accepted in full. Gatsby is now developing resources and commissioning research that will best support the Government in the implementation of this ambitious but potentially transformative plan. This activity builds on our previous work with colleges, universities and Local Enterprise Partnerships analysing the need for additional teacher professional development and specialised equipment in colleges.

The paths that skilled technicians take are extremely varied, but there is one thing that they all have in common – they are individuals with high levels of skills and knowledge. Professional registration is proof that a technician, no matter the route they have taken, is a person that is trusted to do a skilled, important job. We believe that a robust set of professional registers for technicians will help to give technician occupations the status they deserve. While technician registers have existed in a limited form for a number of years, we are working with professional bodies in science, engineering and technology to expand this activity and make professional registration for technicians the new norm.

In late 2015 BCS, The Chartered Institute for IT, launched a new register for IT technicians. Registered IT Technician (RITTech) will be key in driving the high standards and skills required in the IT sector if we are to future-proof our economy. Meanwhile, professional registration for technicians in science and engineering continues to be championed by the Science Council and the Engineering Council respectively. The Science Council, supported by Gatsby, has now launched an online registration tool that applies to all science professional bodies that offer RSciTech and RSci statuses, simplifying the processes for applicants and professional bodies.

This year we have also continued supporting employers to develop new apprenticeship standards where we see a good fit with Gatsby priorities around high-quality STEM apprenticeships. With the establishment of the Institute for Apprenticeships in April 2017, we are now turning our attention to what support Gatsby can provide, not only with regards to apprenticeships standards, but also the role the Institute will play in overseeing the development of the 15 new technical routes as recommended by the Sainsbury Panel.

In April 2016 we launched our Technicians Make it Happen campaign in the Mall Galleries in London. The campaign seeks to challenge outdated notions of who our nation's technicians are and what they do. The campaign has enjoyed positive coverage both online and in the press. More than 30 employers, ranging from the BBC and the RAF to Microsoft and Siemens, are official supporters. The original Mall Galleries exhibition is now touring the country, including visits to the National STEM Centre and the National Space Centre. An interactive exhibit has also been created at both the New Scientist Live Show and the Skills Show, offering young people and parents an opportunity to speak to technicians about their careers.

Opposite page: Giuseppe Lubrano, a sound engineer at the Royal Opera House, and one of the technicians featured in the Technicians Make it Happen campaign.

Left: Josh Uwadiae, one of the featured technicians at the launch of the Technicians Make It Happen campaign in the Mall Galleries in London with David Sainsbury.



## SCIENCE IN SCHOOLS

Science is a practical subject and all students should have the opportunity to experience an engaging and inspiring hands-on science education. However, practical work in school science is under threat from inappropriate assessment regimes, under-supported technicians and a lack of understanding of its value to students.

Our support of Sir John Holman's international review of career guidance was well-received. As such, we have asked Sir John to undertake an international review across six countries or states identified as high performing in science - the Netherlands, the USA (Massachusetts), Singapore, Australia, Finland and Germany - to learn about their approach to practical work.

Initial findings suggest that despite the prevalence of digital technologies, hands-on practical work is integral to the high-quality science teaching we have seen in the successful schools we visited. There are also strong emerging messages about the role of school science technicians and subject specialist teachers. A final report of findings and recommendations will be published in spring 2017.

Our collaboration with the Wellcome Trust and the Nuffield Foundation to monitor the impact of changes to the assessment of practical science continues. With Wellcome, we have commissioned Durham University to undertake a three-year study into the quantity and quality of practical science in schools and colleges. The first year of research has set a baseline from which to measure change over the next two years. Early findings show that, on average, students are experiencing science practical work in about 30 per cent of lessons for an individual subject. The project will not complete until 2018, but we are likely to start publishing preliminary findings in the near future as the science education community is keen to take action if necessary.

This has been our third year of support for the British Science Association's Demo Day – an annual campaign during British Science Week that aims to inspire secondary school teachers and technicians to generate excitement and curiosity by running science demonstrations. In 2016, a record number of 655 teachers, technicians and science communicators pledged to take part. Post-event evaluation suggests this resulted in more than 100,000 young people across the UK participating.

Our longstanding interest in the supply and training of science teachers and school technicians continues. To better inform discussion about teacher retention, we commissioned the Institute of Fiscal Studies to partner with Cambridge University on economic analysis of the costs of recruiting, training and retaining a physics teacher. Their findings will be published shortly. We are also working with TeachVac, a school recruitment service, to collect data on schools' recruitment of teachers so we can build a picture of the number of vacancies, their locations and the pay offered for each role.



# 100,000

Post-event evaluation suggests that more than 100,000 young people across the UK participated in the British Science Association's Demo Day.



Opposite page: Two students from Melbourne Girls School show Sir John Holman a practical science experiment during his international visit.

Above: In 2016, 70,000 people visited the Big Bang Fair in Birmingham.

#### SUPPORTING A COHERENT NATIONAL SYSTEM OF STEM EDUCATION

We support a few national initiatives that aim to increase coordination and collaboration between the wide range of organisations and projects promoting STEM education, and improve communication between government and STEM communities on policy issues.

Our largest grant in this area helped to establish the National STEM Centre in York, which is central to the ambition of securing a more coherent national system of STEM education. The Centre is home to tens of thousands of curriculum resources, both physical and digital. Significant reorganisation of Myscience Ltd (the holding company of the Centre) over the last 18 months has brought a number of Gatsby-supported initiatives under one brand: STEM Learning Ltd. In August 2016 STEM Learning merged with STEMNET, which ran the STEM Ambassadors and STEM Clubs programmes we have supported for many years.

We have long advocated bringing together the numerous science and engineering competitions for school pupils under one umbrella, and have supported the 'Big Bang Fair', which seeks to do this, since its inception. In 2016, 70,000 people visited and over 90 per cent of young people reported they enjoyed the event.

Our work in championing good career guidance continues. In 2014 Sir John Holman's Good Career Guidance report for Gatsby was published. Two years since publication and its eight benchmarks for good practice have gained the necessary traction with key stakeholders to create much needed stability within this historically fractured system. The benchmarks have been widely accepted across government, schools and education organisations. We now want to ensure that all schools understand the value of using the benchmarks to structure their career guidance, and are able and supported to do so.

We are undertaking a pilot in the North East with the Local Enterprise Partnership to demonstrate how schools and colleges from different starting points can reach the benchmarks. The pilot started in September 2015 and the intensive activity will take place until summer 2017. An evaluation will run for a further two years until summer 2019 to capture the impact of changes. Models of good practice are already emerging and we will be sharing these across the UK over the next three years.

One early finding from the pilot in the North East is the usefulness of the benchmarks as an auditing tool for schools to report on their own career guidance provision. We have consequently teamed up with the new Careers and Enterprise Company, with input from Teach First, to develop an online tool for all schools to assess and monitor their own career guidance against the benchmarks. The tool was launched earlier in 2016, and enhancements will continue throughout 2017.

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# AFRICA

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## ACCELERATING INCLUSIVE AND RESILIENT GROWTH IN EAST AFRICA

Gatsby has worked in Africa since 1985. We are currently focused on accelerating inclusive and resilient growth in East Africa by demonstrating how key sectors – such as cotton in Tanzania – can be transformed.

We fund and implement programmes, bringing together local and international experts, benchmarking competitiveness, analysing underlying constraints, and supporting stakeholders to tackle both immediate barriers to growth and long-term structural challenges. Ultimately we aim to help build competitive, inclusive and resilient sectors. Resilient sectors have the institutions, incentives and capabilities in place to dynamically adapt to new challenges and opportunities and ensure continued, long-term growth – free of external support.

Beyond directly implementing programmes, we are also building local institutions dedicated to sector transformation, and synthesising and sharing lessons from our own work and that of others. In this way we hope to contribute to broader efforts in East Africa by governments and others seeking to transform key sectors and accelerate growth that will create jobs and raise incomes above poverty levels for the wider population for the long-term.

You can find more information on our programmes on our website. Some notable developments in 2015/16 are highlighted here.

## CLARIFYING OUR STRATEGY AND ENSURING WE CAN DELIVER ON OUR AMBITIONS

There is no shortage of organisations attempting to stimulate growth and reduce poverty in East Africa. During 2015 we underwent a process to clarify the specific value that Gatsby can offer, setting out our individual mission in the region and what we need to do to achieve it.

We are a private foundation and funder-implementer with a long history in the region and strong local networks. David Sainsbury has encouraged a long-term outlook and politically pragmatic approach. This combination of characteristics brings an independence and autonomy that is relatively rare, and means our unique value is not about our financial support. It is more about our ability to partner with government and the private sector to think through and implement a holistic, long-term, pragmatic approach to transforming sectors – taking calculated risks, adapting interventions as we learn what works over time, doggedly overcoming challenges, demonstrating innovative approaches and sharing our learning with others so they can apply it at scale.

We aim to achieve our mission through three strategic objectives:

- 1) Transforming key sectors by directly implementing ambitious programmes in partnership with others.
- 2) Contributing to a greater capacity and intent within East Africa to develop competitive, inclusive and resilient sectors, including by building local institutions dedicated to sector transformation.
- 3) Synthesising and sharing lessons from our own programmes and those of others to enable their application at scale in different contexts.

This is a highly ambitious mission, especially considering that before 2008 we were not an implementing organisation, instead funding other organisations to run projects. We have evolved significantly since then, and our strategic review process also assessed how we need to evolve further so we can achieve our objectives.

Part of this has involved setting up 'Gatsby Africa' as a charitable company limited by guarantee, with the ongoing establishment of company branches in both Kenya and Tanzania. This allows us to operate flexibly over East Africa, ensures greater transparency and more effective oversight, and makes certain we are fulfilling our responsibilities to the 110+ staff now employed on our programmes.

Further recruitment is under way along with significant work to develop the systems and processes we need to manage our rapid growth and to fully support staff as they work together to achieve our mission.

Opposite page: We have partnered with the UK's Department for International Development to create the Forestry Development Trust, dedicated to transforming the Tanzanian forestry sector.

Below: We are partnering with The Wood Foundation and stakeholders in the Tanzanian tea sector to increase productivity, quality and returns to farmers.



## BUILDING EAST AFRICA'S INDUSTRIES OF THE FUTURE

Gatsby and the UK's Department for International Development are partnering to create a highly ambitious new industry development organisation for East Africa – Msingi.

Msingi will identify high-potential industries and catalyse their growth by supporting pioneer firms on technology transfer, management capability building, and securing investment. It will complement this with wider support to industries' competitiveness, for example by disseminating technology demonstrated by a pioneer firm, catalysing improvements to key industry infrastructure, or building the capacity of industry-led associations. Over the longer-term Msingi also aims to support improvements in overall innovation systems in East Africa.

Ultimately, Msingi seeks to generate a step-change in competitiveness and innovation, driving significant structural transformation and growth that benefits low-income sections of society.

The team developing Msingi have made strong progress over 2015/16. We are especially delighted that hugely experienced Tanzanian businessman and philanthropist Ali A. Mufuruki has become Msingi's first chair. Ali is owner, chair and CEO of Infotech Investment Group – a family business with operations in multiple industries across Africa and Europe. In 2002 he co-founded the Africa Leadership Initiative and he is also co-founder and chair of the policy dialogue forum the CEO Roundtable of Tanzania. He has extensive experience as a chair and board member of companies and initiatives across the region and internationally.

This year Msingi also launched its first programme, which will aim to transform the aquaculture industry, focusing initially on Kenya and Uganda. Aquaculture has come through a detailed selection process, and is seen as an ideal industry to test and refine key elements of Msingi's strategy in its first years.

There is large and growing demand for fish within the region, plus proven technology that could be applied locally for significant gains. There are also a number of potential private sector partners to tackle the key industry bottlenecks, which include the lack of hatcheries providing good quality, disease-resistant fingerlings; and the limited availability of competitively priced feed that meets international quality standards.

## SUPPORTING ECONOMIC TRANSFORMATION IN TANZANIA

History shows governments have crucial roles to play in stimulating inclusive and resilient economic growth. Government needs to provide the necessary investment environment, regulation, oversight and effective governance of markets to create the right conditions for dynamic private sector innovation and growth that benefits the wider population.

This is why we aim to partner with both government and the private sector to transform sectors, and to adopt a pragmatic approach which recognises the enormous competing pressures on government and individual politicians.

In Tanzania, elections in October 2015 saw John Pombe Magufuli of the Chama Cha Mapinduzi party winning the Presidency. Given the vital role of government and the fact that the majority of our portfolio is in Tanzania – with programmes in the cotton, textiles, forestry and tea sectors – this year we have devoted considerable efforts to briefing the new administration and understanding their priorities.

Our oldest sector programme – in Tanzanian cotton – began following discussions between Gatsby founder David Sainsbury and then-President Jakaya Kikwete in 2007. We are working with the Tanzania Cotton Board to establish the necessary institutional arrangements and supportive markets to ensure more than 350,000 farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality. Progress throughout the years has been erratic due to the volatile market conditions in Tanzania, emphasising the importance of a long-term outlook and flexible approach. If the new government can take the necessary but hugely politically-challenging steps, then more than 600,000 people could be lifted out of poverty.



Building on our work in cotton, we have set-up the Textiles Development Unit in Tanzania's Ministry of Trade. The Unit is aiming to facilitate the development of the required infrastructure, business environment and skills to encourage greater investment in textiles and garments manufacturing in Tanzania, ultimately aiming to increase value addition in-country and create thousands of jobs. This year has seen substantial commitment to these aims from the government, with a new director of the Unit leading a process to refresh the sector strategy and work closely with the government to increase its impact.

Similarly, a new director for the Forestry Development Trust has led on developing a new strategy that aims to build on the momentum established through three years' work in the forestry sector, especially in bringing in new planting material more suited to local growing conditions and higher value end markets. The Trust is responding to positive changes in the Ministry responsible for forestry, in the private sector, and in wood-product markets to step back from the direct delivery of services, instead focusing on a facilitative role encouraging stakeholders to deliver services themselves, shift operating models and realise new opportunities.

Our work with The Wood Foundation in Tanzania's tea sector has also seen considerable progress over the past year, particularly in helping facilitate a major greenfield investment by Unilever in the Southern Highlands. We are setting up a smallholder service company to ensure both a reliable supply of quality greenleaf to a new factory and that Unilever's investment benefits smallholder farmers, contributing to wider poverty alleviation in the region.



#### PROMOTING ECONOMIC DEVELOPMENT IN MOZAMBIQUE

We support the investment company AQUIFER to catalyse economic and social development and relieve poverty in Mozambique by creating sustainable agri-businesses. AQUIFER aims to encourage greater private sector investment in Mozambican agriculture by pioneering business models, demonstrating opportunities and sharing lessons.

AQUIFER has a 100 per cent shareholding in Grupo Mozfoods S.A. and its main subsidiary Companhia do Vandúzi, which grows, sells and exports fresh produce. Vandúzi operates in Manica province and now employs more than 1,800 people and works with 750 out-growers.

Since Vandúzi's foundation in 2004 it has made significant progress on rehabilitating farm infrastructure, improving agronomy, establishing better on-farm protocols, reducing both direct and indirect overheads and developing both new high value products and new markets for the business.

This has seen Vandúzi become Mozambique's largest exporter of fresh produce, specialising in exporting exotic vegetables to European and South African retail markets. At peak production it has had a 33 per cent share of the UK market in its products. Vandúzi has undoubtedly revitalised the local economy and has become Mozambique's biggest taxpayer.

The company operates in a challenging environment, facing significant risks in terms of climate, pests and disease, and fluctuating political stability. Despite this, sustainable profitability should be achieved in 2017. As of 2016, we have begun exploring sustainable options for Vandúzi's future.

# 350,000

We are working in the Tanzanian cotton sector to ensure more than 350,000 farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality.

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# PUBLIC POLICY

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## SUPPORTING INDEPENDENT RESEARCH ORGANISATIONS WHICH PROVIDE EVIDENCE-BASED ADVICE TO POLICY-MAKERS

Our grant-making in public policy focuses on three organisations – the Institute for Government; the Centre for Cities; and the Centre for Science, Technology & Innovation Policy.

During David Sainsbury's time as the UK's Minister of Science and Innovation from 1998 to 2006, he came to feel politicians and civil servants' attempts to deliver change and best serve the public were being frustrated by outdated and inefficient processes surrounding government.

While some reform of this machinery was possible within government, David Sainsbury felt impartial, independent organisations would be best placed to keep such reform on the agenda on a continuing basis. Therefore, after

leaving office he set up a charity called the Institute for Government to provide evidence-based advice and practical suggestions to promote more effective government.

The Institute shares a philosophy with another independent think tank founded by David Sainsbury, the Centre for Cities, which looks to help Britain's cities improve their economic performance.

Gatsby also supports the Centre for Science, Technology & Innovation Policy, based at Cambridge University's Institute for Manufacturing. The Centre's research projects are designed to fulfil the evidence needs of policy-makers charged with developing the UK's national innovation system.

## INSTITUTE FOR GOVERNMENT

The Institute for Government works with the main political parties in Westminster, senior civil servants in Whitehall, and officials and politicians in the rest of the UK to promote more effective government. It provides impartial, evidence-based advice and training, drawing on best practice and research in government, universities and business from around the world.

Following the UK's vote to leave the European Union in June 2016, the Institute launched a major programme of work and events examining the negotiations, the UK's future relationship with the EU and the impact of Brexit on the UK's own union. The Institute also continues to monitor the referendum's effects on existing government policies and projects.

In November 2015 the Institute launched its 'Ministers Reflect' archive – transcripts of interviews with former ministers on what it takes to be an effective government minister, the challenges they face, and what more can be done to support them. The initial focus on the coalition government of 2010–15 includes interviews with Ken Clarke, Vince Cable and Andrew Mitchell. The Institute is now interviewing key ministers in the previous Labour government for publication in 2016. Other publications included the 'Whitehall Monitor Annual Report' (a data-driven analysis of 5 years of coalition government), plus reports on how failure in public services can be avoided, and on how to join up and share best practice in public services.

The Institute also ran events series – including 'Public Service Markets' and 'Government and Regulation' – and hosted many keynote events with speakers including Cabinet Secretary and Head of the Civil Service Jeremy Heywood; Comptroller & Auditor General Amyas Morse; and senior judge Lady Justice Hallett.

## CENTRE FOR SCIENCE, TECHNOLOGY & INNOVATION POLICY

The Centre for Science, Technology & Innovation Policy (CSTI), based at Cambridge University's Institute for Manufacturing, carries out practical policy research exploring what makes national innovation systems effective at translating new science and engineering ideas into technologies, industries and economic wealth. An important focus of CSTI's recent research has been on the relationships between technology, manufacturing and sector policies.

In 2016 CSTI established a new knowledge transfer unit to translate evidence, insights and frameworks from academic activities into policy practice, including through policy advice and consulting; practitioner seminars and international workshops; international benchmarking studies; and executive training programmes.

Across the year CSTI produced a number of reports for policy-makers, including on regional innovation policy, international research collaboration in manufacturing engineering, and strategic university-industry R&D partnerships. CSTI also published academic articles on government technology foresight and the challenges of scaling up key disruptive technologies.

CSTI also hosted a number of international workshops. In Berlin in February CSTI brought together senior policy-makers and agency officials from the UK and Germany to share experiences and identify best practices in implementing innovation policies, focusing on the digitisation of manufacturing. CSTI has also hosted visits by a range of international policy organisations, including the Chinese Academy of Science & Technology for Development, and the Brazilian Ministry of Development & Trade.

## CENTRE FOR CITIES

The Centre for Cities is an independent research organisation committed to helping Britain's cities improve their economic performance by studying the drivers of success. The Centre produces practical research and policy advice for city leaders, government and businesses.

This year the Centre continued to build its reputation with a series of data-driven reports, including the flagship 'Cities Outlook' report, which explored data on welfare and wages to find more than half of UK cities are high welfare, low wage places; 'Urban Demographics', which used city-by-city polling and census data to understand why people live where they do in cities; and 'Beyond Business Rates', which explored options for fiscal devolution following the announcement that local authorities would get to keep 100 per cent of their business rates. The Centre followed this with new data on how all tax is raised and spent in cities, showing that over ten years the gap of tax intake between London and other cities has widened, and in 2014/15 London contributed as much as 30 per cent of the UK's whole intake.

Other publications included 'Building the Northern Powerhouse', comparing government proposals in the UK with examples from the Rhine-Ruhr and Randstad regions of Germany and the Netherlands, and 'Fast Growth Cities', exploring how five smaller, but faster-growing UK cities are contributing to the economy and could partner on different initiatives.

This year the Centre also launched its 'Getting Ready for Mayors' programme, beginning with a short report setting out ten lessons for the new Mayor of London. In addition, the Centre commissioned public polling and held events in five city regions electing metro mayors in May 2017 in order to discuss and debate what candidates' priorities should be.



Opposite page: Oxford was one of five cities featured in CfC's 'Fast Growth Cities' report. Credit: Anton Ivanov.

Left: Lady Justice Hallett and Richard Heaton at IfG.

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## THE ARTS

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### SUPPORTING THE FABRIC AND PROGRAMMING OF ARTS INSTITUTIONS THAT HAVE LONG RELATIONSHIPS WITH GATSBY'S FOUNDING FAMILY

David Sainsbury's parents, Robert and Lisa, began building their art collection in the 1930s. They rapidly became two of the UK's leading patrons of the arts, particularly notable for their championing and support of emerging artists – including Francis Bacon, Henry Moore and Alberto Giacometti. In 1973 they gifted to the University of East Anglia (UEA) their collection of several hundred paintings, drawings and sculptures from around the world to be housed in a new building - the Sainsbury Centre for Visual Arts (SCVA) - which was designed by Norman Foster and funded by Gatsby.

We continue to support SCVA and other arts institutions founded by Robert and Lisa at UEA. You can learn more about these on the Sainsbury Institute for Art website at [www.sifa.uea.ac.uk](http://www.sifa.uea.ac.uk).

We also support a small number of other organisations and initiatives we have long relationships with, as they seek ways to make inspiring art accessible to new generations. Some particular highlights from the last year follow.

## ROYAL SHAKESPEARE COMPANY – THE OTHER PLACE

This year saw completion of the reinstatement and reimagining of the RSC's iconic studio theatre, The Other Place. Gatsby and several other organisations contributed to the redevelopment, which involved a 12-month building project on the banks of the River Avon in Stratford-upon-Avon.

The Other Place began life as a tin shed rehearsal room before being converted in 1974 into a studio space for adventurous work by contemporary writers, housing many landmark productions with actors including Judi Dench, Ian McKellen and Helen Mirren. It closed in 2006 during the Royal Shakespeare Theatre's transformation.

The new Other Place includes a 200-seat flexible studio theatre, two rehearsal rooms, a café bar, and a new home for the RSC's Costume Store containing more than 40,000 costume items created for productions over the past decades, and open to the public for the first time ever through the 'From Page to Stage' theatre tour.

The Other Place has been designed as a creative hub to encourage learning and experimentation, providing a space for research and development and training for artists. Local amateur groups will be able to use the theatre for rehearsals and performances, and the venue will provide additional performance space for the RSC's work with young people and the local community.



Gatsby's support for the project has been recognised through the naming of one of the new rehearsal rooms as The Gatsby Charitable Foundation Rehearsal Room. The new café bar, Susie's, is named after Susie Sainsbury to thank her for championing the project.

The studio theatre will be a festival venue for RSC productions. From July to August 2016 it held its first festival of new plays. The Making Mischief Festival featured writing from four playwrights responding to the question 'What is unsayable in the 21st Century?'

Opposite page: Chamber Orchestra of Europe.

— Above: Rehearsal of King Lear at The Other Place.

— Below: The RSC's Costume Store at The Other Place.

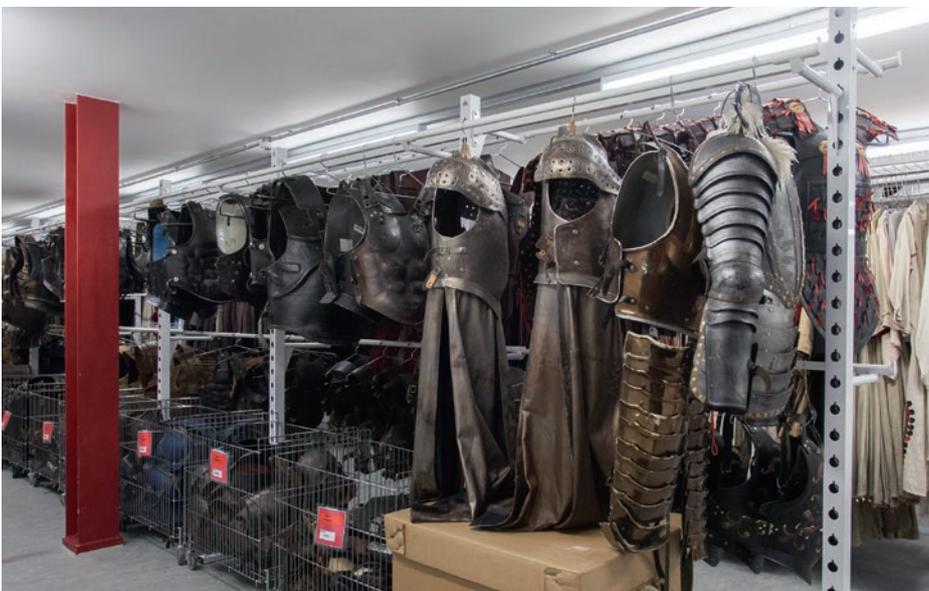
## CHAMBER ORCHESTRA OF EUROPE

We continue to support the acclaimed Chamber Orchestra of Europe, which brings together about 60 musicians from Europe, all with parallel careers as international soloists, national orchestra Leaders and Principals, and tutors and professors.

Highlights from the year included concerts at the Turku Music Festival, the Lucerne Festival, the BBC Proms and the Salzburg Festival with conductors and soloists including Sakari Oramo, Anu Komsis, Maria João Pires, Isabelle Faust, Leonidas Kavakos, Anu Tali, Alisa Weilerstein, Mirga Gražinytė-Tyla, Yulianna Avdeeva, Bernard Haitink, and Yannick Nézet-Séguin.

The orchestra celebrated its 35th anniversary with a private concert featuring Sir András Schiff as pianist and conductor at St John's Smith Square in May. Other significant projects included a Schumann cycle with Bernard Haitink, Isabelle Faust, Gautier Capuçon and Murray Perahia in Amsterdam, Lugano and Vienna, and the performance and recording of the Mendelssohn symphonies at the Paris Philharmonie with Yannick Nézet-Séguin.

The orchestra also undertook a number of European tours with world-class artists such as Leonidas Kavakos, Robin Ticciati, Alina Ibragimova, Vladimir Jurowski, Patricia Kopatchinskaya, Sir Antonio Pappano and François Leleux.



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