charitytimes

May 2019

Leadership:

CEO-trustee relationship
A new report has revealed many CEOs are overworked, highlighting the need for trustees to step up.

Technology:

GDPR
A year on, how have charities adapted to the new data protection rules, and what more needs to be done?

Roundtable:

Property
Property and charity experts explore what makes good strategies in uncertain times.

Interview:

Judith Moran
The CEO of Quaker Social Action on the importance of remaining optimistic and the need for greater assertion.

Saving our planet

Humankind is running out of time to reverse its damage to the climate and it's time for charities to play their part.

www.charitytimes.com

CHARITY PROPERTY ROUNDTABLE
Creating strategies in uncertain times

Plus:

Sector and investment columns

News

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PERSPECTIVE PUBLISHING

Taking the time to care

Television isn't good for much, but for me, there are two things it can be great for: mindfulness – I'm not ashamed to call Masterchef a form of mindfulness after a busy day at work – and gaining a little perspective.

As we put this issue of *Charity Times* to bed, I've just spent the past week binge-watching the BBC's Race Across the World – a documentary series that challenges pairs of British people to race from London to Singapore, without taking any flights and with nothing but £2,000 in cash.

What was perhaps most gripping about the series was not the race in itself, but the footage and insights into parts of the world we often miss when flying to far-flung destinations; Kazakhstan, Uzbekistan, Azerbaijan, and remote parts of China were just some of the most beautiful, yet underrated pit stops.

While there's fun in binge-watching television like this, it can also help to put things into perspective. In this instance, I realised how we often get so caught up in reaching the end goal that we forget to pay attention to all of the equally important things along the way.

And that's exactly what this issue is all about. On p.25, we explore the CEO/trustee relationship, looking at where the duty of care lies with regards to the wellbeing of CEOs. Following a report from ACEVO in March, which highlighted how many chief executives are overworked and underpaid, our feature acts as a stark reminder to trustees to ensure they remember to care for their CEOs in the process of caring for beneficiaries.

Meanwhile, our property focus (p.39) looks at the importance of taking the time to carefully plan and document property transactions to ensure the purchase of a property never acts to the detriment of the charity's overall goal.

And finally, our cover story focuses on charities' role in the climate change emergency, and explores some of the small – but mightly important – every day changes that leaders can make to ensure their organisations are playing their part in preventing global warming.

Charitable missions are vital, and it's important they are achieved, but we musn't forget to take the time to care about everything in between; whether it's in the form of documentation and planning; the wellbeing of our leaders, or, perhaps more importantly, the future of this incredible planet.

Lauren Weymouth, Editor

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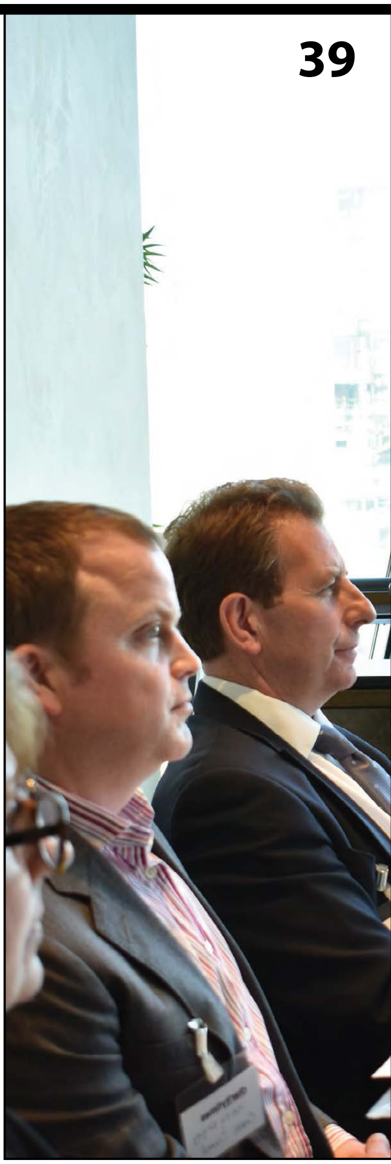

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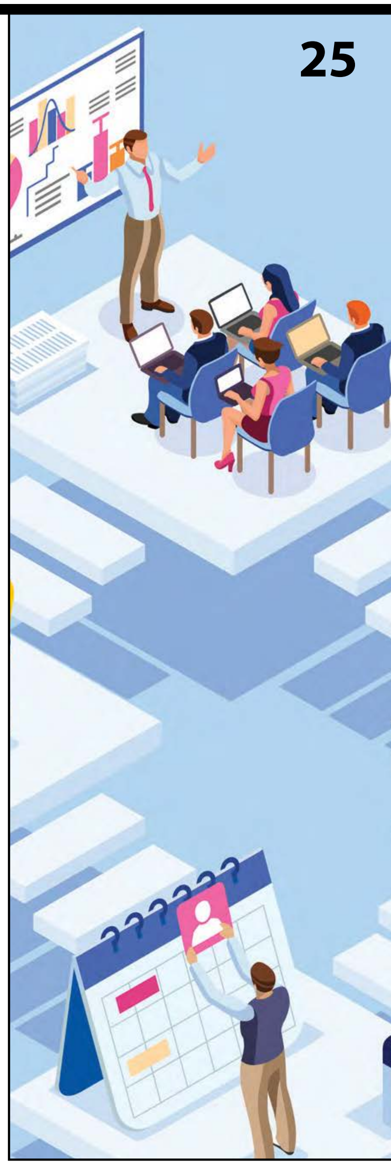

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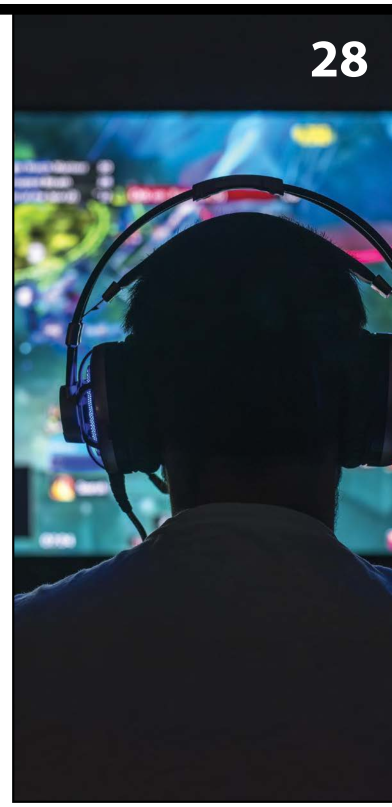


Technology

in brief

REGULATOR PUBLISHES GUIDANCE FOR CHARITIES LINKED TO NON-CHARITABLE ORGANISATIONS

The Charity Commission has published new guidance for charities, urging them to ensure any close relationships with non-charitable organisations are made clear to the public. It comes amid concerns that some relationships between charities and non-charities have damaged public confidence in charity, the regulator said. Charities are being told to ensure people outside of their charity understand the relationship with non-charitable organisations is not used to advance non-charitable agendas and interests.

TRUSTEE REMOVED FROM CHARITY AND £13M DISTRIBUTED TO OTHER CHARITIES

A former charity chair has been disqualified and over £13m has been distributed to charities following a Charity Commission inquiry into a children's charity. The Commission opened a statutory inquiry into Relief for Distressed Children and Young People in 2006 after concerns were raised about its management and administration. On opening the inquiry, the Commission took protective action to freeze access to £13.8m held across three bank accounts in the charity's name, which it has now distributed to other poverty-relief charities.

81% OF FUNDRAISING COMPLAINTS BREACH CODE OF PRACTICE, REGULATOR FINDS

An overwhelming majority of complaints made to the Fundraising Regulator breach the Fundraising Code of Practice, the watchdog has revealed. In its latest C*omplaints Report*, which is based on 78 investigations between 1 April 2017 and 31 August 2018, the regulator found 63 of the cases constituted a breach of the standards expected of charities in the UK. According to the annual report, the most common type of breaches were about general principles and complaints, third party fundraisers and personal data.

JUSTGIVING SCRAPS 5% FEE FOR UK CHARITIES

JustGiving has scrapped its 5 per cent fee for charities in the UK, in the company's biggest model shake-up since inception. The online giving platform will be completely free for UK charities and will instead rely on voluntary contributions from donors to support the operation of the platform - a move designed to increase choice for donors and income for charities. JustGiving's decision follows the removal of platform fees for all crowdfunding, disasters and major incidents, which JustGiving announced in October last year.

WALES NEEDS ITS OWN CHARITY REGULATOR, SAYS JOE SAXTON

Wales needs a charity regulator of its own because the Charity Commission 'does not serve Wales well', charity consultant Joe Saxton has said. Saxton said charity regulation should not be tied to English needs and should reflect the individual needs of Welsh charities."The geography, economy, culture, and demographics of Wales combine to mean the political, regulatory and legal solutions that work for England won't necessarily be the best for Wales," he said.

> *"Charities must be prepared to start asking some 'tough' questions about the social media platforms they are using and whether they ethically align with the charity's goals."*

TRUSTEE DISQUALIFIED OVER 'OFFENSIVE' SOCIAL MEDIA CONTENT

A trustee of the Ghulam Mustafa Trust has been disqualified after posting 'offensive' content on social media, the Charity Commission has revealed. The regulator published the findings from its investigation into the charity, which found its former trustees were responsible for a series of failings, resulting in misconduct and mismanagement of the charity. The charity, which sought the prevention of poverty or financial hardship in Pakistan and was dissolved in February 2018, was probed by the regulator after complaints were made about a video posted on the charity's social media.

WOMAN JAILED FOR DEFRAUDING HER CHARITY OF £85K

A former events manager at Yorkshire Cancer Research has been jailed for more than four years for defrauding the charity of over £85k by pretending to have cancer. According to *The Guardian*, 42-year old Patricia

Robertshaw was sentenced by a judge who claimed she had "shown no shame" in pretending to have radiotherapy to earn three months' sick pay from the organisation. During the period in which she was signed off work, Robertshaw applied for other jobs using fake degree certificates, which she had also used when applying for her job at Yorkshire Cancer Research.

PROJECT LAUNCHES TO 'REBALANCE RELATIONSHIP' BETWEEN LARGE AND SMALL CHARITIES

Sector bodies have come together to launch a new project, designed to rebalance the relationship between large and small charities in public services. The NCVO, ACEVO and Lloyds Bank Foundation for England and Wales plan to explore how voluntary organisations of different sizes can work better together in bidding for and delivering public services. It follows concerns that smaller organisations are being 'squeezed out' of public service delivery, in part by practices of larger organisations, as well as by commissioning and procurement processes.

CHARITIES WARNED TO START ASKING 'UNCOMFORTABLE' QUESTIONS ABOUT ETHICS OF SOCIAL MEDIA PLATFORMS

Charities need to start asking themselves 'uncomfortable' questions about the ethics of social media platforms such as Facebook and Pinterest, digital expert Zoe Amar has warned. Speaking to the audience of the WCVA's gofod3 conference in Cardiff, Amar said charities must be prepared to start asking some 'tough' questions about the platforms they are using 'in the here and now', and whether they ethically align with their goals as an organisation. "Companies like Facebook are already using incredibly sophisticated technology. The algorithms that they, and other companies, such as Pinterest, use can form opinion for good or bad," Amar told delegates.

THE THIRD SECTOR NEEDS A 'REVOLUTION' TO BE FIT FOR 21ST CENTURY, ACTIVIST WARNS

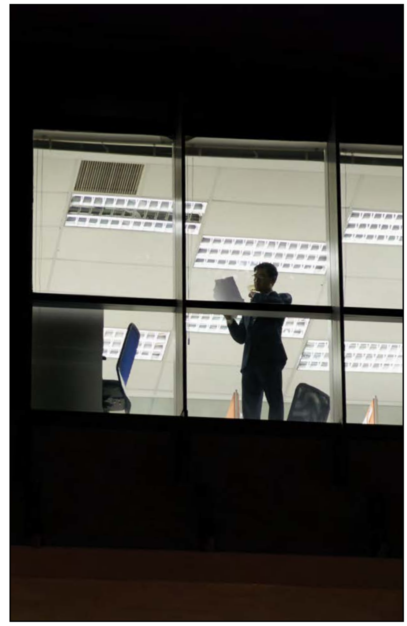
There must be a revolution in the charity sector to ensure it is fit for the 21st Century, feminist activist Esuantsiwa Jane Goldsmith has said. Speaking at ICSA: The Governance Institute's annual Charity Governance Conference, Goldsmith, who is the director of Anona Development Consultancy, claimed "business as usual won't do anymore". "We are doing our best; but is it fit for the 21st Century?" she told delegates. Goldsmith urged boards to be diverse and more inclusive, as well as participatory and active. She said added value and shared leadership are also essential is the sector is to improve.

SAMARITANS UNDERGOES RE-BRAND

Samaritans has undergone a re-brand, including a new website, in the aim of attracting a wider audience. The new branding was launched on 19 March, coinciding with the launch of a new website and campaign. Samaritans claims the branding is designed to attract a younger audience in particular.
It includes an updated logo, which includes subtle 'nothces' inspired by the focus on human connection, and will remain green, which is "symbolic of positivity and hope".

MANY CHARITY CEOS OVERWORKED; TRUSTEES MUST TAKE DUTY OF CARE SERIOUSLY, ACEVO SAYS

Charity chief executives work an average of three months a year for free, a new ACEVO survey has revealed. The *ACEVO annual Pay and Equalities Survey* 2019 has



revealed CEOs work on average 10 additional hours per week, equivalent to around three months a year. ACEVO chief executive Vicky Browning claims this can "seriously impact wellbeing and even lead to burnout", highlighting the need for trustees to ensure they take seriously their duty of care to the CEO as well as to beneficiaries. Read more on p.25.

DIVERSITY 'ACCESS FUND' LAUNCHED TO PROVIDE BURSARIES FOR IOF CONVENTION

The Institute of Fundraising has launched a new diversity 'access fund', which is designed to raise £10,000 to fund bursaries for the Fundraising Convention in July. The fund aims to enable a diverse range of fundraisers to develop their skills and experience by providing bursaries for individuals to attend the IoF event, which is held at the Barbican in London. The IoF will invite fundraisers who self-identify as BAME (Black, Asian or from a Minority Ethnic background), LGBT+, or disabled to apply from 2 April 2019.To donate, visit: www.justgiving.com/campaign/accessfund.

Investigations launched into sexual harassment and bullying in sector

THE INSTITUTE OF FUNDRAISING IS SETTING UP A TASKFORCE ON SEXUAL HARASSMENT, WHILE ACEVO AND THE CENTRE FOR MENTAL HEALTH ARE EXPLORING WORKPLACE BULLYING IN CHARITY LEADERSHIP

The Institute of Fundraising is setting up a taskforce on sexual harassment in fundraising to inform a sector-wide approach to tackling harassment within the fundraising community.

The announcement follows widespread concern among the sector about the amount of sexual harassment experienced by fundraisers, most of which goes unreported.

In a statement issued by the Institute, it said the taskforce will be led by IoF trustees Claire Rowney and Isobel Michael, who will be joined by an HR and a legal expert.

The taskforce will also look at how to strengthen the IoF’s Code of Conduct and existing complaints policy to ensure they are fit for purpose and provide an ‘open and safe space’ for people to report complaints.

“There is no place for sexual or any other form of harassment within our fundraising community. We have been listening to the recent anonymous testimonials of sexual harassment in the fundraising sector collected by Ruby Bayley-Pratt,” IoF chair Amanda Bringans said.

“We want to actively encourage people to come forward and report complaints if they have experienced sexual harassment by a member of the Institute or at an Institute event, no matter when that incident happened. Those incidents will be investigated fully, even if the person complained of resigns their membership of the Institute.

“We expect our member organisations to tackle sexual harassment in the workplace, to create an environment for fundraisers to share their experiences and to protect those who are affected. Harassment will not be tolerated, no matter whether this comes from an employee, board member, a beneficiary or a charity’s most important donor.

“Fundraising is a profession for everyone. We do brilliant things that raise vital funds for good causes. All this should be done in a safe and respectful environment. We will work to clamp down on unacceptable behaviour and ensure our fundraising community is a safe space for everyone."

In March this year, charity leaders’ membership body ACEVO and the Centre for Mental Health also partnered to clamp down on abusive behaviour within the charity sector.

The project, *Leading safe cultures: eliminating workplace bullying in charity leadership*, aims to understand the conditions in which bullying occurs in the charity sector, its effects on individuals and why bullying can continue for significant periods of time unchecked.

It has been funded by the Department for Digital, Culture, Media and Sport as part of a wider programme called ‘Protecting people from harm’, which was launched in response to reports of sexual exploitation within the third sector last year.

The project calls for people who feel able to share their experiences to complete a confidential online questionnaire, and are also seeking to conduct in-depth interviews with individuals who have experienced bullying in the sector.

It will focus on bullying that has taken place within the last five years, with a specific focus on the role of leadership and culture in bullying behaviour.

“Bullying unfortunately occurs in all kinds of workplaces; it is not a problem specific to the charity sector,” ACEVO chief executive Vicky Browning said.

“However, in order to address it effectively within our sector we need to shine a light on it. This self-reflection will not always be comfortable but it is necessary to build a stronger sector, and more importantly to ensure the wellbeing of the staff and volunteers without whom charities would be unable to achieve their mission."

Centre for Mental Health CEO Sarah Hughes added that bullying in any setting is a "major cause of poor mental health", but can also drastically undermine an organisation’s overall performance.

"Facing up to this sensitive topic is essential to support charities to prevent and tackle bullying at work in what are often difficult circumstances," she said.

You can respond to the survey by visiting: acevo.org.uk/policy-and-research/leading-safe-cultures. ▪

Diary dates 2019

The latest events occurring across the charity sector

THE FUTURE OF CHARITY LEADERSHIP
2 May 2019
The Waldorf Hilton, London
The Charity Times Annual Conference returns in 2019, at a time when charity leaders are busy adapting to a rapid pace of change. Expectations around digital are increasing, while donors are looking for charities to showcase their impact on climate change. Furthermore, public trust is in drastic need of attention and leaders are required to step up or risk falling behind. Join us to explore what the future has in store for charity leadership.
charitytimes.com/conference

BETTER SOCIETY AWARDS
23 May 2019
London Marriott Hotel, London
The Better Society Awards recognise the work that corporates and not-for-profit organisations are doing to help shape our world – whether it be in the environment, social wellbeing, rights or finance. Now in its fifth year, the award ceremony celebrates the best work from single organisations, partnerships and groups who can say that they have improved the way in which things are done and benefitted society. Entries have now closed, but you can still register your interest using the link below.
bettersociety.net/awards

CHARITY TIMES AWARDS 2019
2 October 2019
Park Plaza Hotel, London
Now in their 20th year, the Charity Times Awards are free to enter and reward excellence across almost 30 categories. The best individual charities will be recognised, alongside specific areas including community involvement, corporate partnerships, fundraising, campaigning, use of technology, and many more. Shortlisted entries will be evaluated by an independent expert judging panel, and the winners announced at a black tie ceremony on 2 October 2019.
charitytimes.com/awards

Not to miss...

CFG ANNUAL CONFERENCE
16 May 2019
Queen Elizabeth II Conference Centre, London
cfg.org.uk/ac19

IOF FUNDRAISING CONVENTION
1-3 July 2019
The Barbican, London
fundraisingconvention.uk

CHARITY PROPERTY ROUNDTABLE
19 June 2019
London
charitytimes.com/roundtables

CHARITY INVESTOR’S FORUM ON CLIMATE CHANGE
July 2019: date TBC
London
charitytimes.com

If you have any charity events to promote please contact linda.libetta@charitytimes.com

People on the move...

The latest appointments from around the charity sector

If you have any appointments to announce please contact lauren.weymouth@charitytimes.com

DUKE OF WESTMINSTER

The Duke of Westminster has been appointed as president of national educational charity **The Country Trust**. As president, he will work closely with the organisation to support its vision to bring an understanding of food and the countryside to disadvantaged children. He has a strong interest in agriculture and the environment since his own childhood.

KATIE MORRISON

Global children's charity **Plan International UK** has appointed Katie Morrison as its new director of communications, campaigns and UK programmes. She joins the organisation from Great Ormond Street Hospital and Charity, where she was deputy director of communications, providing strategic comms leadership.

TERRY DUDDY

Catch22 has appointed Terry Duddy to lead its trustee board. Duddy succeeds Jim McKenna, who has led the organisation for 11 years. He is currently interim-chairman of Debenhams Plc and a non- executive director of Majid Al Futtaim Properties and GEMS Education. Previously, he was chief executive of Home Retail Group Plc.

FEDERICO MOSCOGIURI

Federico Moscogiuri has been appointed as interim CEO of the Faculty of Sexual and Reproductive Healthcare. Prior to this, he was CEO of the Resuscitation Council and the Arthritis and Musculoskeletal Alliance. Federico has extensive experience of working in the voluntary sector, including 10 years in the health and care sector.

JENNI ANDERSON

The Invictus Games Foundation has appointed Jenni Anderson as development director. Anderson joins the Invictus Games Foundation from The Duke of Edinburgh's Award, where she was fundraising director for two years leading on philanthropy, partnerships and events. She has spent 16 years working in the not-for-profit and public sector.

SHERINE KRAUSE

Fight for Sight has appointed Sherine Krause as its new chief executive. Krause has worked for the charity over the last year and is currently the organisation's deputy chief executive and director of engagement. She has worked in the sector for 25 years and was previously director of fundraising and communications for charities including Freedom from Torture.

CARY JAMES

The World Hepatitis Alliance has appointed Cary James as its new chief executive. James brings decades of experience in public health programmes and health policy at the national and international levels. He has worked extensively in hepatitis and HIV response and has been a member of the leadership team at the UK's Terrence Higgins Trust.

DR DAVID MONTGOMERY

Dr David Montgomery has been appointed as executive director of research at men's health charity Prostate Cancer UK. Montgomery initially trained as a surgeon, where he spent a period of time in breast cancer research before moving to the pharmaceutical industry in 2008, where his focus remained in oncology.

MATT PARISH

LFC Foundation, the official charity of Liverpool FC, has appointed Matt Parish as its new director. Parish brings a wealth of experience; having worked across the football, community and sports development sectors for the past 20 years. His previous roles include director of education and inclusion at Burnley FC in the Community.

ANDY WARD

GroceryAid has appointed Andy Ward as finance director from. Ward has worked in a number of organisations and industry sectors in senior commercial and operational finance, audit and governance roles. These include EY, AT&T, T-Mobile, Compass Group, Gate Gourmet, Fulham Football Club, Alliance Boots and Christie's.

JAMIE VITTLES

CITY Community Trust has appointed Jamie Vittles as its new chief executive. He will step up from head of community. The charity has also appointed new trustees including Ross Morshead, Paul Goodes, Jemma Hodgkins and Nick Murray. They join existing trustees Cath Hill, Chris Gill, Martin Weiler, Graham Cridland, David Coard and chair, Julian Tagg.

Politics

"ANNOUNCEMENTS FROM THE CHANCELLOR TEND NOT TO DIRECTLY ADDRESS THE SECTOR – AND THIS YEAR, NAVIGATING THE IMPACT IS EVEN MORE DIFFICULT."

CARON BRADSHAW IS CHIEF EXECUTIVE OFFICER OF THE CHARITY FINANCE GROUP

Overshadowed by the twists and turns of Brexit, the Spring Statement occurred without the usual spotlight and debate. At the beginning of his statement, the Chancellor remarked that the Brexit vote "leaves a cloud of uncertainty over the economy". Somewhat of an understatement you'd be forgiven for thinking. So what was in it that is of note for charities?

Firstly, the economic crystal ball gazing from the OBR, which presumed the UK would undertake a smooth exit from the EU on the 29th March with a transition period until 2020, will certainly need some revision. Nonetheless, they do provide a useful guide to the direction of travel for public finances.

The OBR's economic and fiscal projections weren't fundamentally different to those from the 2018 Budget, but did offer a mixed judgement on the state of the public finances. The short-term growth forecast was down compared to the 2018 Budget, but due to better-than-expected tax receipts, the borrowing forecast has been revised down to pre-recession levels. Expectations were downgraded for growth in 2019 from 1.3% in the autumn budget to 1.2% and the new forecast predicts growth of 1.6% until 2022.

The Spring Statement also provided some clarity on the upcoming Spending Review. With preparations taking place prior to the summer, ready for the Autumn, it will give much greater clarity on the direction of government spending and will cover three years, setting out departmental spend limits. CFG will continue to make the case for a more generous settlement for local government in particular, as we believe that the sector has a critical role to play at a community level.

The Chancellor stated: "The progress we have made will be at risk if we cannot secure a smooth and orderly exit from the EU." He continued to make the case that there will be opportunities to increase departmental spending, but only if we leave the European Union with a deal in place. I should pause to stress that CFG believes a no deal exit would be catastrophic for the sector – partly because we understand the economic impacts could be so negative.

There were no specific announcements directly related to charities, but there were a number of more general announcements in the Chancellor's written ministerial statement that could be of interest to the sector. An extra £260 million for the Borderlands Growth Deal and clarity on the previously announced £60 million Transforming Cities Fund will be worth considering as opportunities for some in the sector.

Additionally, there was a mixed bag of announcements, which might impact the operating costs of charities included the Apprenticeship Levy, the remit of the Low Pay Commissions for 2019 and the publishing of the terms of reference for a review of the latest international evidence on minimum wages (reporting to HMT and BEIS).

One final area that could be of interest to charities is the call for evidence on the use of the Social Investment Tax Relief scheme to date, including why it has been used less than anticipated and what impact it has had on access to finance for social enterprises.

In addition, there was a call for evidence on potential simplification and improvement of the VAT Partial Exemption regime and the Capital Goods Scheme.

As has become the norm, announcements from the Chancellor tend not to directly address the sector – and this year, in the light of Brexit, navigating the impact is even more difficult. Although the shadow of Brexit casts significant uncertainty over this Spring Statement and the assumptions therein, it does offer a steer on the government's thinking and the opportunities that may be present for sector over the coming months.

If you want to know more, the CFG website contains our full briefing as a free resource and, if as we predict, there are changes arising from Brexit, we will seek to update the sector as things evolve. ■

Fundraising

"WE NEED TO ENSURE OUR ACTIVITIES DO NOT INADVERTENTLY DAMAGE OTHER ASPECTS OF OUR WORLD OR THE PEOPLE WE COME INTO CONTACT WITH"

Our members are committed to 'doing good' for the causes and communities they serve. As a result of the work of excellent fundraising, there is demonstrable impact on a myriad of issues – from funding research for diseases, to providing emergency relief, to delivering health and welfare support. All of this work to deliver specific positive impacts for the rest of the world.

But we need to ensure our activities do not inadvertently damage other aspects of our world or people we come into contact with.Essentially, how can we ensure that charities, no matter what their prime purpose, have a strong sense of social and environmental impact threaded through everything we do?

Charities have a broader role to play in tackling wider issues; social justice, inequality and climate change. The challenge is to balance a wider focus, and their potential costs, against focusing on our specific causes.

Social impact

The natural place to start is by looking at how we treat our own staff and volunteers. This is something the IoF is continually working on. These are the sorts of questions we have been asking ourselves and I encourage others to do the same;

- Have we stopped practices which continue todrive inequality, like unpaid internships?
- What is the pay ratio between the highest and lowest paid member of staff?
- Do we ensure all our staff and contractors are paid the Living Wage for their area?
- Are we sure we have pay policies that reward people equally? Is there a gender pay gap, and if so, what can we do about it?
- Do we recruit our staff through the local jobcentre, to ensure local people are given a chance to work for us?
- Do we pay all trustee and volunteer expenses?
- Does the demographic make-up of our team reflect the local community?

As I hope many readers will know, the IoF has made a commitment to make the fundraising profession more equal, more diverse and more inclusive through our #ChangeCollective project. More diverse fundraising teams are better equipped to reach out to the full diversity of the communities we work in. Embracing equality, diversity and inclusion is not just the right thing to do from a social perspective, but it will also drive fundraising success. To put it simply; diverse teams make better decisions.

Environmental impact

Many of us take small environmentally friendly actions in our daily lives, like turning the tap off whilst brushing our teeth, methodically sorting out our recycling, cycling rather than using the car for short trips. But are we as committed to deal with our environmental impacts in our workplaces, which may have far bigger impacts? Again, I have to admit that at the IoF we are not always perfect. I still grimace when I see a plastic cup in a meeting or a computer left on overnight. But we are getting better, and have recently set up an internal Green Team to help drive further progress.

We've also produced a guide on environmentally friendly fundraising to help our members identify and minimise harmful actions and practices caused by our regular activities. These actions can be as simple as switching to reusable materials, or encouraging people to use public transport or cycle to events (anyone who knows me, will know I'm particularly keen on the latter).

Sustainable materials may not be something many fundraisers are already tuned in to, but there are great examples of charities choosing bio-degradable materials for charity challenge events or creating fundraising products from sustainable sources.

No matter our strategic objectives, we should be able to make a commitment to improving our social and environmental impacts, while at the same time continuing to focus on the delivery of our specific cause. And you never know, those initiatives may even help your cause. ■

PETER LEWIS IS CHIEF EXECUTIVE OF THE INSTITUTE OF FUNDRAISING

Equality

"THE HARD PART IS IN ASSESSING SKILLS AND SUITABILITY FOR A ROLE RATHER THAN HAND PICKING THOSE WE FEEL ARE NEEDY OF OUR WELL-INTENDED BENEVOLENCE"

GILLIAN MCKAY IS THE HEAD OF CHARITIES AND VOLUNTARY SECTOR AT THE ICAEW

We are currently, quite rightly, occupied with the issue of equality in the workplace. I am a firm believer in equal opportunity for all and that having the correct skills and aptitude for a role is entirely divorced from characteristics such as a person's race, sex, sexuality, age, marital status or disability.

I am equally aware of a growing appetite for further action to ensure women are placed in the higher rungs of employment. Our gender statistics show that women are less likely to occupy senior roles and consequently more likely to earn less than their male counterparts. The same is true of race and disability. One of the suggestions as to how this could be addressed is through positive discrimination when filling vacancies. I am not a fan of this suggestion as I do not believe it will result in what it sets out to achieve.

For a start, it works on the assumption that the lack of diversity is through the exercise of power in a downward direction; those on the rungs above own power and actively use it to suppress those below. Therefore, catapulting a few of the lucky ones from the lower rungs will break up the power base and allow for greater social mobility.

This only works if that, rather negative, analysis of power is correct. One of our contemporary philosophers, Michel Foucault, challenged that idea. To him, power works up as well as down and across. Power is imbedded in everything and gives everything meaning and people work very hard to maintain meaning and power. This is not to say there cannot be social change, but to recognise the benefits of power.

You could argue that some of the hardest elements within identity politics display this. That the status derived from maintaining a perceived victimhood is more beneficial and confers greater power than would exist through progressing mutual understanding.

On a practical level, my mistrust of positive discrimination policies comes from, and is limited to, my experience of having worked at an organisation which operated such a policy. In that environment, employees could be promoted or appointed either on their existing skills or on their potential to develop those skills.

There were several problems that arose from this. Firstly, that potential did not always materialise, leading to underperformance and mismanagement in the workplace. Secondly, although kept under wraps, it generated resentment. The resentment arose from the feeling that "in-groups" operated, of which membership was required to proceed up the ladder. Belief grew that opportunities were limited and that performance was not relevant to progress. Thirdly, an unintended consequence was that some employees were unsure whether they had been appointed based on skills or characteristics. This probably impacted on their ability to feel proud of their achievements and confident in their own skills and decision making. Quite the reverse of what the policy had been introduced to do.

It is also worth remembering that statistics are open to misinterpretation. For example, the majority of ICAEW members are male. However, analysis shows that in the over-50 age group, men are very much the majority, reaching over 90% in those aged 70 and above.

The statistics for members aged 40 and under show that women make up over 40% of membership. The discrepancy in the older age group is due to social factors that have now changed and what we are seeing is the timeline of the results. The majority of members may be male, but that does not mean as of today there is active discrimination.

I understand the appeal of positive discrimination as it seems a direct answer to a perceived inequality. However, I think the harder work is continuing to review how we assess skills and suitability for a role rather than hand picking those we feel are needy of our well-intended benevolence. ■

Property

"TALES EMERGE OF EXPIRED LEASES LOST IN THE BOWELS OF COUNCIL OFFICES, WITH CHARITIES LEFT IN LEGAL LIMBO, UNABLE TO MOVE OR IMPROVE."

It is a sunny day in south London and I am sitting at the back of an Ethical Property Foundation property workshop – one of 14 we are running across the UK as part of our National Programme for Property Education 2019.

Designed specifically for small voluntary groups, today's topic is 'negotiating and managing your lease' and today's group includes scout groups, cricket clubs, homeless shelters, art centres and community halls.

It is the third time I have sat in on this topic and I always learn things I wish I had known in my previous jobs as a CEO. What intrigues me is that issues around lease negotiation and management are the same, irrespective of size and turnover.

So, whether your turnover is six, seven or eight figures, the following applies: everything is negotiable; seek professional help *before* you sign; always budget for dilapidations well before the end of the lease; get permission from the landlord about altering premises, preferably before you sign the lease; and treat service charges with extreme caution.

While increasing numbers of charities now rent from commercial landlords – requiring a whole new negotiation skill set – all of today's organisations are council tenants. One group has not paid rent for 30 years and has now just received notice that their lease has expired, and a new rent level will be set. I am torn between envy and horror at this situation.

Tales emerge of expired leases, lost in the bowels of council offices, with charities left in legal limbo, unable to move or improve. One trustee for an elderly care charity occupies an attractive building on a prime city centre site and has been offered new council accommodation, but it is up a steep lane and away from the bus stop.

What an unequal conversation there always is between councils and charities, and I receive a timely reminder, yet again, of how vitally needed these workshops are, for building property knowledge and confidence.

I also see the cloud that seems to hang over these good and civic-minded people, as they wrestle, unqualified and with small resources, with such complex, serious issues. Few of us start off in this sector with property expertise and mistakes can prove expensive if not terminal. Property is always about people - much more than bricks and mortar.

EPF rescued eight charities from closure in the 12 months to November 2018; I can barely imagine the consequences to the lives of staff, volunteers and service users had we failed.

Now I am sure most *Charity Times* readers have plenty of property knowledge, so just read through this scenario our group worked on and see what your think.

The trustees of a charity are seeking new office premises. The trustees have found second floor office premises within a building in an extremely desirable location, which is available to let.

The trustees have managed to agree a seemingly favourable deal with D.U.P.E Limited for a five-year lease for part of the second-floor. The landlord has mentioned there would be a service charge payable towards the costs of the maintenance of the building and apparently major refurbishment works are planned at the building soon. The trustees are pleased as they consider these proposed works would enhance the building even further.

There is more than enough space for the charity on the second-floor premises and therefore the trustees would like to sub-let part of the second-floor premises to Connect Limited. Coincidentally, one of the shareholders of Connect Limited is married to one of the trustees. The trustees are considering carrying out some internal works to the second-floor premises to create a divide between the offices of the charity and Connect Limited and they assume that this will not be an issue.

If you think this all sounds fine – and many workshop participants do – may I respectfully suggest you book a place at our next workshop today! www.ethicalproperty.org.uk/nppe. ■

ANTONIA SWINSON IS CHIEF EXECUTIVE OF THE ETHICAL PROPERTY FOUNDTION

Profile: Judith Moran

Ever the optimist

DAVID ADAMS TALKS TO JUDITH MORAN, CHIEF EXECUTIVE OF POVERTY-RELIEF CHARITY QUAKER SOCIAL ACTION ABOUT THE IMPORTANCE OF REMAINING OPTIMISTIC AND THE NEED FOR GREATER ASSERTION WITHIN THE CHARITY SECTOR.

At times like these, when politics seems to have gone mad, it's important to remember what should be a fundamental aim of our society: the need to tackle poverty, which creates or contributes to so many of the issues charities exist to address.

We live in one of the richest countries in the world, yet poverty is still present in every community in the UK and endemic in many places. But Judith Moran, chief executive of anti-poverty charity Quaker Social Action (QSA) says there's nothing to be gained from throwing up your hands in despair. "If you didn't have hope and optimism, you wouldn't do this sort of work," she says.

Although QSA and many other charities do fantastic work to alleviate some of the causes and effects of poverty, hope and optimism can feel futile. QSA was founded in 1867 by Peter Bedford, a Quaker silk merchant who was horrified by the conditions he saw in the East End of London. Some 152 years later, the charity is still there, but so is the poverty.

Moran refuses to be pessimistic. Her hopefulness and commitment to this cause are both products of her background and her childhood in Brandon, a former mining village in County Durham, where she grew up during the period after the local pit had closed.

"I grew up seeing the strength you get when people come together and collaborate; and how amazing that is – but it was a crisis," she says.

There was no encouragement to leave the area – her mother disapproved of her plan to attend university, but Moran stayed at school, took her A-levels, then won a place at the University of Sheffield to study English literature, which remains a passion.

Leaving university with no clear idea of what to do next, she found her way to Haringey, north London, taking a job as a frontline charity worker supporting disabled people in the area. It was a revelation, showing her how society sometimes makes life even more difficult for vulnerable people. London was a revelation, too: a richly diverse and exciting city. She has stayed in both the charity sector and the capital ever since.

Moran spent most of the 1990s working for a series of charities, gradually taking on management roles and completing a post-graduate course in charity sector management at Goldsmiths College. In 1998, she took a job at the NCVO, as management development manager, with a remit to promote effective management and leadership in the sector.

She knew she enjoyed management, but wanted a role where there was a close

connection to frontline services. This led her to apply for the post of chief executive of QSA in 2000. She admits she didn't know much about Quakers, but says: "The more I found out about Quakers, the more excited I felt about working in a Quaker-funded organisation". "It's a wonderful thing for us to live up to the Quaker in our name: it's a by-word for integrity, honesty, kindness and equality."

Moving on up

In 2000, the charity only had 10 staff (today it has 23) and a very local focus. Projects included Homestore, which has now run for 30 years, selling donated, good quality used furniture and new low cost beds, mattresses and white goods.

Since then, Moran and her colleagues have developed other successful projects that have helped to broaden the organisation's impact. The one of which she is proudest is Down To Earth, launched in 2010, which helps bereaved people with limited financial resources to manage the cost of a funeral for family members. Still the only project of its kind in the UK, it now helps about 800 people each year to find the most affordable, yet appropriate funeral arrangement and to mitigate any resulting financial debt as painlessly as possible.

QSA then used the profile gained through Down To Earth to launch the Fair Funerals campaign, which ran from 2014 to 2018. More than one in three funeral directors in the UK have now signed the Fair Funerals Pledge, guaranteeing their lowest prices are visible online. The campaign has also encouraged the government to introduce a Child's Funeral Fund in England and Wales; and stopped some very unpleasant practices carried out by some local councils that were seeking to discourage people on low incomes from asking for state support with funeral costs – such as stopping relatives attending a funeral or refusing to give them the ashes of the deceased.

"At its most there were two part-time staff on that campaign and they have changed the funeral industry," says Moran. "And we did it aligned with our values: by being reasonable and pushing forward what we believe to be in the best interests of the vulnerable people we're advocating for."

Another project of which she is very proud is Move On Up, which provides four properties in east London for up to 12 young adult carers to live in together as their first base after leaving the family home.

"There are 250,000 young adult carers in the UK," Moran explains. "They've often had interrupted schooling and may have struggled with bullying, or making friends. We wondered, where's the support to help these young people get an identity beyond being a carer, to do the things young people usually do?"

Those helped by the project can stay in the Move On Up property for up to two years. "They can live with other people who will know where they are coming from because they may have had a similar experience; they have their own physical and mental space; and get support from staff to help them think about what they might do next," says Moran. "It could be transformative."

She enthuses about the process of developing new ideas for the organisation, reading research about social problems and trying to learn from solutions being devised elsewhere. "Not everything we do has got to be unique and ground-breaking," she says. "What matters most is how we deliver the services: working with people, not doing something to them. Our mission is about enabling people on low incomes to seek solutions to issues that impact their lives; then sharing our learning where it benefits other communities."

A poverty of hope

Asked what the charity's founder would make of the work it is doing today, Moran says she thinks Peter Bedford would feel "profound sadness" that QSA still needed to exist in 2019. "It's a stain on our conscience, as a society, that so many people live in poverty," she says. "it's not just about tangible, material poverty. It's poverty of connections, of hope."

Yet she still sees reasons to be hopeful. "I'm a very optimistic person. I think one thing we are seeing in all sorts of ways at the moment is people organising or mobilising to try and make the world a better place."

There is certainly no shortage of that drive within the charity sector and even within politics, although this energy is not always well directed, she suggests. "I think our sector is sometimes set up to compete with itself. We are a jewel in the crown of this country and we could make a much more powerful case if we talked about what we do as a sector. We're always identifying ourselves in relation to government and wanting government to do something different. Let's just talk about what we think our society needs and be more assertive about it."

But she also rails against the short-sightedness of the state failing to invest in its own people to help them out of poverty. She points out that she could only attend university because she qualified for a full student grant – "and I'm now a higher-rate taxpayer".

"The investment this country made in my education has now paid off down the line. That's a long term perspective. But people who are 16 or 17 now are not in the position to make the choice I made.

"I would love a government to lift its eyes beyond winning the next election, to think about achieving longer term social change. There's got to be infrastructure to give people decent housing and decent jobs – it feels like those are the two things people need above all to have some sort of fighting chance." ■


A SHINING LIGHT
FOR CHARITY
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COVER STORY

Saving our planet

Climate change is threatening life on earth and humankind is running out of time to reverse its damage. But we are the first generation to recognise it, and charities can't afford to be complacent in their impact.

WRITTEN BY LAUREN WEYMOUTH

"If your anxiety about global warming is dominated by fears of sea-level rise, you are barely scratching the surface of what terrors are possible, even within the life of a teenager today," David Wallace-Wells wrote in his book, *The Unhabitable Earth*.

The facts are as follows: global warming means our planet is getting hotter. We're experiencing more rainfall, changing seasons, shrinking sea ice and rising sea levels. Sure – we had a brief summer in February and it felt glorious, but the unpredictable conditions are far from pleasant. They are a threat to both wildlife and humans.

According to Wallace-Wells, the climate window that has allowed for human life is 'extremely narrow', and at 11 or 12°C of warming, "more than half of the world's population, as distributed today, would die of direct heat".

But we are currently the first generation of humans to ever recognise the damage humankind is having on the planet, and to be actively fighting against it. A report published by the United Nations' Intergovernmental Panel on Climate Change found limiting man-made global warming will require "rapid, far-reaching and unprecedented changes in all aspects of society", and at this stage, it is entirely possible. According to the IPCC, the world has just 12 years to limit climate change to 1.5°C.

FOR LARGE ORGANISATIONS, THE POTENTIAL IMPACT IS HUGE, AND THE PUBLIC KNOWS IT

Public expectations

These facts are overwhelming, particularly for the average person who is attempting to make a dent on societal changes alone. But for large organisations, the potential impact is huge, and the public knows it.

A report, published by New Philanthropy Capital (NPC) on public trust, revealed the public is increasingly looking to charities to be more transparent about their spending. in the arena. Whilst this largely revolves around executive pay, the public is also becoming more expectant of charities to be clear about how much money is being spent on the cause, and furthermore, how much money is being spent on wider-societal impact.

Some charities are already recognising the power they have in making a difference, and are beginning to use their platforms as an opportunity to push climate change up boardroom agendas.

In March, a coalition of charities, green groups and faith organisations called for the Charity Tribunal to provide clarity on their fiduciary duty with regards to climate risk. The charities, including RSPB, Joseph Rowntree Charitable Trust, Nesta, Ashden Trust and ClientEarth urged the Charity Commission and Attorney General to make it a legal duty for charity trustees to ensure their investments support their charitable aims and their duty to provide public benefit. But more notably, the coalition also requested specific legal guidance on whether charities should invest in companies that contribute to dangerous climate change, noting that temperature rises above the UN target of 1.5 per cent "present substantial risks to the overall economy, as well as to individual investment portfolios" and may undermine the aims charities exist to achieve.

Professor Nicholas Stern, chair of the Grantham Research Institute on Climate Change and the Environment highlights that charities exist for public benefit and it is "entirely logical" that their investment decisions should also promote public benefit.

"Over the coming decades, the world will make massive investments in the global economy, particularly in infrastructure and productive capital. How we make those investment decisions is critical for the future of our planet," he explains.

"We will either lock in sustainable prosperity or follow something like current paths which would involve

unprecedented environmental risks for our children and grandchildren.

"The new and cleaner form of growth will be sustainable and inclusive, and very attractive, and the associated investments are likely to show a better risk-return profile for charities than those in old-fashioned, dirty and risky activities. Charities can and should lead by example, and need stronger and clearer guidance on their investment decisions."

Eco-friendly workspaces

While investing in greener assets is essential for charities moving forward, there are some more direct steps organisations can be making to showcase an active attitude towards tackling global warming.

Large environmental, wildlife and conservation charities naturally have the environment at the forefront of their workplace culture already. For example, WWF UK resides in its very own Living Planet Centre – an eco-building, designed by Hopkins Architects and based in Woking, Surrey. The charity's HQ is designed to help the organisation reduce its carbon footprint, making it one of the greenest buildings in the world.

"We're proud to be based in the award-winning Living Planet Centre, which is a great place to work. Its renewable energy, rainwater harvesting, smart energy efficiency and sustainable building materials make it one of the greenest offices in the UK," Gareth Redmond-King, head of climate change at the charity said.

Baby steps

But for smaller organisations, the prospect of owning and working in such a building will feel far from reality. So what smaller steps can charities of all sizes take to reduce their carbon footprint and show their impact on climate change?

WWF's Redmond-King points out that charities "don't need to build themselves a shiny new office to make their charity a greener place to work". "There are lots of simple actions that cut the impact your workplace has on the world," he explains.

"Reducing single-use plastic, recycling, composting and using recycled products all help, as well as making sure that you are using energy efficient lights and appliances, turning lights and computers off when they're not needed, and buying eco-friendly cleaning products. It's always worth checking who supplies your energy too – is the building on a renewable tariff?" he notes.

"Transport is the single biggest source of greenhouse gas emissions in the UK, so anything that makes it easier and more practical for staff to walk, cycle or use public transport to get to work is a much better alternative to having to rely on travelling by car."

And being sustainable in this manner doesn't have to be expensive, or difficult. Chris Todhunter, founder of StudioRepublic, a sustainable design agency explains that adopting a sustainable approach to decision-making can lead to reduced overheads in the process.

"Each small step makes a difference," he says. "The combined change over a course of a year can be huge." "No matter what your organisation is and what your objectives are, being ethical can very easily become one of them."

Some sustainable choices can be easy to implement and create huge savings in the long-run, such as switching off all devices at weekends, rather than allowing them to stay on standby, or encouraging 'meat-free Mondays'.

"By turning off devices that were previously left on standby we saved

the equivalent of boiling our kettle 10 times each weekend," StudioRepublic's Todhunter says. "And eating one less burger a week is the same as taking your car off the road for 320 miles. Multiply that by the number of employees in an organisation and the impact can be huge."

"As a collective, embrace the Good Life Goals," he continues. "These are a way of contributing to the UN's Sustainable Development Goals in everyday life. They're simple changes we can make as individuals to lower our impact."

Employee retention

Climate change has become such a global issue, that not only do the general public expect businesses and charities to act, but employees expect their own employers to join in, too.

In July 2017, a group of researchers at Vanderbilt University in the US, published a paper looking at the impact of employee benefits related to climate change on employee attitudes.

It found a number of organisations already offering these kind of benefits, such as cycle to work schemes, or paid leave during or after periods of extreme weather related to climate change.

"[These kind of benefits] lead to better employee retention as people, particularly millennials, want to work for organisations that care," StudioRepublic's Todhunter says. "It also feeds into more effective customer/donor engagement as people engage more with caring brands. If your team are motivated and share in this vision, it improves motivation and productivity and reduces staff absence."

Setting the tone from the top

But to make some of these changes, it's important to set a new, greener tone from the top of the organisation, that transpires right down to the front line.

However, dictating how an organisation is run isn't always the most effective method for change, and encouraging all members of staff to get involved can be much more effective.

A new tool, commonly used by organisations with a particularly large employee base, is Workplace by Facebook, which offers employees with a safe space to share best practice, generate creative ideas and create meaningful connections across the business.

Kathy Vozella, director of marketing and external relations at Australian Catholic University claims collaboration tools like these give staff "an edge and make a real difference", particularly to an organisation's environmental stance.

"For example, our national sustainability manager, Mark Doggett, posted a message about disposable coffee cups onto his news feed. It was seen, shared and commented on by staff members, which resulted in a campaign that cut plastic consumption on campus," she says.

"Within two and a half months, the university was able to convince all café operators on campus to offer people a discount on using reusable cups, instead of their environmentally-harmful counterpart."

Jo Morely, head of marketing at plastic pollution charity, City to Sea agrees, explaining the whole team needs to be able to buy into the changes that are being made, and they need to understand why. "Change doesn't happen overnight and it needs to be authentic – make sure your organisation understands why you are making changes and reward and incentivise behavioural change," she adds.

"Have a clear vision for where you would like to be as an organisation and set a road map for how you will get there. Start small and take one step at a time so it doesn't become unmanageable. Most importantly try to have fun along the way."

It takes a village

It's often easy to get caught up in the wider, long-term impacts that we as individuals, and as organisations, can have when it comes to climate change, but arguably, the biggest changes happen when people collaborate on a smaller things, across a much wider scale. For example, if everyone ate less or no meat, Co2 emissions would be halved, and if we all gave up our cars and opted for cycling or walking, we'd be reducing our Co2 emissions by 2.5 tonnes, figures show.

"Climate change is threatening life on earth, plastics are choking our seas, and wildlife is struggling at home and abroad. The UK's emissions must reach net-zero by 2045 if we are to stand a chance of protecting and restoring our precious planet for nature and people," Redmond-King concludes.

"Government must lead and make the policy and resource available to drive this. But organisations and individuals are critical as well – both cutting our footprint, and making a noise about it to help others do it too." ■

FEATURE

A duty of care

A new report revealed many charity CEOs are overworked and underpaid, highlighting a need for a stronger relationship between charity leaders and their trustee board. But where the duty of care lies is open to debate.

WRITTEN BY JOE LEPPER

A good relationship between a chief executive and trustees is crucial to the smooth running of a charity. However, ACEVO's *Pay and Equalities Survey 2019* suggests that some boards are failing to effectively support their most senior member of staff.

This survey delivered a stark reminder to trustees of their duty of care after finding the average CEO works an additional 10 hours a week. More than a third (35%) of charity bosses say they have no regular appraisal to discuss issues such as work/life balance and professional development.

A lack of support is particularly acute in small charities, where almost half (44%) of charity bosses say they have no regular appraisal, compared to 16% of large charities.

A poor relationship between CEOs and the chair of trustees is one factor in this lack of support, says Jenny Berry, ACEVO's director of leadership and governance. "Sometimes CEOs are worried about asking for an appraisal because they don't have a good relationship with their chair and they worry that an appraisal will just lead to a further relationship breakdown, or the chair will not know how to do an appraisal," she explains.

Unrealistic board expectations of CEOs' ability to work unaided is another factor, she adds. "I have also heard from some CEOs who have been told by their board that they were appointed because they had the skills they need to do their job so they don't need any further development."

Berry urges charities to ensure they have a culture of "continuous improvement" and robust processes in place that clearly set out the expectations of the CEO role and what to do if problems, such as burnout, arise.

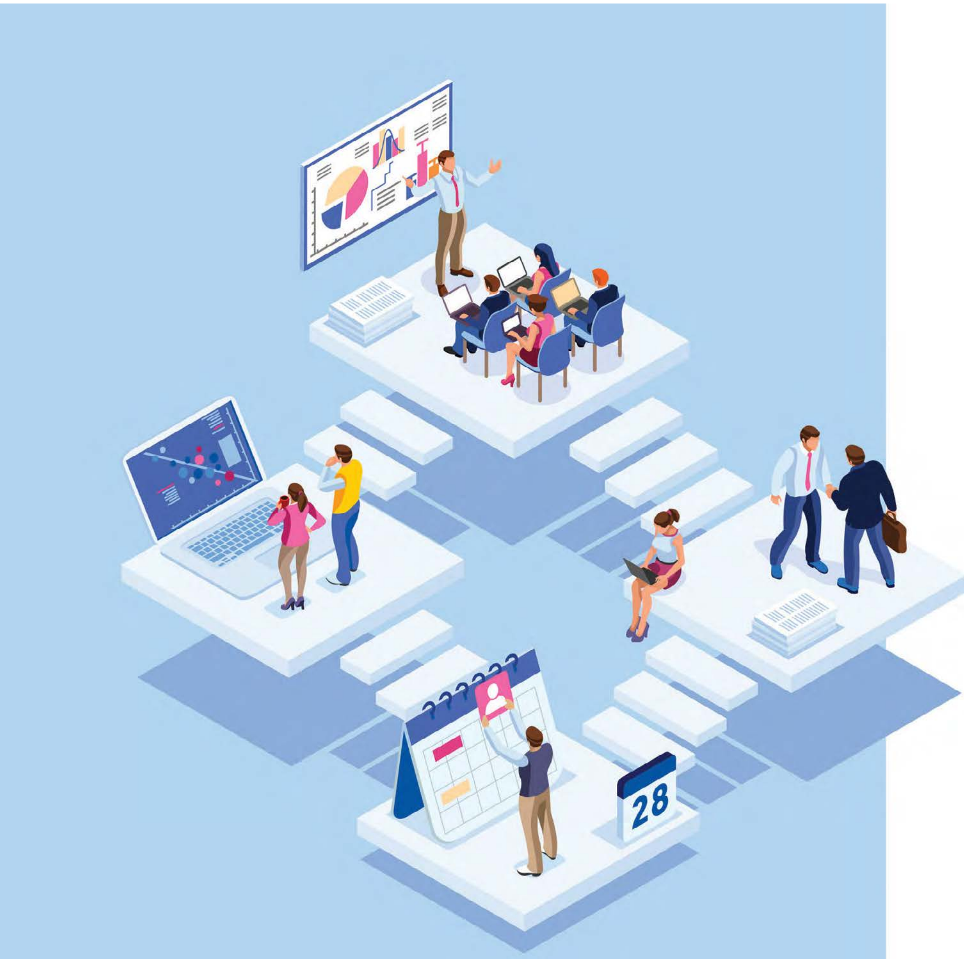
Ongoing support

Clearly defined and regular support is key to this culture, adds James Moon, lead advisory manager at the Charities Aid Foundation. This should include formal supervision and regular appraisals that give CEOs the chance to reflect and learn.

"Appraisals are part of performance management, but they also provide a formal space to discuss what has gone well and what hasn't. Uncertainty is harmful to anyone's wellbeing and although these conversations can be challenging, they are better than saying nothing at all."

Clearly defining the role of CEO and ensuring it matches the organisation's strategic priorities is also important, Moon notes, as this avoids "piling on unnecessary tasks that have simply been thought up in a board meeting".

Chief executives



In addition to regular appraisals each year, the CEO and board chair need to review objectives of the CEO, in terms of professional development and the organisation, says Berry. "If priorities change there should be open, honest communication about that change," she adds.

Practical steps

Monitoring the hours of CEOs, as a potential flag for burnout and stress, is one practical step that trustee boards can take. But John Williams, vice chair of the Association of Chairs, says this should not just focus on the number of hours, but more on the pressures CEOs are working under, such as whether budgets and targets are realistic. This is particularly important in the current financial climate charities are working under, including reduced funding, pay restraint and heightened demand for services.

"CEOs want to get the job done and do a good job but there's a point at which they are possibly not looking after themselves regularly," says Williams. "You can go from hero to martyr very quickly and if you hit burnout that is not doing your organisation any good."

Other simple steps Williams recommends include boards remembering to thank and praise their CEO more, rather than only challenging them. Appointing a mentor to help the CEO develop their skills is also useful, as is ensuring they have time for training, he adds.

David Saint, chairman of charity support consultancy Action Planning says monthly one-to-one meetings between CEOs and board chairs are an ideal way of ensuring a strong relationship of mutual support can grow. This also helps to foster "an atmosphere of openness and honesty" about what a CEO needs to effectively do their job, he says.

"Many CEOs feel it's their job to cope no matter what, and some trustee boards reinforce that view. But sometimes more resource is needed, more trustee engagement, additional full time, part time or interim staff, or whatever. Although there is a sense that 'the buck stops here' at the CEO's desk, there is a limit to the amount of pain and pressure any of us can soak up. And ultimately, of course, the buck doesn't stop at the CEO's desk, but at the trustees' board table."

Recruitment

Improving the recruitment of trustees can also help ensure boards and CEOs have a strong working relationship, according to the charity Getting on Board. In March, the charity published a guide on how charities can run effective and open recruitment drives for trustees.

Currently nine out of 10 charities recruit trustees by word of mouth and existing networks, rather than through an open competition.

Evidence from a pilot where charities recruited trustees by using the guide, suggests open recruitment can improve the quality and diversity of boards. Those that took part said their boards have been strengthened as a result and are more confident in meeting organisational challenges. In addition, 65% said their boards are more diverse.

"Trustees are more likely to offer support to CEOs where they have been recruited based on an agreed set of requirements to support the organisation's development, and screened for commitment to the role," says Penny Wilson, chief executive of Getting on Board.

"They are also more likely to bring diversity of thought, which research shows leads to more rigorous analysis of options and better decision making. The continuing practice of recruiting personal contacts as trustees merely adds to the woes of CEOS, leading to a much higher likelihood of trustees who don't have the qualities the charity really needs."

Support networks

CEOs can also do more to protect their own wellbeing at work and prevent burnout. Saint urges CEOs to develop a support network or join an established one so that they can share issues with other CEOs from other charities confidentially.

"The CEO's job is a uniquely lonely one. There are matters they can't share with their staff, and there may be matters they would prefer not to share with their employer – the trustees," he says. "So a wise CEO will develop their own support network, perhaps another charity CEO or an informal group of charity CEOs, or a mentor, or coach."

Using technology, such as online meetings and mobile software, that can cut red tape and give staff greater flexibility, can also help cut CEOs excessive overtime. But Williams warns that using technology in this way needs to be carefully managed to ensure staff's free time is still protected.

"If you are a CEO with children you may want to spend time with them in the evening and then go back onto the computer for an hour. But the people receiving the emails may find it oppressive to be receiving them at 10pm,"he says.

"Some CEOs may feel obliged to work 10 hours a week extra, but the risk is that they set a bad example down the chain. So it is important that the chief executive sends a message to say you can't contact me tomorrow as it's, for example, my child's sports day."

Williams welcomes the issues raised in ACEVO's survey and backs its reminder to trustees that they have an "obvious duty of care to make sure the organisation and happy and healthy".

He is also optimistic such challenges facing some CEOs and board will improve. "People are becoming much more sensitive to needing to create a supportive environment in which people can flourish and stay resilient." ■

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Friends for life: How a Portsmouth charity found a partner in Zurich

Urbond, a not-for-profit group that helps people in the Portsmouth area to make friends, runs a regular programme of activities at the city's Charles Dickens Centre. To ensure that its events fulfilled all the necessary safety criteria, the charity called upon Zurich's vast experience in this sector.

Our experts worked closely with Urbond to assess its requirements, before creating a bespoke package that includes public liability cover for events up to 500 attendees, along with personal accident cover.

As Urbond expands, its needs will evolve – and Zurich is on hand to help the group through every stage of its journey.

Chairman Ousmane Drame says: "What we've really valued about our relationship with Zurich is that there is always somebody we can talk to – whether we have a general query, or are introducing a new activity that might need to be covered. ■

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Demystifying digital transformation: What is 'gaming for good'?

Computer gaming sites are becoming increasingly popular, and in some cases, overtaking the likes of Netflix in unique monthly users. But what exactly is 'gaming for good' and how can charities use this platform to their advantage?

WRITTEN BY NATASHA STONE, DIGITAL INNOVATOR, BLACKBAUD EUROPE

There are often so many tech buzzwords flying around, it's hard to keep track of what you need to know and what can be discounted as the latest fad. "Digital transformation" could be one of those terms – but rather than just dismissing it as impenetrable jargon, this is one concept that is really worth getting your head around.

Digital transformation for your organisation could mean rethinking the way you work and shifting your perspective to create a fully integrated digital operation. This is a potentially daunting but necessary process.

Blackbaud's latest research found that online giving was up 5.5% in 2018, and this upward trend is continuing into 2019 according to the Blackbaud Giving Index. In addition to this, recent data from Nielsen shows that charities are spending a third less on direct mail than previously. So, making sure your organisation is doing everything it can to stay up to date with the latest tech trends and give supporters what they need, and demand, is essential.

Instead of approaching it as something intimidating, a more accessible way to describe digital transformation is the novel use of digital technology to solve traditional problems.

As previously highlighted, online giving is increasingly popular, probably because most of the population own a smart phone; a survey by Deloitte in 2017 found that 85% of people in the UK have access to a smartphone. A huge number of people bank online, shop online and communicate with friends online – so it stands to reason that they would also want to give to charity online. This is a great example of the above definition in action. What's a traditional challenge for non-profits? Raising more funds for their mission. And what's the novel use of technology as a solution to this? Stick a 'donate now' button on your website and allow supporters to give directly online.

Casper Harratt, Blackbaud Europe's director of marketing, said: "Digital transformation is a genuinely transformative concept. It may sound like jargon, but behind the buzzwords are a whole range of meaningful, practical new channels through which you can engage your audience and raise more funds."

One truly exciting new digital concept is 'gaming for social good'. This is an initiative that here at

Gaming for good

Blackbaud, we've really jumped on board with, and our JustGiving colleagues have been blazing a trail in the work they've done so far with some exciting charities.

Computer gaming is one of the fastest growing industries with more unique viewers going online to watch Twitch, a popular online service for watching and streaming digital video broadcasts, than Netflix each month. The industry was worth over $134.9 billion in 2018, so it's no wonder charities are looking at how they can harness this industry for good. 'Gaming for good' allows gamers to hold virtual gaming marathons to raise money for charity. JustGiving has recently released software that allows gamers to connect with a fundraising page to make it even easier to drive charitable donations.

If you're interested in trying out 'gaming for good' – here are my top tips:

1. **Reach out to your community**
   - Do you have people already gaming for you?
   - What type of gaming events does your community want to take part in?

2. **Look at the gaming calendar**
   - Are you planning your event the same day that the biggest international gaming conference is on? If so, there might not be many people around to take part in your event.

3. **Use your connections**
   - Does the guy in marketing's sister's-brother's-uncle know a professional gamer? GREAT! Try and get them involved in your event! Similarly, does your dad know someone that works for a gaming company? Even better, bring them along.

4. **Don't be disheartened if the first event isn't a big donation drive**
   - It can take a while to build awareness and gain repeat gamers that want to raise for your cause. Building awareness is half the battle when it comes to this type of fundraising, but luckily because the overheads aren't as intimidating as most physical events, you can afford to give yourself the freedom to test, fail fast and learn quickly.

5. **Social is your biggest friend**
   - Twitter is a particularly good social network to engage gamers and having a strong social media plan to advertise your event is key. But you don't need to have a team of 20 heading up your social media to make this work. You just need to engage, excite and delight your fundraisers to drive interest for your event. You can reach out to different gaming channels on Twitter and ask them to promote your event to their network to widen your reach.

If you're interested in reading more about digital transformation, the latest Blackbaud Europe eBook, *npINSIGHTS: Expanding your Supporter Base through Digital Innovation* is available to download for free on our Resource Hub: **hub.blackbaud.co.uk** ■

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ADVERTORIAL

The great QR revival

Donating to charity remains a perilously cash-centric business, which could leave some charities dangerously exposed. How can the revival of QR codes help charities break the cash habit? WRITTEN BY FOR GOOD CAUSES

In recent months, the UK's progression towards cashlessness has been picking up pace. Already, we are the third most cashless country on earth1. With ATMs closing at the rate of 300 a month, access to cash is being squeezed further2. And it's predicted that cash could soon account for less than 10% of all payments3.

Yet, when it comes to donations, many charities remain stuck firmly in the analogue age.

Across the UK, cash is still by far the most popular way to give to charity4. Yet, in 2017, 73% of UK charities reported a decline in the value of street donations5. Some £80million of donations are lost each year, because people aren't carrying as much cash6. And, in the future, it seems inevitable the decline will continue.

One option is to follow the high street and move to contactless. But contactless collecting tins are seldom seen. And, for smaller charities in particular, the costs and complexities of contactless card readers and the associated logistical management implications are prohibitive

Another option, which requires no card readers (nor, indeed, any infrastructure of any kind) is the QR or Quick Response code.

If you had experience of QR codes when they were first introduced, you would be right to be sceptical, it's worth taking a fresh look. Here in the UK, they are being used by big brands like Waitrose (for its Quick Check, scan as you shop app), Barclaycard (to simplify credit card payments) and Vodafone (as a new way to top-up). And research firm Juniper reckons that the number of QR loyalty coupon redemptions will jump from 1.3 billion in 2017 to 5.3 billion by 20227.

Also, the whole QR experience has become much slicker. For example, Apple has included native QR functionality in its latest iPhones and the quality of cameras on today's phones makes reading the codes less hit-and-miss.

A few QR-based donation solutions are now beginning to emerge, including our new service called Donate By Thumb. Benefits include:

- Simplicity – QR codes can be printed anywhere, so anything can become a cashless donation point.
- Integrated payments functionality – the payment is processed using the phone's in-built functionality (Apple Pay or Android Pay).
- Affordability – there is no equipment to buy or manage and no set-up fees
- Security – payments are completely secure, there's no cash to be collected or reconciled, so no risk of any mistakes or losses.
- Accountability – multiple QR codes can be generated, and management information enables you to track and evaluate different fundraising campaigns, locations, and media outlets. You can also create co-branded campaigns with corporate partners.
- Integrated Gift Aid functionality – gift aid qualifying data can be automatically captured, further boosting the value of donations.

So, it's not just about substituting cash. It's also about monitoring different campaigns, backed-up by a complete data-trail. And, because supporters are no longer limited to the amount of cash they have with them, it could be possible to turn a challenge into an opportunity and increase donation values. ■

For more information visit www.forgoodcauses.com or email help@forgoodcauses.org

for good causes

1 Retail Week/WorldPay, The Cashless Society, 2019; 2 Analysis from Which, 2018; 3 UK Government Access to Cash Report, 2019; 4 The Charities Aid Foundation reports that, of people who donated to charity in the previous 12 months, 55% had donated by cash (UK Giving, CAF, 2018); 5 The Future of Giving, Barclays, 2018; 6 The Future of Giving, Barclays, 2018; 7 Mobile & Online Coupons, Juniper, 2018

FEATURE

GDPR: A year on

It's approaching a year since the General Data Protection Regulation came into force, but how have charities adapted and what will be the biggest challenges going forward? WRITTEN BY DAVID ADAMS

Cast your mind back to the spring of 2018 – a simpler time, before Brexit had come to completely dominate the news agenda. You will recall the flurry of activity that preceded implementation of the EU's General Data Protection Regulation (GDPR), as many business and other organisations including charities rushed to ensure systems and processes were GDPR-compliant by the 25 May deadline; and bombarded email inboxes with desperate requests for recipients to let them stay in touch.

For the average citizen, that period is now almost certainly a distant memory. Within the organisations themselves, it must be hoped that the work put into GDPR preparation has not been forgotten, but is instead being built upon to ensure continued best practice in the use and management of personal data.

Is this the case? At present, says Gerald Oppenheim, chief executive of the Fundraising Regulator, it is very difficult to say, because the data that would give us the answer is not yet available. While back in 2017 the Information Commissioner's Office (ICO) had announced that 11 charities, including some of the biggest names in the sector, had been fined for breaches of the data protection regulations in force at the time, it has not announced sanctions against any charities for breaches of GDPR (at the time of writing).

Oppenheim points to the huge level of interest shown by charities in materials the Fundraising Regulator and the Institute of Fundraising produced in preparation for GDPR as evidence that the sector was fully engaged with the issue.

"But it then becomes more difficult to know what charities did," he continues. "I know, for example, that a couple of charities I am involved with did check their consents and their databases. I'm sure that was typical of many others. I have a reasonable degree of assurance that the largest fundraising charities had the staff and the resource and the ability to do as much as they felt was justified and necessary. The number of complaints that we got about use and misuse of personal data is low, at the moment."

Daniel Fluskey, head of policy and

external affairs at the Institute of Fundraising, also says it is not yet possible to access enough data to draw any conclusions about, for example, the impact of GDPR compliance projects on charities' approach to managing supporter communications. He suggests more data is likely to become available as more charities complete year end reporting.

Priorities

Every charity uses data in different ways. At Future First, which helps state school and college alumni to inspire current students, the key dataset is personal information about the alumni. Laura Underwood, director of operations and finance at the charity, points out that it started GDPR preparations from a relatively healthy position, because these individuals need to opt into communications with the organisation at the outset. Nonetheless, some significant IT upgrades were necessary, creating functionality that would allow the alumni to access, change or delete their data, if they wished.

The Future First GDPR project began in January 2018 and was completed in time for the May deadline. "Since then we've been refining systems, adding some enhanced functionality and carrying out audits and tests," says Underwood. "It's pushed us to prioritise data protection and keep our data clean. The profile GDPR had in the media has helped our staff to understand what it is and how important it is. Staff take it seriously."

Philip Anthony is managing director of CoopSys, an IT services provider that specialises in serving charities and social enterprises, although it also has some private sector clients.

"In my experience, the charity sector's done no better or no worse in dealing with GDPR than the commercial organisations we deal with as a business," he says.

One area where he thinks charities of all sizes may end up failing to satisfy regulatory requirements is the question of sensitive data being held on staff members' own computers or devices. "There are staff with laptops and computers at home containing data that shouldn't be there," he says.

Organisations found to be in breach of GDPR could face very significant financial penalties; and the ICO can also impose compulsory data protection audits, or stop an organisation processing data altogether. But, thus far, it has yet to take any action against a charity for a breach of GDPR. "There is some evidence of the ICO, at least for the moment, being willing to give a period of grace to organisations, although that's not official policy," says Robert Wassall, head of legal services at another IT provider, ThinkMarble.

GDPR has created some minor

operational problems for some charities: Anthony cites the example of some homeless charities having to alter the way they exchange information on some of the people they help on the streets for example.

A time to review

But overall, Fluskey suggests it has given organisations an opportunity "to pause and review the experience they were giving their supporters".

"In a way that's the most important thing that's happened," he says. "It gave people the impetus to have those conversations, rather than just treating this as a pure question of legal compliance."

Any sensibly run organisation will now be prepared for further regulatory change. A spokesperson for the ICO says it is working "on a new direct marketing statutory code of practice that will be useful for the sector"; and that it "will continue to monitor the progress of the upcoming EU ePrivacy Regulation, which will also impact the sector".

The exact form of the ePrivacy Regulation (ePR), a revision of existing regulations, has yet to be finalised, but it is likely to have implications for organisations using telephone and email channels for fundraising and comms. It may also require adjustments to the way charities collect information about website visitors through cookies.

"The bets are off as to what ePrivacy will look like, but, depending on where we set in relation to the EU, advice and guidance will have to follow its introduction," says Oppenheim.

Broadly speaking, it is fair to say that this will continue to be the case regardless of the terms under which the UK leaves the EU, because UK data protection regulation will remain aligned with the EU regime for the foreseeable future, although it is possible there may be some divergence between the two regimes at some stage.

The longer term impact of GDPR on every organisation should be the embedding of good data protection practices into all processes and strategy, says Fluskey. "Organisations should be thinking about this as an ongoing process," he says. "It should be a lens through which you see all of your future activities and campaign strategy.

"Over the last, year charities have probably been very focused on the legal aspects of GDPR. Moving forward, it needs to move from being a compliance exercise in abstract to being embedded within your processes and the relationships you have with your supporters."

Oppenheim agrees. "Charities need to make sure there's no complacency around compliance," he says. "They need to be sure that when they're contacting their supporters for fundraising purposes they've got a clear, consent and that those consents are as reasonably up to date as they could be."

Anthony suggests some charities may have weighed up the costs of achieving compliance against the chances of the organisation coming to the attention of the ICO and actually being hit with a significant punishment; and concluded that it's not worth putting any more resources into GDPR at this stage. While this gamble could save the organisation some money in the short-term, it is likely to backfire at some stage further down the line, he warns: "Three years down the road, if you've still not done anything, then you may find yourself in a lot of trouble."

But Fluskey doesn't think many organisations are making that gamble anyway. "I don't see evidence of charities taking that approach," he says. "I see charities taking this seriously, trying to get this right and embed it in the organisation. They know not only is it the lawful thing for them to do but also that it's the right thing to do." ■

ADVERTORIAL

What does AI mean for charities?

Artificial intelligence is developing by the day and it is imperative charities ensure they take the right steps to engage with new technologies. WRITTEN BY NATHAN BARANOWSKI, MANAGING DIRECTOR, OJO SOLUTIONS

Tipped to transform civil society, the once-futuristic concept of AI is increasingly having an impact on the way charities, non-profits and non-governmental organisations solve operational problems, target donors and achieve long-term goals.

Charities will be expected to have a key voice in the discussion surrounding AI and its impact on the community; their ability to capitalise on the technology to bring about social good puts them in a perfect place to lead by example in its adoption, as discussed by the House of Lords' Select Committee on Artificial Intelligence.

Nevertheless, growing pains persist and many charities seemingly remain reluctant to invest for fear of change, lack of awareness or concern for the risk-benefit ratio. A recent paper by the Charities Aid Foundation found that non-profits are cautious about being early adopters because new technologies are seen as 'high-risk'.

Several well-financed pioneers are proving the potential that artificial intelligence solutions can have in optimising processes and helping people in need. Arthritis Research UK, for instance, have begun to use IBM's 'Watson AI' to create a chatbot about the condition and Google has developed an AI system to spot late-stage breast cancer.

These innovations in AI are not only increasing charities' knowledge of the conditions affecting people, they are allowing organisations to make information accessible in a new way. Thanks to Arthritis Research's new chatbot, people can access high-level support validated by professionals at any time of the day in their own homes.

However, smaller charities without the same level of funds available will face the challenge of finding the resources to invest in new technology. Even if an organisation has the right people and a well-crafted strategy for implementation, it may not have large cash reserves to tap into for technological innovation. According to the think-tank Charity Futures, organisations are struggling to secure funding from donors for costs like financing a digital strategy.

What's more, a lack of awareness for how artificial intelligence works and its potential to compliment, rather than replace, a human workforce doesn't aid in the case for investment. According to the Charity Digital Skills Report 2018, 77 per cent of respondents said that they would like to see their leadership team develop "a clear understanding of what digital could achieve", while 63 per cent said they would like to see them develop "understanding of trends and how they affect your charity".

Considering the power that machine learning algorithms possess to analyse data on an unprecedented scale, teaming up with innovative tech firms – such as Parkinson's UK's partnership with British company BenevolentAI – could be the key to unlocking new insights from AI-fuelled solutions.

As new developments come thick and fast in the field of artificial intelligence, it is imperative that charities get the right leadership teams in place in order to engage with new technologies and reap the benefits they have to offer. They say fortune favours the brave – in this case, it's a balance of courage, awareness and a well-crafted strategy.

If you're looking for help throughout your digital transformation, whether you're taking your first steps in the process or already have a firm grip on the use of technology, we can work with you collaboratively to make sure you're getting the most out of your project. ■

E-mail hello@ojosolutions.com or call (01225) 220155

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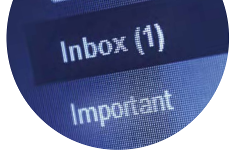
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Important

Charity property roundtable:

CREATING STRATEGIES IN UNCERTAIN TIMES

Panel:

Anzo Francis is the director of finance and operations at London First

Richard Williams is finance director at Rochester Diocese

Faye Rodney is director of finance and operations at Terrence Higgins Trust

Roundtable

Luke Savvas is charity tax partner at accountancy firm Buzzacott

Andy Tollett is head of housing and property at Langley House Trust

Gary Forster is deputy chair of the Charity Finance Group

David Bowman is trustee of the Big Dog Foundation

Regardless of whether you're a loyal remainer or an eager Brexiteer, the political and economic uncertainty surrounding when, or indeed whether, the UK will leave the EU, is causing a wave of nerves to ripple through the property market.

At the time of writing, MPs have consistently voted against the UK leaving the EU without a deal; Theresa May has announced she will step down if her deal is approved and the EU has given the UK until 12 April to exit with no deal or to propose another solution.

The lack of uncertainty has lent itself to a volatile economy and in September last year, the Bank of England warned a no-deal has the potential to hammer away at property prices by a third.

Is it an encouraging time for charity leaders with a wealthy property portfolio? Possibly not. But what this period of confusion does provide is an opportunity for charity property investors – the experienced and the new – to sit back and devise effective property strategies.

Charity Times gathered a group of property experts and investors from across the charity sector to discuss some of the major issues facing those responsible for a charity's property portfolio, with the view to understanding how to better approach the property market during periods of such ambiguity.

Chairing the session was Gary Forster, deputy chair of the Charity Finance Group, which co-published the recent Charity Property Matters Survey in conjunction with the Ethical Property Foundation and the Charity Commission.

The report flagged a number of issues within the property charity property space, notably that charities are in need of greater property education, particularly when it comes to formulating an effective property strategy. Worryingly, the survey revealed very few charities have a strategic property plan in place at all – a theme that became the thread running through the panel's discussion.

Removing the 'London spectacles'

Kicking off the discussion, Antonia Swinson, chief executive of the Ethical Property Foundation, urges the panel to remove their 'London spectacles', in order to fully contextualise some of the major trends affecting the property market.

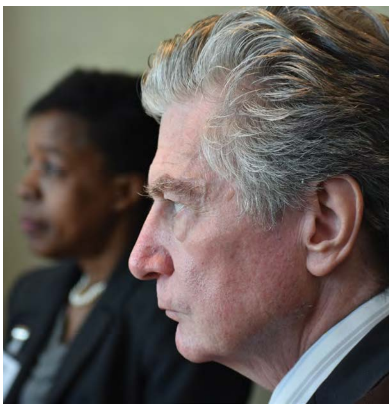
"When working in London, it's very easy to think of London as the norm, but in order for us to even begin looking at market trends, we must totally forget the idea that the country is all the same – there is a real difference," she explains.

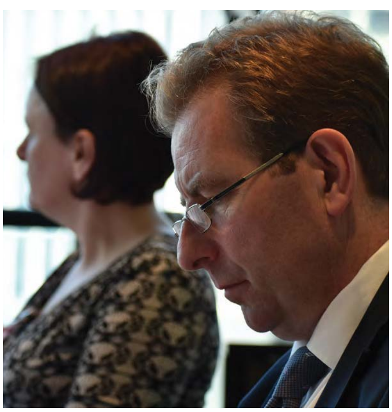
"For example, today, my colleague is in Grimsby, hosting a property education workshop for 25 organisations and they're facing very different challenges. They're having to take on huge amounts of local authority assets, with very little property knowledge, so it's impossible to view the country as a whole, when pockets are so very different."

But for many charities, having a presence in London is essential, explains one trustee.

"Many charities want to retain a small presence in the capital, whilst

> *"Many charities want to retain a small presence in the capital"*

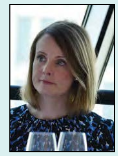




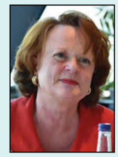
having services that span across other areas of the country," he says.

However, property prices in London are almost unfathomable for many charities, and finding the funding to support their wish to be closer to Westminster is increasingly difficult. According to the recent *Charity Property Matters Survey*, conducted by the Ethical Property Foundation in conjunction with the Charity Commission and Charity Finance Group, a third of UK charities are finding it increasingly difficult to get core funding for their property.

"As a result of this, many organisations are simply being pushed out of London, regardless of how much they would like to be there," a trustee adds. "Some of the bigger charities are moving from London to other big cities, such as Birmingham, and then being pushed even further out of those cities. So property prices are on the rise everywhere, and I don't think that is just a result of Brexit."



Aileen Potts is associate director of corporate resources at charity Clic Sargent



Antonia Swinson is the chief executive of the Ethical Property Foundation

Derek Caren is chief executive of the Richmond Fellowship

Henry Wrigley is finance administrator at Crafts Council

Private renters

Due to such a lack of funding and these increasing property prices, a higher proportion of charities are now looking to rent from private landlords, rather than own their own properties.

According to findings from the *Charity Property Matters Survey*, some 33 per cent of charities privately rent their key property assets, an increase from 26 per cent in 2016 and 21 per cent in 2014. Furthermore, more charities leased property from private landlords in 2018 than from either local authorities (23 per cent) or other charities and voluntary organisations (19 per cent).

For charity landlords, however, renting isn't always as attractive at the moment, says one panellist. "Particularly in London, rental just isn't hugely attractive," he says.

"We have space we sublet in Kings Cross and there's over-capacity in the area," he adds. "There's probably a trend towards businesses wanting smaller locations, particularly smaller tech start-ups – and they're not looking for 16,000 feet anymore."

Diversification of income

Regardless of the challenges with both rental and purchase, property can be hugely advantageous for charities looking to diversify their income streams. "It enables us to aim for restricted funding for the sort of projects that come with property, but it also provides us with a diverse income stream so we have unrestricted funding to be able to

fund all other core activities needed to run the organisation," another panellist adds.

"Property can be one of those things that can lock you in for a long period of time, so proactively looking for short-term leases where possible works well. This means that if there has been a significant market development, then we're able to look in another area that would be better suited to us at that time."

But it is also important to consider whether the properties a charity holds that aren't for core purposes do not take the charity away from its mission by demanding too much time and cost.

"Investment in property always needs to be able to help you, as a charity, fulfil your own mission," a panellist says. "If you acquire property for other reasons, or you have excess property, then there should be questions around just how much energy and effort it costs to manage said properties and whether it's actually better to offload it and reinvest that money in a more diversified portfolio," he adds.

> "Don't let tax dictate what you do, but do be aware it could be a cost to your charity"

"Otherwise, you can end up with an undiversified portfolio that demands a lot of management and trustee time."

It is also worth being aware of tax implications and some of the hidden costs that can crop up, explains Luke Savvas, charity tax partner at Buzzacott.

"Don't let tax dictate what you do, but do be aware that it could be a cost, and ask yourself how you might be able to reduce that cost," he says. "One way to reduce costs is by looking at offsetting some of the overheads of the charity by hiring out surplus facilities.

"This can impact your VAT recovery on building works and business rates relief for charitable use. Income generated can also be subject to direct tax but we can often help with claims to HMRC to reduce the impact of what that taxable profit could be."

Careful planning and documentation

The panel agrees that the key to ensuring property is a fruitful investment for any charity, during any period of volatility, is careful planning and good documentation throughout.

This comes despite research finding 68 per cent of London charities do not have a strategic property plan in place. *The Charity Property Matters Survey* revealed just over half of charities claim no one with appropriate expertise is specifically responsible for property within their organisation.

Naturally the lack of property planning causes an increase in charities experiencing unexpected property costs; 24 per cent said they had experienced surprising costs, while 19 per cent said they anticipate they will experience unforeseen property costs in the future.

"The problem we see with a lot of charities spending money on property is that they will do things with all the best intentions, but the thought process has not been quite there, and the decision-making process has not necessarily been properly documented," Savvas says.

"It's so important to have all documentation in place. There will always be risks that you may not be aware of in any property investment, but if you have properly documented the whole process, then you will have some protection. Does your documentation stand up to scrutiny? If so, sins later on could be forgiven."

In order to achieve best practice in property, a charity, particularly one looking to invest a substantial amount into the market, should really consider having a building committee, one panellist argues.

"You've got to have some expertise and be able to delegate responsibilities to set the agenda and the objectives around the building and the property. I think that's really vital in terms of governance. Of course you have a trustee board, but due to the amount of potential issues and hidden costs that can arise through property, there should be a specific group of people who are paying attention to it. It's vital."

Ethics

While good documentation, governance and delegation is essential for ensuring property investments are cost-efficient, the panel agrees it's also important to ensure any property investments don't clash with the charity's overall mission ethically.

"I think we need to go back to basics. What is your charity for? How were you set up to change the world? What is your mission, vision and values and how do they translate into property?" Swinson asks.

"Transparency is very important," she adds. "As a charity, you need to consider how transparent you are to your stakeholders."

It comes as no surprise that public trust falls when transparency is lacking. A survey by blockchain company, Giftcoin, revealed charities could increase their public donations by almost 50 per cent if they were more transparent about how their money is being spent.

Notably, it found charities could build better relationships with their donors if they were more transparent about how much money is spent on the likes of office rent, and whether that rent is justifiable and relevant to the cause.

Given the option of more transparency from charities about how money is spent, the average reported increase in giving was 49 per cent, while one in six would double their donation or more, the survey found.

Regardless of the economic and political turbulence present through Brexit negotiations, the panel concludes that charities shouldn't remain too cautious, and should consider taking the opportunity to invest in new, profitable pockets of property. But in doing so, the charity's purpose should remain at the heart of every decision.

"It is an issue of stewardship. How you use property should run through everything you do like words through a stick of rock," concludes Swinson. "Otherwise, you are merely just a sub-private company." ■

ADVERTORIAL

Charity property roundtable: the key takeaways

We were delighted to be a part of the Charity Times property roundtable: Creating strategies in uncertain times. The day brought up some really interesting topics, revealing just what charities are facing around property issues. There were many things discussed among the group and we spotted certain trends and issues during the discussions. We have put these main themes below with some things to consider, which you can take away with you.

1. Location, Location, Location – Location was one of the main themes, with those in attendance speaking about the issue of increasing rates within prominent areas in London and the South East and choosing whether to move to more regional hubs such as Manchester or Leeds. One interesting point is that this

Charity property planning can be a bit of a minefield. So what are the key issues you need to consider?

WRITTEN BY LUKE SAVVAS, CHARITY TAX PARTNER, BUZZACOTT

traditional path of reducing costs was starting to become less effective, as the cost within these hubs are now starting to move closer towards the costs within areas in the South East. The main thing to consider here is the flexibility of staffing, do teams need to be under one roof or is flexible working becoming more important, plus your organisations' need for transport links. Is the property or properties in the right location to meet your charitable and social cause?

2. Fit for purpose
A key point for some charities at the event was the question around social housing. The overriding thing to take away here is to ensure that regardless of the issues surrounding social housing, ensuring that it is 'fit for purpose' is the key, and that the charity trustees have made the best use of funds including where and how they invest in property.

3. Make the most of VAT and Tax breaks
We found from the event that perhaps not all VAT and tax breaks available to charities were either being utilised or protected. This could really help a charity's financial position when it comes to property management. Our advice would to obtain professional tax guidance prior to committing to property investment, disposal and works, to limit your exposure to VAT and Tax.

4. Pressure for multi-use venues
There was a sense in the room that properties could be used for multiple facets of charity activity, ranging from pure lettings to a new trade generating increased revenue, through to generic charity fundraising activity. This is all well and good, but one important thing to consider is to make sure you evaluate the potential effect on your VAT recovery. As your property use varies, the VAT zero rating and exemptions for charities may no longer apply which you will need to be aware of. In addition the mandatory 80% business rates relief for charitable use may be jeopardised with mixed usage property.

If you have any questions regarding property VAT or Tax, don't hesitate to contact us on: enquiries@buzzacott.co.uk or visit our website at: buzzacott.co.uk ■

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ADVERTORIAL

Preparing for certainty in uncertain times

Reviewing a charity's property strategy is crucial in uncertain times, but what key questions should charities be asking in the process? WRITTEN BY JAMIE HUARD AND KARLI HISCOCK, PARTNER, BATES WELLS BRAITHWAITE

At the time of writing, the original Brexit deadline of 29 March 2019 has passed without clarity on what the future relationship between the UK and the EU will look like and how this will affect funding and the future activities for charities in the UK.

The current acute political uncertainty impacts significantly on third sector bodies, which are often required to provide a lifeline in times of economic and social difficulty. In times of political turmoil and reduced funding, how should charities adapt, in particular their property strategies, to continue to best meet the needs of their beneficiaries?

There is no simple answer of course, but forward planning is crucial. A clear strategy is essential to maximise the ability of the charity to achieve its purposes. A charity's overarching strategy will contain essential ingredients relating to specific projects and the financial requirements for these. A charity's people strategy will be crucial to growth and stability. A review of its property assets (and liabilities) will ensure sensible planning to meet short-term needs balanced with the long-term stability of the organisation. In uncertain times, flexibility will be vital.

TRUSTEES WILL NEED TO ACT REASONABLY AND PRUDENTLY

Property is usually one of the two biggest overheads for any charity and so it will be important to review the property strategy regularly to assess:

- Is the headquarters and other operational property fit for purpose?
- If the charity occupies its premises under a lease, how easy is it to exit or use the premises for other purposes? For example, what is the expiry date? Is there a break right or ability to renew? Can the charity sublet or share occupation? If a move is intended, this should be planned at least 18 months in advance.
- What are the risks and liabilities of any leased properties? For example, what are the repairing obligations? Is there a landlord break?
- If the charity owns the freehold, what is the current value? What level of debt is secured against the property? Is the property fit for purpose? Could it be used to generate income for the charity by letting it out in whole or part?
- Is the property in good repair and condition? If not, what are the options for refurbishment or sale?
- If the charity owns property and wishes to refurbish but has little funding to do so, would a sale of part to a developer in return for a redeveloped property for the charity be an option?

A crucial part of any property strategy will be the role of trustees in decision-making, with the needs of the charity's beneficiaries paramount. Trustees will need to act reasonably and prudently in safeguarding the charity's assets. If a property is being disposed of (including granting a lease) advice must be obtained and considered by trustees as required by the Charities Act 2011.

Whether the decision is to stay and refurbish or move, having a clear property strategy will be crucial to ensure charities are prepared for the months and years ahead. ■

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ADVERTORIAL

Charity property strategies are evolving – here's why

What are the key occupational trends shaping the way charities assess their property portfolios?

WRITTEN BY CHRIS WAIGHT, HEAD OF NOT-FOR-PROFIT, CLUTTONS

Real estate is a key enabler for charities regardless of size. It provides the bricks and mortar to deliver your mission, is a representation of brand identity and one of the most important items on your balance sheet.

We live in a world where change is the new norm. Economic, political and sector-specific factors are increasingly putting pressure on the bottom line – high accommodation costs, Brexit uncertainty, the battle for talent and a challenging fundraising environment are increasingly becoming drivers of change.

We are seeing the charities we work with respond to these pressures by challenging the status quo with regards to their property holdings. Senior executives and trustees are rightly scrutinising property assets whether held for occupation or investment to ensure they are maximising returns for the mission.

There is an imperative for organisations to link their people strategy to their property strategy, in order to deliver their strategic goals. With expenditure on staff accounting for circa 90% of operating costs, charities are looking at how they can leverage their workplace to significantly improve productivity by addressing issues such as flexibility, connectivity and wellbeing.

Occupational trends

Outlined are four core trends we are seeing influence the sector.

1. **Agile working** - Is established and commonplace across the not for profit spectrum and is one that has been embraced readily by charities in order to reduce the occupational footprint. We have found the charity sector to be progressive when it comes to recognising that a flexible approach at an individual level will generate great results. An open mindset to flexibility can deliver diversity in the workplace by accommodating the needs of a broader workforce demographic.

2. **Leasehold vs freehold** – With approximately 30% of all occupied charity property being owned, many charities are faced with a dilemma akin to "selling the family silver" and a commercial, rather than sentimental approach is being applied to property. We suggest charities ask three questions to inform these decisions; Is the property fit for operational purposes? If not, can it be adapted to achieve this? Is there a better option in terms of releasing value, or improving operations?

3. **Flight to affordability** – Cost of occupation in major UK cities has given rise to charities considering moves to less expensive locations. A growing trend in London, for example, sees charities in traditional hubs around with good transport connections and employees appeal such as Shoreditch and the Southbank increasingly relocating to Zone 2 and 3 locations.

4. **Asset rationalisation** – Many of our clients are opting or actively planning to rationalise office networks into 'hubs' or' super hubs' meaning a reduced overall footprint around key locations which ultimately leads to greater efficiency and ease of management. Of key importance here is access to accurate property data recorded as a basis that facilitates benchmarking and informs decision making.

In summary, the adage 'if you fail to plan, you're planning to fail' rings true. Those charities which have a clearly defined plan with measurable goals and timescales are well placed to make the right informed decisions on property. ■

CLUTTONS

ADVERTORIAL

Tackling climate change with an active investment strategy

The importance of responsible investment, particularly with regard to climate change, is something charities can't afford to avoid. WRITTEN BY RICHARD MAITLAND, HEAD OF CHARITIES, SARASINS & PARTNERS

Climate change poses serious risks to our way of life and is driving policy action that is set to transform how we produce and consume energy. The risk of severe and destabilising consequences of climate change is galvanising global leaders to act.

In December 2015, at the UN-sponsored 21st Conference of the Parties in Paris, almost 200 countries agreed to keep temperature increases well below 2°C above pre-industrial levels, with an aspirational target cap of 1.5°C. The message is clear: world leaders (Trump aside) are committed to decarbonising the global economy by the second half of this century.

While governments must create an enabling environment to drive change, companies will be the principal agent for achieving the energy transformation. Asset owners and asset managers must be prepared to hold these companies to account. To deliver sustained shareholder value, many companies will need to rethink medium and long-term strategies, as well as near-term decisions on capital investment.

Across all of our clients' portfolios, we take an active approach to ownership and aim to invest in companies that will deliver enduring shareholder value over time. Against a backdrop of an increasing sense of urgency to tackle climate change, Sarasin & Partners has launched the Climate Active Endowment strategy for its charity clients, a multi-asset approach which aims to bring about, and benefit from, action by businesses to strengthen their resilience to climate change.

We aim to invest in companies with attractive prospects for long-term value creation, while also looking for opportunities to catalyse improved capital stewardship through targeted engagement with company boards.

University endowments, religious institutions and other charities have come under increasing pressure in recent years to sell their holdings in fossil fuel companies. We refer to this process as 'divestment'. Certainly, divestment is one way to take a stance on climate change. Indeed, some world-renowned institutions such as Stanford University in California have publicly announced their exclusion of fossil fuel companies from their portfolios. But, simultaneously, other institutions have disregarded simple divestment strategies from the outset, recognising that there

Climate change

might be more effective methods to bring about change.

As active shareholders it is our preference to help steer the direction of fossil fuel companies. Rather than divesting from the various companies that extract fossil fuels and ceasing to have a voice in their activities, we focus on active engagement with companies around climate change issues. As stewards of our clients' assets, we seek to work with investee companies to make positive changes. We only consider divestment if we perceive that the company has no intention of progressing our proposed actions. Moreover, we engage with a wider range of companies than those who simply mine fossil fuels: all those who burn fossil fuels and impact climate change will fall into this scope. This is a much more comprehensive (and hopefully impactful) approach than simply selling shares in the extractive industries.

That said, we do exclude a few specific areas at the outset: we do not invest in companies that derive more than 5% of their revenues from the extraction of either thermal coal or tar sands. In these instances, we believe there is little prospect of value creation for shareholders and more environmentally sound alternatives are available.

Where the companies we own are highly exposed to fossil fuel production or consumption, we promote prudent climate risk management. Unless a compelling long-term case can be made for reinvestment, e.g. in climate-friendly technologies, this may mean we call for cash to be returned to shareholders.

With the Climate Active approach, where we believe value can be added through improved capital stewardship, we devote additional resources to targeted engagements. Our engagements are influenced by a new Climate Active Advisory Panel, comprising of external consultants with deep experience of activist investment, climate change, and fossil fuel exposed companies.

Our engagement focus is on companies:

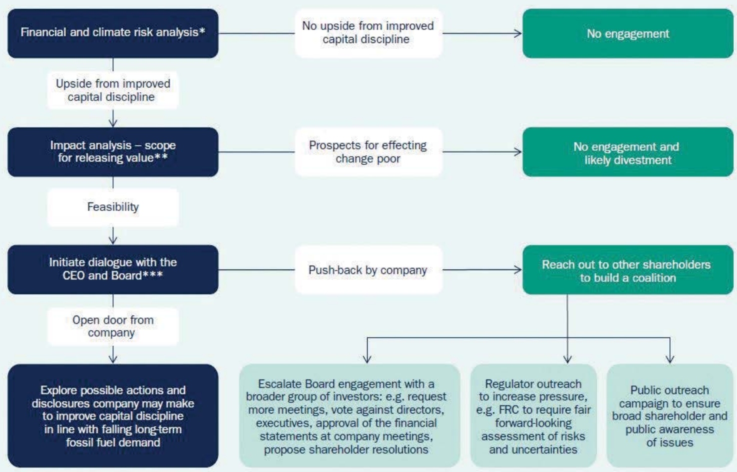
1) that are materially exposed to climate-related risks (either physical or regulatory);
2) that have not yet articulated a cogent strategy for navigating these risks; and
3) where we believe this can be addressed and we can effect change.

Engagements are strictly prioritised to ensure we target a manageable number. Each engagement is based on compelling evidence that the company's shareholders will gain from efforts to position itself for a carbon-constrained world. Our approach to engagement is supportive of positive action, but challenging of inaction. Our process to identify and engage with investee companies is depicted in the image below.

The importance of responsible investment, particularly with regard to climate change, is progressing and enhanced financial returns are increasingly likely to become a corollary of climate-aware investing. ■

How we identify and process our engagements

Chart 1



Source: Sarasin & Partners

Notes

* The financial and climate risk analysis will involve several financial and carbon emission metrics to allow us to narrow down the potential list of engagement candidates. The focus is on finding underperforming companies with respect to climate risk management, that offer potential upside from improved management.

** The impact analysis focuses on prospects for effecting improved capital discipline at the company. Considerations include: strength of the investment/engagement case; size of our holding; prospects for building an investor coalition with sufficient voting power; responsiveness/vulnerability of the Board; support of the broader media and political community.

*** Dialogue may begin with a conversation at a regularly scheduled meeting, or a letter setting out in broad terms our concerns with a request for a meeting. Normally, the matter of capital discipline and strategy would be raised with the Board.

SARASIN & PARTNERS

REVIEW

Striving for consistency – virtue or vice?

Is consistency of the investment process a virtue, or is it merely a hallmark of the unimaginative? WRITTEN BY

MARK JEFFRIES, DIRECTOR OF RESEARCH, ASSET RISK CONSULTANTS

Many investment managers will say as part of their pitch to a potential charity that they aim for consistency as, if they can deliver "average" performance consistently, over time their performance will trend towards being in the top quartile.

In other words, by avoiding mistakes they will end up delivering excellence. That sounds great in theory, but how do discretionary investment managers ('DFMs') actually perform? In this article we examine two sources of return dispersion: that between different DFM houses and that within an individual DFM fund house and find evidence that, on average, the internal dispersion of private client outcomes within a single DFM house is at least as high as the dispersion of returns between DFMs. Choosing the right DFM solution is only part of the answer.

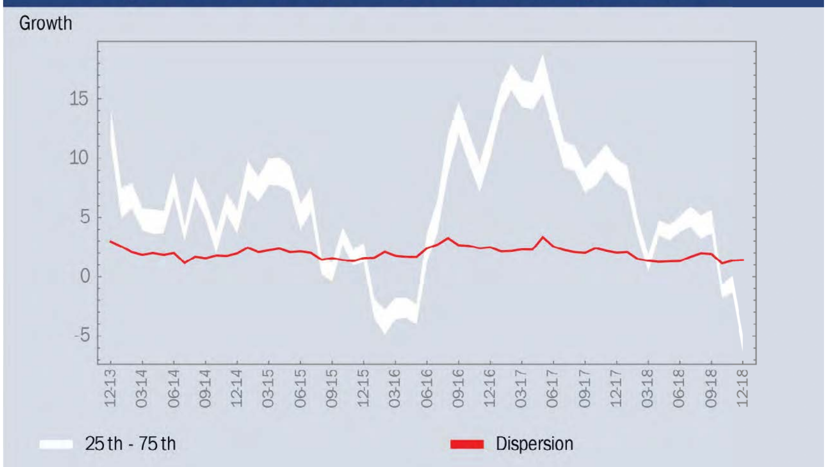
In our view, when selecting a DFM the view of Oscar Wilde should hold sway: "Consistency is the hallmark of the unimaginative."

But when a DFM is implementing your investment portfolio, most investors would probably agree with Francis Bacon: "Consistency is the foundation of virtue."

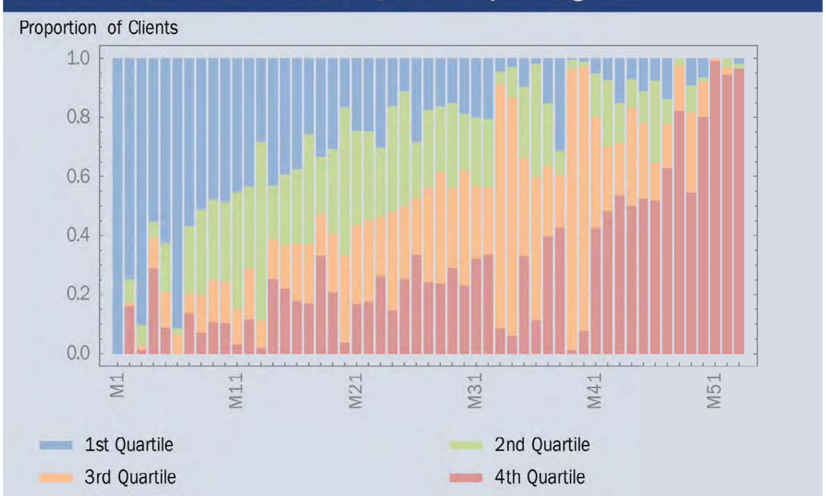
Inter-manager dispersion

To investigate the range of returns available from different DFMs, each quarter the 25th and 75th percentile returns for various time periods are published in the ARC Charity Index ('ACI') Report, which is available

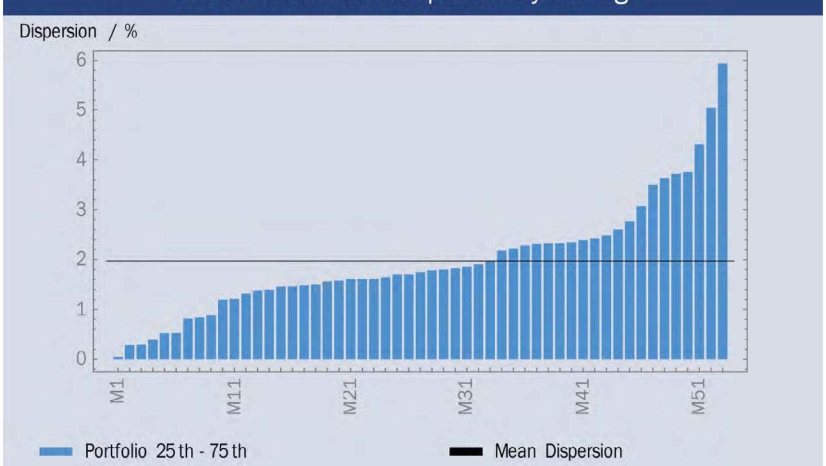
Rolling 12 Month Manager Dispersion - Sterling Steady Growth



Client Return Quartiles by Manager



12 Month Portfolio Dispersion By Manager



portfolios that have a volatility of between 60% and 80% of world equities.

Consider first the white band. That plots the rolling annual range of returns delivered by DFMs (25th to 75th percentile). It can be seen that over the past five years rolling annual returns have been as high as 15% and as low as -5%.

Now look at the red line that plots the width of the white band or the inter-manager dispersion. The difference between top and bottom quartile DFMs has remained fairly consistent at circa 200 basis points per annum, irrespective of the absolute level of performance.

Sources of dispersion between DFMs are many and varied. As the ACI are constructed without using asset allocation constraints, they express a wide range of investment philosophies and approaches by DFMs. It is therefore perhaps slightly surprising that dispersion across DFMs over the past five years has been so stable. However, it should be noted that throughout this period central banks globally have sought to deliver monetary policies that have been supportive of financial assets.

Intra-Manager Dispersion

While portfolio performance averages for each DFM are a useful way of comparing, one of the main purposes of a discretionary portfolio is to allow the DFM to tailor that portfolio to meet the specific needs of each individual private client in a bespoke manner. As a consequence, it is possible for two clients of the same DFM to have significantly different outcomes, yet for both they achieve their individual objectives. Using the data provided on each underlying portfolio, the internal dispersion (measured as the 25th – 75th percentile return) can be calculated for each DFM. That has been done in the chart below for all the larger DFMs contributing to the ARC PCI universe.

The chart at the top left plots the return dispersion for each selected DFM for 2018.

The average internal dispersion is around 200 basis points per annum, with around half the DFMs having a return dispersion for 2018 in the range of 140 – 240 basis points.

That means for a significant proportion of DFMs, their internal dispersion of returns is similar to or greater than the "average" return differential between DFMs.

The level of internal dispersion is a key metric for investors to consider when selecting a DFM as it provides quantitative insight into the DFM's investment implementation process. A key factor driving the level of internal dispersion is the extent to which a DFM is model driven or offers bespoke solutions. For DFMs using a model portfolio approach, consistency of portfolio construction and implementation should lead to low levels of dispersion. By contrast, for highly bespoke firms, outcomes may vary significantly by region, office or individual portfolio manager.

Some level of internal dispersion is inevitable; constraints on mandates; timing of deposits and withdrawals; fee scales and tax considerations all contribute to differences in outcomes for clients. It is up to each investor to determine whether such flexibility is desirable or just adds to uncertainty.

Is consistency enough?

The effect of the two types of dispersion means that for individual investors, the question of whether they should be satisfied or not with their portfolio performance outcome needs to be considered in terms of

how they have performed relative to other clients of the same DFM as well as how on average the DFM has performed against other DFMs. The chart at the bottom left shows how the two type of dispersion interact by examining the 12 months ended Dec 2018.

The chart shows for each DFM the proportion of their clients in each return quartile. The DFMs are listed in order of their median return.

The analysis shows that even for top quartile DFMs, a significant proportion of their clients would have recorded a 3rd or 4th quartile return; and the reverse is true for bottom quartile DFMs.

Conclusions

In this article, we have taken a deeper look at dispersion, both across DFMs and within DFMs. So what does this mean for investors?

- Given that the dispersion of return outcomes within the same DFM house is at least as significant as dispersion across different DFMs, seeking to ensure that the proposed mandate is likely to ensure that the investor is likely to get the best that a firm has to offer is critical.
- Once a DFM is appointed, the DFM should be able to explain to their client both how and why their performance has differed from that of other clients of the firm, including the opportunity costs of ethical screening.
- If consistency of outcome is desired, a multi-asset fund or model based solution may be the optimal route. However, the enormous benefit of a discretionary portfolio is that a DFM can take account of each client's circumstances and tailor the portfolio accordingly.

Consistency of the investment process may be a virtue but, as Oscar Wilde suggested, consistency is the hallmark of the unimaginative when applied to the implementation of a discretionary portfolio. The more active the managers within a firm are; the more creative and varied their outcomes may come to be. ■

INVESTMENT

Multi-Asset Funds	Investment Manager	Fund Size (£m)	Cash %	Bond %	Equities	
					UK %	Intl %
Barclays Charity Fund	Barclays	193.2	2.9	10.9	46.3	29.8
Armed Forces Common Investment Fund	BlackRock	341	6.6	15.8	27.2	31.6
Charifaith	BlackRock	147.5	4.1	16.9	27.9	30.2
Charity Multi-Asset Fund2	Cazenove	560.7	3.8	1.3	24.2	36.8
CBF Church of England Investment Fund	CCLA	1349.7	5.8	3.1	16.5	50
COIF Charities Ethical Investment Fund	CCLA	582.6	5.1	1	17	50.7
COIF Charities Investment Fund	CCLA	2157.1	6.9	3.7	17.1	50.3
Amity Balanced Fund for Charities	EdenTree	22	2.9	24.5	43.6	23.6
National Association of Almshouses CIF	M&G	170	6.1	13.8	53	27.1
Newton Growth & Income Fund for Charities	Newton	657.4	7.4	14	41.8	36.8
Newton SRI Fund for Charities	Newton	100.5	3.9	18.8	35.1	42.2
Newton Growth Fund for Charities	Newton	54.4	11.3	16.9	31.4	39.4
Active Income and Growth Fund for Charities	Rathbones	178.3	3.7	19.8	26	32.5
Core Investment Fund for Charities	Rathbones	95	3.2	9.8	36.1	36
Charity Assets Trust	Ruffer	94.1	6	47	11	22
Sarasin Endowments Fund2	Sarasin & Partners	1538.4	3.3	14.4	19.3	48.3
Sarasin Income & Reserves Fund2	Sarasin & Partners	136.3	3.9	74.1	8.8	10

Peer Group Indices						
Sterling Cautious Charity Index	ARC		26.1	39.2	2	9.2
Sterling Balanced Asset Charity Index	ARC		14.6	27	18.5	19.8
Sterling Steady Growth Charity Index	ARC		8.1	18.8	32.5	26.9
Sterling Equity Risk Charity Index	ARC		2.6	10.5	42.1	31.2

Market Indices1	
UK Equities	iShares
International Equities	iShares
UK Sovereign Bonds	iShares
UK Corporate Bond	iShares
UK Property	iShares
Cash	-

INVESTMENT

Property %	Other %	Last Quarter	Last 12 Months	YTD 2018	Last 3 Years	Last 5 Years	Last 10 Years
5.2	4.9	-6.8	-4.1	-4.1	26	31.2	-
8.4	10.4	-8.6	-6.6	-6.6	19.4	34.2	123.8
8.2	13	-7.3	-2.6	-2.6	23	35.6	120.3
10.8	23.1	-7.1	-4.9	-4.9	17.1	23.1	104.4
4.7	19.9	-6.6	1.8	1.8	32.8	53.3	160.7
5.6	20.6	-7.6	0.5	0.5	29	45.8	-
4.6	17.4	-7.3	0.6	0.6	29.8	48.8	148.8
-	5.4	-6.2	-6.7	-6.7	12.3	26.1	-
-	-	-8.3	-7.3	-7.3	18.9	27	124.5
-	-	-7.9	-1.4	-1.4	26.8	45.7	159.9
-	-	-9	-3.5	-3.5	24.7	33.5	-
-	1	-7.1	-0.8	-0.8	23.5	-	-
9	9	-7.4	-3.4	-3.4	21.2	31.9	-
6.1	8.9	-7.9	-5.1	-5.1	-	-	-
-	14	-5.3	-5.6	-5.6	7.5	15.9	-
9.1	5.6	-7.2	-4.2	-4.2	17.3	28.8	120.2
1.3	1.9	-1.3	-2.2	-2.2	11.8	22.5	78

0.8	22.7	-2.3	-2.5	-2.5	5.7	12	46.7
3.2	17	-5.4	-4	-4	12.6	20.7	84
3.9	9.8	-7	-4.9	-4.9	17.2	25	108.6
4.9	8.7	-8.5	-6	-6	19.4	26.4	126.8

		-9.7	-8.8	-8.8	21.4	20.4	121.4
		-11.7	-3.5	-3.5	39.7	62.3	187.2
		1.9	0.4	0.4	12.3	28.1	53.2
		-0.2	-2.6	-2.6	15.1	30.1	90.1
		-9.5	-13.6	-13.6	-12.1	17.9	102.3
		0.2	0.5	0.5	0.9	1.7	4.4

Source / Asset Risk Consultants

Key

[1] The asset allocations presented are based on estimates provided by ARC. The estimates are calculated using statistical methods that attempt to derive a model portfolio whose historical returns most closely match the actual ACI results.

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* In research conducted by FWD, an independent market research company, of those brokers and organisations who named an insurer in the survey, the majority voted Ecclesiastical as the best insurer for charity

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Stackhouse Poland Limited

Blenheim House
1-2 Bridge Street
Guildford
Surrey
GU1 4RY

T: 01483 407 440
F: 01483 407 441
W: www.stackhouse.co.uk

Stackhouse Poland look after 400 charities and "not for profit" organisations in the UK.

Our specialist team arrange a broad range of insurance programmes for our charity clients, including property and liability as well as motor, charity trustee cover and travel policies for aid workers, etc.

The Company also arranges insurance for a large number of corporate clients and has a specialist private client division advising affluent and High Net Worth clients on their personal insurance needs.

Please see our website for the video outlining our services to the Charity sector or contact us to discuss our 10 point Charity checklist for Insurance.

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BN15 8UW

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E: info@unityinsuranceservices.co.uk
W: www.unityinsuranceservices.co.uk/charity-insurance

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We view each charity as unique so we always aim to provide solutions that fit your exacting needs. That's why we will spend the time to understand in detail your activities and risks to obtain the best possible cover at the best possible price.

Visit our website or telephone to us to find out more.

INVESTMENT MANAGEMENT

Cerno Capital Partners LLP

34 Sackville Street, St James's
London W1S 3ED

For more information, please contact Mustafa Abbas, Nick Hornby, James Spence

T: 0207 382 4112
E: charities@cernocapital.com
W: www.cernocapital.com

Cerno Capital works closely with charities, helping them organise and manage their investment portfolios.

It is our view that the only way to obtain a reliable investment return is to identify the prevailing macro-economic themes and then follow a robust methodology for selecting investments. We take a real world approach to risk, concentrating on the risks of losing money and not just the measurement of volatility.

We invest globally, across multiple asset classes and take a long term outlook to wealth preservation and growth.

We act as both discretionary managers and advisors to charities.

Charles Stanley & Co. Limited
55 Bishopsgate London EC2N 3AS

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Head of Institutional Business Development
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E: charities@edentreeim.com
W: edentreeim.com

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That is what we aim to deliver. We believe that a company's business activity, it's environmental and community impact and the way it interacts with its stakeholders can all positively contribute to returns. This is why these factors are integral to our responsible investment process and why EdenTree Investment Management has won numerous awards for its performance.

Call us to discuss how investing responsibly will benefit your charity, learn how our charitable ownership helps us see things from your perspective and how your investment can make a real difference.

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Epworth Investment Management Limited

9 Bonhill Street, London
EC2A 4PE

Mark O'Connor
Head of Business Development
T: 020 7496 3639
E: mark.oconnor@epworthinvestment.co.uk

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Lombard Odier (Europe) S.A.

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London, W1S 3AB

Contact: Tom Rutherford, Head of Charities
T: 020 3206 6156
E: t.rutherford@lombardodier.com
W: www.lombardodier.com/ukcharities

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M&G
INVESTMENTS

M&G Investments,
M&G Charities Department

PO Box 9038, Chelmsford CM99 2XF

T: Richard Macey 020 7548 3731
or James Potter 020 7548 3882

E: charities@mandg.co.uk
W: www.mandg.co.uk/charities

With M&G, you're free to choose from two specialist pooled funds for charities, Charifund and Charibond, or alternatively, invest across our wide range of OEIC funds.

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*As at 31.03.2016. Issued by M&G Securities Limited who is the fund manager and registered in England No. 90776. The registered office is Laurence Pountney Hill, London EC4R 0HH. M&G Securities Limited is authorised and regulated by the Financial Conduct Authority. Charibond's charity registered number is 271815, and Charifund's charity registered number is 249958.

NEWTON
Investment Management

Newton Investment Management

Stephanie Smith
Newton Investment Management
BNY Mellon Centre
160 Queen Victoria Street
London
EC4V 4LA

T: +44 (0)20 7163 6377
E: stephanie.smith@newtonim.com
w: www.newtonim.com/charities

At Newton, our sole focus is investment management. We currently manage £46.7 billion for a broad range of clients, of which £3.9 billion is on behalf of charities (as at 31 December 2018).

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INVESTMENT MANAGEMENT

Smith & Williamson

25 Moorgate
London
EC2R 6AY

Contact: Sharon Hanshaw
T: 020 7131 8214
w: www.sandwcharities.com

Smith & Williamson is an independently-owned financial and professional services group, with 1700 people across 12 principal offices in the UK and Ireland. We are a leading provider of discretionary investment management services to private clients, charities and corporates and have around £20.4bn of assets under management and advice (as at 31 December 2017).

Smith & Williamson LLP is regulated by the Institute of Chartered Accountants in England and Wales for a range of investment business activities. Smith & Williamson Investment Management LLP is authorised and regulated by the Financial Conduct Authority.

UBS

5 Broadgate

London EC2M 2AN

Helen McDonald - Director
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T: +44 207 567 0241

W: www.ubs.com/charities-uk

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Waverton Investment Management

16 Babmaes Street
London
SW1Y 6AH

Contact: Emma Robertson
T: +44 (0) 20 7484 2065
E: erobertson@waverton.co.uk

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Waverton has been providing charities with investment solutions that are actively managed, directly invested and global since 1986. We combine this investment approach with a highly personal service from charity specialists who take time to understand the unique needs of each client.

Waverton offers:

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- Direct relationship with portfolio managers
- Ethical investment screening
- Tailored reporting
- Institutional investment process
- Trustee training

Waverton Investment Management Limited is authorised and regulated by the Financial Conduct Authority. The value of investment can fall as well as rise and you may get back less than originally invested.

SOFTWARE PROVIDERS

Advanced Solutions International (Europe) Ltd

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BN43 5EG

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W: www.advsol.com/UKFund

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bluQube

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Bristol
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E: hello@bluqube.co.uk
T: 08456 44 77 88
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Simply, bluQube is a comprehensive finance and accounting system designed to assist your charity in solving every day financial challenges in a practical and simplified way.

bluQube has been specifically developed to help charities challenge the way they think about finance.

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bluQube finance software is developed by Symmetry, based in Bristol.