



cover story

44 The promise to slash red tape

A cutting retort



Business plans

features

47 **Very appealing**
How the new Charity Tribunal system will operate

48 **All in the planning**
Drawing up an effective business plan, and what it should contain

50 **Calling all donors**
The costs and benefits of in-house and outsourced fundraising call centres



Social enterprise

52 **Enterprising solutions**
Will the government's emphasis on social enterprise be at the expense of charities?

56 **Training to win**
The importance and benefits of carrying out staff training



Tory policy

58 **Supply and demand**
Carrying out a utilities audit can save charities thousands on energy bills

60 **True blue?**
David Cameron's policy for the third sector, and how it is being received

Brand and marketing supplement



26 **Alternative realities**
The rise of virtual world marketing, from Myspace to Second Life

28 **What's in a name?**
Avoiding the legal and financial pitfalls of a bad rebrand

30 **Guilt by association**
Why emotive advertising campaigns have passed their sell by date

charitytimes

FIRST CHOICE FOR NON-PROFIT MANAGEMENT

News

06 News analysis
MPs' support for charity lobbying, merging charities in pensions crisis, the first report of NCVO's terrorism committee and the professionalisation of volunteering

10 News round up

13 International news

14 Debate forum
Has the third sector broken the glass ceiling for women in work?

16 Events
Voices for Real Reform conference, plus diary listings

17 Letters & publications
Reader feedback and new books

Columns

18 Research review
Non-financial staff motivation

19 Trend watch
Our first regular column from the DSC

20 At the Commission
How the process for making annual returns is to be overhauled

21 Policy & politics
Why it is time for the government to put its money where its mouth is

22 Would like to meet...
Orlando Fraser, chair of the Voluntary Sector Working Group at the Centre for Social Justice



Charity Services

64-70 **Conference Venue Guide:**
Venue listings and details

66 **Market Guide:**
Comprehensive listings of products and services for the sector