

Special 25th Anniversary Issue

charitytimes

October/November 2019



THE 25 MOST INFLUENTIAL

The charity sector's most influential leaders as voted for by you, our readers



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You can't please everybody

This year marks the 25th anniversary of *Charity Times* and whilst this landmark may feel insignificant to some (NCVO has just celebrated its 100th Birthday), for us, it's been a great opportunity to reflect.

Although I haven't been here from the beginning (see p.22 to hear from the person who has), I've loved using this landmark to draw attention to some of the incredible changes that have taken place across the sector.

From learning about some of the most influential charity leaders (p.23) to speaking to experts about the most topical issues facing trustee boards today (p.35), it's incredibly clear that there's a lot to be celebrated.

Of course not everybody agrees. A couple of weeks ago, I received a call from a disgruntled member of the public, who wanted to know why his donations to a charity 'weren't being spent on the cause'.

"What makes you think that?" I asked.

"I read it in the *Daily Mail*," he replied.

I ended the conversation pretty swiftly. This kind of response doesn't surprise me, but it did remind me that there are some things that will never change, and actually, that's okay.

Huge levels of development have taken place over the past 25 years and whilst this is in part due to the rapid advancements in technology, I also firmly believe it's thanks to the mistakes that have been made along the way – even if they have lost the trust of a few *Daily Mail* readers.

Thanks to some of these mistakes, the Fundraising Regulator was launched, so too was the Code of Fundraising Practice, the Code of Ethics and a wealth of guidance dedicated to safeguarding, sexual harassment, inclusion and mental health. You only have to skim through the biographies of the leaders in our cover story to see how many people are dedicating their entire careers to constantly improving civil society.

Charities will always be under scrutiny, and there will be some people the sector is never able to please, but that doesn't make the work it's done over the past 25 years – and beyond – any less inspirational. For every person that has been lost to negative media coverage, another life has been saved. You only need to take one look through this issue to see it for yourself.

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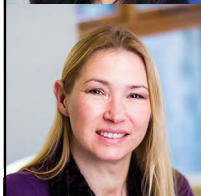
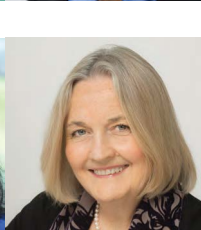
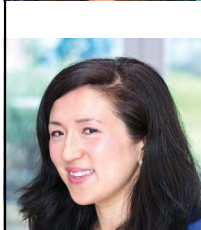
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in brief



BOND LAUNCHES APPRENTICESHIP TO INCREASE DIVERSITY IN INTERNATIONAL CHARITIES

UK NGO Network, Bond, has launched a new apprenticeship scheme to encourage greater diversity across international development charities. The scheme, which has been developed in partnership with tech start-up WhiteHat, will allow NGOs to run apprenticeships and will have a dual focus on increasing diversity across the charity sector at entry-level and upskilling existing employees. The apprenticeship schemes available to charities will be used to give existing employees access to training in newer areas like data analysis and digital skills as the industry evolves.

NEW GUIDE LAUNCHED TO HELP SMALLER CHARITIES WITH THEORY OF CHANGE

A new ten-step guide has been launched to help small to medium charities with their theory of change. The guide, launched by NPC, is aimed at small charities with no prior experience of theory of change, and those that want to refresh their understanding and look at it in a different way. Further guidance will be aimed at those working on campaigns and larger organisations, which tend to be more complicated, NPC said. The guide contains questions and exercises, which charities can use to develop a new theory of change or reflect on their

existing one and is grounded in NPC's experience of helping charities create theories of change first-hand.

CHARITIES NEED BETTER SYSTEMS FOR DEALING WITH DATA COMPLAINTS, REGULATOR WARNS

Charities need to ensure they have good systems in place for responding to requests from members of the public wishing to cease contact, the Fundraising Regulator has warned. Speaking at the Voluntary Data Conference in London in October, the regulator's chief executive, Gerald Oppenheim, said around a fifth of all complaints to the regulator between 2017-18 were in relation to how supporter data is managed.

NEW MOVEMENT LAUNCHED TO GET MORE YOUNG TRUSTEES INTO ROLES

A new movement to encourage more young people into charity trustee roles has been launched with the aim of doubling the number of young trustees by 2024. The Young Trustees Movement, launched by the Social Change Agency and supported the Blgrave Trust, Esmée Fairbairn Foundation, Co-op Foundation, Zing and the Paul Hamlyn Foundation, aims to increase the number of people under the age of 30 on charity boards through practical advice, guidance and a campaign for wider trustee diversity.

IOF ANNOUNCES ACTION PLAN FOR TACKLING CLIMATE EMERGENCY IN FUNDRAISING SECTOR

The Institute of Fundraising (IoF) has announced an eight-point action plan to help tackle the climate emergency within the fundraising sector. IoF's board of trustees has approved a series of eight commitments following a consultation with members and a roundtable on fundraising and the environment. The commitments include embedding the

"Too many charity accounts, particularly those submitted by small voluntary sector organisations, are not being properly scrutinised"

climate emergency as a theme in its work, providing more support to charities on stepping away from partnerships if they have environmental concerns, and collaborating with the charity sector for a stronger voice.

SERIES OF GUIDES LAUNCHED TO HELP TACKLE TRUSTEE CONFLICT

A series of guides have been launched to help charity chairs tackle trustee conflict and manage board relationships more effectively. The series of guides, *Working with trustees*, have been published by the Association of Chairs in response to feedback from chairs who claim getting the best out of a 'disparate group of individuals' and managing conflict, are among the biggest challenges they face. The guides have been designed to equip chairs with the skills they need to enhance relationships among trustees, improving the overall effectiveness of their board and charity.

MIKE PENROSE STEP DOWNS AS UNICEF EXECUTIVE DIRECTOR

Mike Penrose has stepped down as the executive director of Unicef UK. Penrose has led the organisation since April 2016 and is moving on to pursue 'a number of personal projects' when he leaves the organisation in the Autumn. Unicef is set to start recruiting for a new country leader immediately.

BIDDING LAUNCHES FOR £3.5M IN TAMPON TAX FUNDING

Charities are being urged to bid for a share of £3.5 million in Tampon Tax Community Fund money announced today. This is the latest round for funding aimed specifically at charities and community groups that work with women. The application process prioritises grass roots organisations, charities that work with women who face multiple challenges and groups that have a strong focus on being user-led and sustainable. Issues to be funded include those that help women and girls find employment, raising awareness of health issues or creating peer support networks.

REGULATOR RAISES CONCERNS ABOUT EXTERNAL SCRUTINY OF CHARITY ACCOUNTS

Too many charity accounts, particularly those submitted by small voluntary sector organisations, are not being properly scrutinised by external examiners and auditors, according to a Charity Commission report. The regulator measured the 2017 accounts of 296 randomly selected charities against its external scrutiny benchmark, which determines whether minimum standards of scrutiny by auditors and independent examiners have been met. It found that some examiners and auditors are “letting the profession and charities down”. Just 37 per cent of accounts of small charities, with an income of between £25,000 and £250,000, met this benchmark, according to the report.

RNLI REVEALS £28.6M FALL IN RESOURCES DURING ‘CHALLENGING YEAR’

The RNLI has revealed a £28.6m fall in resources in 2018. Its annual accounts for the financial year ending



31 December 2018 state that “2018 was a challenging year financially for the RNLI” due to reductions in legacy income and investments. The charity has announced that its legacy income fell by £8.5m (6.4 per cent) and its investments reduced in value by £10.1m “during an uncertain economic climate”.

REGULATOR CLOSES CHARITY AFTER ‘RECKLESS’ TRUSTEES FAILED TO PROVE HOW FUNDS WERE SPENT

Education charity Grove Mountain has wound up after the Charity Commission found claims it was using funds to build bathrooms and installing IT equipment in Caribbean schools could not be proved. The regulator opened an inquiry into the charity in 2017, after a third party raised concerns about its financial arrangements. Money was gifted to the charity via collection boxes and donations from the public. The charity’s website claimed that it shipped books for libraries and computer equipment for primary schools to Jamaica. This claim was repeated in its annual report.

NORMAN LAMB TO QUIT PARLIAMENT TO FOCUS ON CHARITY WORK

The MP and former health minister

Norman Lamb is to stand down at the next general election to focus on his charity work supporting people with mental health, learning disabilities and autism. The Liberal Democrat MP for North Norfolk said it was a “painful” decision to stand down from parliament after 18 years in the role and he will not seek re-election at the next general election. Instead, he will focus on his newly created Norman Lamb Mental Health and Wellbeing Fund, which he has set up with his wife Mary to help support people with mental illness as well as those with learning disabilities and autism.

ACEVO REBRANDS TO BE ‘MORE LIKE MICHELLE OBAMA THAN JEREMY PAXMAN’

ACEVO has rebranded in a bid to be seen as less confrontational and more personable. Chief executive Vicky Browning likens the change to being less like broadcast journalist Jeremy Paxman, who is known for his abrasive style of questioning. Instead the organisation aims to project an image more like the friendly public persona of former US first lady Michelle Obama. The rebrand sees the charity ditch its previous strapline ‘Charity Leaders Network’ and replace it with the new strapline ‘Imagine, Inspire, Improve’.

Charity sector

The National Council for Voluntary Organisations (NCVO) has launched a series of free guides to safeguarding, in a bid to make safeguarding a core value for every charity.

The suite of free online resources aim to provide charities with guidance around the steps they can take to ensure they are run in a way that 'actively prevents beneficiaries, staff and others from suffering harm, bullying, abuse and neglect'.

Included in the resources are specialist guides for people working in particular roles, such as CEOs, trustees, fundraisers, HR staff, PR and marketing staff and those working in voluntary sector infrastructure bodies.

The NCVO Knowhow website acts as the main hub for the resources. This in turn signposts to new content on partners' website.

Safeguarding Training Fund

The new resources form part of phase one of the Safeguarding Training Fund, which was announced in March by the Department for Digital, Culture, Media and Sport (DCMS) and the National Lottery Community Fund.

Phase two funding of around £600,000 will be used to raise awareness of safeguarding and improve safeguarding practice with voluntary, community and social enterprise (VCSE) organisations across England.

The successful applicants will share the new training resources, alongside promoting locally available advice and support.

#SafeguardingAsOne

The NCVO has also created the hashtag #SafeguardingAsOne with the aim of making clear that 'every charity has a responsibility to be a safe place and that it works best when everyone in a voluntary organisation engages with safeguarding'.

"There can be no higher priority for

Series of guides launched to help charities improve safeguarding

THE NCVO HAS LAUNCHED A SERIES OF FREE GUIDES TO SAFEGUARDING FOR CHARITIES AS PART OF THE SAFEGUARDING TRAINING FUND, WHICH WAS ANNOUNCED BY THE DCMS EARLIER THIS YEAR

the voluntary sector than looking after the wellbeing and dignity of absolutely everyone in contact with our organisations whether our intended beneficiaries, staff or volunteers," NCVO chief executive, Karl Wilding said.

"Safeguarding is everyone's business – everybody working or volunteering in a voluntary organisation should understand it, even those who don't work directly with children or adults at risk. The more that people understand their part to play in safeguarding, the more effective the whole sector's safeguarding becomes.

"Safeguarding is too important to get wrong. These resources, developed with partners who are experts in their fields, give simple advice for organisations to take the first steps to get it right. All organisations can continue to improve their safeguarding and these resources will help them on that journey."

"We all have a responsibility to raise awareness"

Minister for Civil Society, Baroness Barran added: "Charities must be safe spaces for everyone, whether that's employees, volunteers or those who use their important services.

"We all have a responsibility to raise awareness about safeguarding, ensuring organisations know their responsibilities and how to report concerns. I am therefore delighted that my colleagues in DCMS have worked alongside NCVO and other charities to develop these essential resources."

Charity Commission director of policy, planning and communications, Sarah Atkinson also commented on the announcement, noting trustees must ensure they make protecting people from harm "an absolute governance priority".

"Charities should be places where people know the signs and symptoms of harm and what to do when they have concerns, as well as the understanding that they will be heard. This is vital for all organisations – especially charities that exist to do good," she said.

You can find the guidance on the NCVO's website: knowhow.ncvo.org.uk/safeguarding/

Diary dates 2019/20

The latest events occurring across the charity sector



CHARITY INVESTOR'S FORUM ON CLIMATE CHANGE

22 October 2019

[One Birdcage Walk, Westminster](#)

In this hugely topical half-day conference, a selection of climate and investment experts will explore the huge challenges posed by global warming, and set out some of the simple steps charity investors can take to ensure they are creating an impact within a rapidly reducing time frame. The event welcomes finance directors, trustees and managers who are responsible for the investment portfolio of charities with an income of £1 million and over.

charitytimes.com/investorsforum



CHARITY INVESTMENT WEBINAR: UNDERSTANDING THE BASICS

19 November 2019

Open to all charities, this online training session will cover the basic investment principles charities need to know. The webinar, hosted by investment specialists, Investec, is suitable for CEOs, FDs, CIOs and trustees. The session will address asset classes, performance, how to set an investment strategy, benchmarking, fees, clarity around ethical and sustainable investments and much more. To sign up to the training session, please contact Linda Libetta for more details:

linda.libetta@charitytimes.com



NCVO TRUSTEE CONFERENCE

4 November 2019

[The Brewery, London](#)

Having responsibility for the governance of a charity is an important role. Trustees must ensure their organisation complies with the latest regulatory standards and follows best practice. This one-day event explores what good governance looks like for modern charities, using the key principles of the Charity Governance Code. It aims to provide practical tips and guidance to help you develop in your role as a trustee and support your organisation's governance.

ncvo.org.uk

Not to miss...

SAVE THE DATE: CHARITY TIMES ANNUAL CONFERENCE

6 May 2020

Waldorf Hilton, London

charitytimes.com/conference

SAVE THE DATE: CHARITY TIMES AWARDS 2020

3 September 2020

London

charitytimes.com/awards

SAVE THE DATE: BETTER SOCIETY AWARDS 2020

14 May 2020

London

betersociety.net

SAVE THE DATE: CHARITY PROPERTY ROUNDTABLE

February 2020

Searcy's at the Gherkin

charitytimes.com/roundtables

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



ARTHUR VESTEY

Arthur Vestey has been appointed into his first trustee position at the **County Air Ambulance Trust** – a charity founded in 1994 and which supports the helicopter emergency medical services by funding air ambulances' operational costs and infrastructure projects. Vestey joins with extensive experience across the financial sector.



ARVINDA GOHIL

Arvinda Gohil, former CEO of charity Community Links, has joined **Central YMCA** as its new chief executive. She brings extensive senior leadership experience from her last role and previous CEO roles at homeless charity, Emmaus UK and the National Housing Federation. She was recently awarded an OBE for her services to community support and housing.



JULIAN OLIVER

Raleigh International, the UK-based youth-led sustainable development charity, has announced that Julian Oliver will take over as CEO in 2020. Oliver is currently the deputy chief executive of the charity, prior to which he held roles as the director of programmes, head of countries, and director of Raleigh Central America.



JUSTIN REES

The farming sector's oldest and largest charity, **the Royal Agricultural Benevolent Institution**, has appointed Justin Rees as head of finance. A CIPFA qualified accountant, Rees comes from a farming background and has experience in both the public and charitable sectors. In 2018, RABI gave out grants of over £2m to farming people of all ages.



KATIE GHOSE

Katie Ghose has been appointed as the new chief executive of the charity for disabled children, **KIDS**, and will join the charity in November 2019. Ghose has 27 years' experience in the social sector and has previously served as chief executive of Women's Aid Federation of England, the Electoral Reform Society and the British Institute of Human Rights.

Appointments



RACHEL WHITTINGTON

Rachel Whittington has been appointed as trust director of **Allchurches Trust** – one of the UK's largest grant-making charities - to lead the organisation from 1 November 2019. She comes from Church Urban Fund, having been the director of partnerships since 2016. Whilst there, she was instrumental in developing the organisation's new strategy.



RICHARD BARLEY

Richard Barley has been appointed to the board of trustees at the **National Garden Scheme**. He was formerly director of horticulture for The Royal Botanic Gardens Kew. Australian-born, Barley previously worked at Royal Botanic Gardens Melbourne as a manager and director, followed by the position of chief executive of Open Gardens Australia.



ROBERT GOFTON

The Royal Life Saving Society UK (RLSS UK) has appointed Robert Gofton as its new CEO. Formerly director of operations and business development for One World Events in Bristol, Gofton has also worked as the CEO for both the children's charity, CHICKS (Country Holidays for Inner City Kids) and Falmouth and Exeter Students' Union.



SIMON DENEGRİ

Simon Denegri has been appointed as the executive director of the **Academy of Medical Sciences (AMS)**. Prior to taking up this, he was the national director for patients, carers and the public at the National Institute for Health Research (NIHR), and chair of INVOLVE. He was also CEO of the Association of Medical Research Charities (AMRC) from 2006 until 2011.



VIVIENNE DEPLEDGE

Dementia Adventure, a specialist charity offering supported breaks for people living with dementia and their carers, has appointed Vivienne Depledge, former CEO of homeless charity Beacon House as its CEO. Taking the reins of the charity from September, Vivienne will succeed Neil Mapes, who stepped down as CEO from Dementia Adventure in August.



SUKI GILL

The Film and TV Charity has appointed four new trustees to its trustee board to 'energise its work supporting freelancers and diverse talent within the film and TV sector'. The new trustees are Viacom CFO, Suki Gill; talent agent Sara Putt; screenwriter/director, Joseph Adesunloye; and playwright Juliet Gilkes Romero.

Public trust

"I HAVE A REAL PROBLEM WITH THE FOCUS ON TRUST DRIVEN BY WHAT THE PUBLIC SAY THEY WANT AND HOW MUCH THEY SAY THEY TRUST CHARITIES IN ANY GIVEN MOMENT"



**CARON BRADSHAW
IS CHIEF EXECUTIVE
OFFICER OF
THE CHARITY
FINANCE GROUP**

The Charity Commission and Frontier Economics recently published *The value of the charity sector*. As with many events, reports and initiatives I have engaged with recently, it has left me with mixed feelings.

When I first met Minister Baroness Barran and participated in a roundtable with her, I heard a lot of things that encouraged me and I perceived a genuine desire to engage. But in those discussions, particularly with civil servants present, I noticed I felt discomfort.

Similarly, I loved much of Julia Unwin's report into the future of civil society, but I still felt a sense of discomfort. I've also found that, while there's much in the actions of the Charity Commission to encourage charities to be true to their purpose, I've felt discomfort again.

We all know that the value to society, which flows from charity, is so much more than financial. There is recognition that charities play an important role in social cohesion, wellbeing and civic engagement.

So the cause of my discomfort? The narrative, which lurks in the background, like a saboteur, threatening to undermine these warm words and clearly good intents; public 'trust'.

Let me stress - I wholeheartedly agree that charities should be trustworthy. We should aim for the highest standards of conduct and behaviour. However, I have a real problem with the continued focus on trust driven by what the public say they want and how much they say they trust charities in any given moment. It assumes that what the public wants is in the public interest and will deliver public benefit. It assumes that if we are not trusted, it is because we are not trustworthy.

But who should set the standards against which we are marked? Do we fully understand what creates and withdraws trust? Do we know whether it has any bearing on how charities raise and spend income or on the delivery of their charitable activities? Do we perpetuate the problem by continually asking the public who they trust in a climate where trust is a diminishing commodity?

I believe we should instead be focussing on public interest (and the inherent relevant charitable obligation of 'public benefit'). The public interest is something that transcends popularist opinions. It is about the good of society, the welfare and well-being of the general public.

The ICAEW in its publication *Acting in the public interest* says: "The public interest is an abstract notion. Asserting that an action is in the public interest involves setting oneself up in judgement as to whether the action or requirement to change behaviour will benefit the public overall – a far greater set of people than can be interacted with directly."

We can no longer '...count on being given the benefit of the doubt.' And we shouldn't. Because trusting blindly is a fools' game. But is our ability to meet growing demand really dependent on 'retaining the confidence of the public' or, more worryingly, meeting the public's 'view' of the value of the sector'? We need to answer more fundamental questions; what kind of society do we want and what role does charitable activity play in that? What structure, funding and operating environment delivers public benefit and supports a sector which acts in the public interest?

The simplistic notion that we should respond to what the public wants and the assertion that they alone should be able to set the parameters of what it should mean to be a charity, is flawed. The demand that we deliver more for less and that we can provide 'low cost or no cost' ways of tackling the wicked problems society faces – rather than accepting that a fundamental shift is required, which will need investment and radical change – is unrealistic. And we shouldn't kid ourselves that these are entirely dependent on this subjective notion of trust either.

So I welcome the warm words and the genuine good intent but I have concluded that my discomfort comes from whether there is any truth in the saying that the 'road to hell is paved with good intentions'. ■

Diversity**"HOWEVER FRUSTRATING AND UNCOMFORTABLE CONVERSATIONS [ON DIVERSITY] MAKE US, WE MUST HAVE THEM. ISN'T THE PRIZE WE SEEK WORTH DISCOMFORT?"**

Since setting up Full Colour, I have had several conversations where people have expressed disquiet about the drive towards diversity and inclusion.

The reasons? They feel the way people talk about and seek change are prejudiced against or disadvantage white people. Each of these people espouse a belief in equality. Each of these people were white.

Colleagues working on diversity and inclusion, or who are themselves from a racially different background, may well be rolling their eyes reading this, shouting at the screen, or indeed the magazine if you are reading a hard copy of *Charity Times*.

'For the love of Mike!' you might be thinking. 'Don't these people understand the systemic disadvantages people of colour face every time they walk out of the front door? Don't they see the layer upon layer of privilege they experience simply by being white?'

The answer to these and to similar questions is no. And why would they? I've never lived as a man. How could I ever really understand what that is like?

Don't get me wrong. Most people understand at an intellectual level, but not at a deeper, visceral level. They don't understand it in their bones.

Much effort goes into trying to 'make' white people understand how people from black, asian and minority ethnic (BAME) backgrounds experience the world and that is therefore why we need to work harder to achieve genuinely diverse and inclusive organisations and societies. Research reports, media articles, blogs like this or conversations over dinner abound.

In the many conversations I have had, there is one thing that is always the same. The person on the other side of the discussion never budges. They are entrenched in their views. At an organisational level, these entrenched views can generate turmoil that can damage an organisation within, as well as externally – for example their reputation. Just look at the

BBC and the row around Naga Munchetty's comments about Donald Trump, for example.

It is right that we generate greater understanding among white people of the challenges faced by people of colour. However, it is also important for us to understand what lies at the heart of the desire of these people not to feel disadvantaged by this work, not to feel so threatened.

And here comes my confession. In all those conversations I mentioned, I am equally entrenched in my views. It is frustrating when people wilfully – or so it seems – won't understand what is patently true. (For heaven's sake, how many research reports do we need!) But maybe, just maybe I need to listen more...

This is not about saying – 'you poor white people, how horrible this must be for you'. It is about those of us trying to generate change understanding that we need to first understand and then address the concerns, fears and perspectives of those who feel excluded and disadvantaged by the change we are seeking to achieve.

If we don't, we are doomed to fail. The people who feel disadvantaged will passively or openly resist change, lines will be drawn, tents pitched, and nothing will change. We will never make the glorious possibilities that come from diversity and inclusion a reality. They will never even see what these possibilities are. And let's face it, these are sometimes the very people with their hands on the levers of power.

Unless we understand why the white people I've spoken to, and those like them, are so uncomfortable with the drive towards diversity and inclusion, we will never achieve the change the rest of us want.

However frustrating and uncomfortable these conversations make us, we must have them. Isn't the prize we seek worth discomfort? And maybe, if we can truly engage, there won't be a 'them' and 'us' anymore. ■



**SRABANI SEN
IS CEO AND
FOUNDER OF
FULL COLOUR
AND CHAIR OF
38 DEGREES**

Fraud

"THE BOARD IS RESPONSIBLE FOR CREATING CULTURE IN A CHARITY, AND THERE ARE SOME USEFUL STEPS THE BOARD CAN TAKE TO CREATE AN ANTI-FRAUD CULTURE"



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

October sees the return of the highly successful Charity Fraud Week, which runs from 21 to 25 October. It is a great opportunity for charity trustees to focus on fraud and to consider how they can mitigate against it in their charities.

Charities are popular targets for fraudsters, which is why Charity Fraud Week is useful, providing support and guidance to tackle a number of areas where fraud may arise.

All frauds are an attempt to reduce the resources that a charity will have to apply to its charitable objectives. It therefore reduces the impact a charity makes and reduces public trust and confidence that charities are applying donations to the purposes for which they were given. It is therefore vital trustees ensure they are actively trying to eliminate fraud in their charities.

Fraud can feel overwhelming, it can come from external resources, (hackers trying to access the system or fraudsters trying to illicit payments) and it can be internal (claiming fictitious overtime, submitting false invoices). In addition, we also need to be aware that beneficiaries of charities can be defrauded by the staff of the charity and that charities can be approached by bogus beneficiaries.

It is therefore no surprise that trustees often shy away from the difficult task of discussing fraud. It feels so pervasive that it feels hard to know where to make a start to tackle it. However, the board is responsible for creating culture in a charity, and there are some useful steps the board can take to create an anti-fraud culture which spreads the word that fraud will not be tolerated:

1. Discuss fraud on a regular basis

Don't just be happy that fraud is in the risk register, hold regular sessions with board members and ask each other how you know fraud is being controlled in the organisation and whether you are happy with those controls. When assessing new projects ask how fraud

will be managed and whether this requires new controls.

2. Ensure there is a clear fraud policy in place

This must clearly state that fraud reduces the resources available to support beneficiaries. The policy needs to communicate clearly that fraud will not be tolerated and the consequences of being involved in a fraud. Ensure that the policy is circulated to all staff, volunteers and beneficiaries of the charity.

3. Prioritise whistleblowing

Make sure the whistleblowing policy covers fraud and details clearly that whistleblowers will be supported and listened to.

4. Regularly attend staff and volunteers' meetings

Ask them the same questions: how do they know fraud is managed in the charity and do they feel it is enough? Ask whether staff are aware of the fraud policy, is it robust enough, what else, as trustees, should you be considering?

5. Make sure the charity does not tolerate an irresponsible use of resources elsewhere.

Draft budgets that are based on accurate estimates, not large contingencies. Make sure variances are correctly explained and accounted for. Deal with issues of staff under performance. Challenge the use of preferred suppliers if better terms and service could be obtained, or for less, elsewhere.

There are many ways in which boards can be considering implementing an anti-fraud culture and mitigating the opportunities for fraud from everyone who comes into contact with the charity.

Charity Fraud week will be a great way to come and consider these possibilities. Full details of the week are available at fraudadvisorypanel.org ■

Fundraising

“WE NEED TO DO MORE WORK TO COMMUNICATE TO THE PUBLIC THAT THERE ARE MANY DIFFERENT WAYS TO DEVELOP THE SKILLS NEEDED TO BE A GOOD FUNDRAISER.”

It is intriguing to know what people think about you, simply because of the job you do. We all have our prejudices about the stereotypical banker, sales person or nurse. And the same goes for us; people who work in the charity sector. How many times have you been asked whether you get paid for what you do? How many people presume you are a left-of-centre, socks-and-sandal wearing do-gooder? That you are likely to be late for meetings; and that you probably spend your downtime tending your organic allotment?

As for charity fundraisers, the stereotypes are different. You might be seen as someone holding a collection box at an event, or someone on commission, eagerly trying to sign someone up to a direct debit to support a cause they don't really care about. With all stereotypes, we know they are often wrong.

But what do people think about fundraisers and fundraising as a career? We wanted to find out answers – driven by our move to becoming a chartered profession, and our need to attract a more diverse range of people into the profession.

We worked with YouGov to produce a public survey, *What people think about fundraising*, supported by TPP Recruitment and Charities HR Network. The statistics looked at whether age, race, religion, disability, or gender make a difference to how fundraising is perceived and understood by different people (I really encourage you to take a look at the infographics, which are available on the IoF website).

Despite fundraising going through a few hard knocks in the media, we were very pleased to see that the importance of fundraising is shining through; 78% of people said raising money for charity is important.

But there are also areas where we have work to do. In a profession where over 75% of fundraisers are women, it is perhaps not surprising that nearly one in two men agree that fundraising 'is not for people like me' and 10% of respondents think 'fundraising is a job more for women than men'. But is that perception driven by the current make-up of the profession,

or is it a driver of that imbalance? We need to investigate further if we are going to create a more gender-balanced profession.

One particularly stark statistic shows the misconception that you need an undergraduate degree to even get in the door – 19% said that university education is important to a successful career in fundraising. Yet we know that many of the most successful fundraisers, including the IoF's two previous chairs – who led fundraising at the British Red Cross and Cancer Research UK – got to their positions without a degree. So we need to do more work to communicate to the public that there are many different ways to develop the skills needed to be a good fundraiser. We're also developing a new Fundraising Apprenticeship, which will help to bring fundraising as a career not only to new audiences, but will also show people that a degree is not the only route to a successful fundraising career.

Perceptions of salary levels in fundraising are also worrying. People, particularly BAME respondents and 16-24 year olds, saw salary levels as a disincentive to become a fundraiser. What we need to do now is better understand whether this perception is based on an understanding of earning levels and potential within the profession, or whether this is based on a misconception that salary levels are lower than they actually are.

In relation to gaining chartered status, we were pleased that people thought that this would improve their perception of fundraising and we hope to make the most of this as we pursue our chartered journey.

Finally, we were very pleased the public saw fundraising as a more positive profession than other similar ones, such as marketing and public relations. To me, this means people understand, and respond positively to the fact that we are raising money for a good cause; that there is, in effect, a "charity bounce" for the profession - and rightly so! Our members know that the engagement with the public they lead is solely for the purpose of creating a better world. ■



**PETER LEWIS IS
CHIEF EXECUTIVE
OF THE INSTITUTE
OF FUNDRAISING**

Property

"IT IS UNEQUAL ACCESS TO PROPERTY, PROPPED UP BY OUTDATED CHARITY LAWS AND INEFFECTIVE LOCAL DEMOCRACY WHERE THE REAL DAMAGE TO OUR PLANET LIES"



**ANTONIA
SWINSON IS
CHIEF EXECUTIVE
OF THE ETHICAL
PROPERTY
FOUNDATION**

A few months ago, the phone rings as I'm about to eat my lunchtime sandwich. My colleagues are out doing site visits, and the young girl on the line sounds about 14. Shouldn't she be at school? But no, she is ringing on behalf of a new campaign group seeking temporary office premises as near to Westminster as possible, for three months. They can perhaps pay £1,500 a month and wanted to know if we could help. I explain that EPF is not a location agent, but I ask about her group, because sometimes we do hear of spaces going and I make, what I hope, are useful suggestions.

"Time is so short, you see," she says. I assume she is talking about how quickly her group needs office space, but she quickly puts me right. "To save the planet! We must act now, or it will be too late!" Her passion is wonderful. Before I put the phone down, I ask her group's name. 'We're called Extinction Rebellion,' she tells me. 'What it is to be young,' I think, as I take a first bite into my sandwich, 'but that name will never catch on'.

But now, at the time of writing, XR, as it is now known, has reportedly 100 paid activists, warehouses and offices across London and squillions pouring in from the rich and famous, not to mention thousands of willing volunteers prepared to risk life, limbs and if arrested and charged, future trips to the US, to fight for the planet. Their campaign is inspiring millions. Shortly before writing this column, I receive an e-mail from a local faith group, urging people to hurry down to Lambeth Bridge, 'preferably with colourful banners', to take part in a mass XR demonstration. How appropriate, I think, given the average age of the congregation is 60+, that they plan to (wo)man the barricades after 10.30a.m so the faithful can get free train fares with their Freedom Passes.

My doubts never centre on the cause, but on the XR organisers' choice of targets. Why hurt ordinary Londoners and stressed out commuters? Why not take on the real villains? I think of my old editor's maxim: if you want to hit vested interests where it hurts, follow the

money, which inevitably leads to property and behind that, to land. I could think of much better targets.

As my charity sees every day, it is unequal access to land and property, propped up by outdated charity laws, offshore ownership, ineffective local democracy and stitch-ups in place of proper consultation, where the real social injustice and damage to our planet lies in this country – a situation which continues unchecked, enriching landowners at our community's and planet's expense. However, I do accept that if you are a well-heeled demonstrator spending a day out with your mates on Lambeth Bridge, fighting for transparency of land ownership and land value taxation are hardly sparkling subjects for your next dinner party, nor would they make the headlines on *Sky News*.

A David & Goliath tale of a small charity comes to my mind. The charity took on a licence from a major flexible workspace provider. After a successful year, it renewed, only for the combined heating and air conditioning unit to break down and remain broken, because the landlord said repairing it was too expensive. When summer arrived and office temperatures peaked, staff had to stay home, compromising the charity's ability to deliver work it had accepted grants for. After months of seeking solutions, the charity finally hired a white van and moved out, relinquishing the licence for non-delivery of basic amenities.

It was then that the flexible workspace provider stopped being flexible and turned into Attila the Hun with bailiffs attached. However, in an unexpected twist, the charity, in a fit of bravura, not unrelated to having a good pro bono lawyer, took the multi-national workplace company to the Small Claims Court and, to their astonishment, won! It was, I am told, hugely stressful and used up vast organisational capacity, which should have been spent on beneficiaries. The moral of this story – as I am sure our XR friends are fast finding out – is that fortune favours the brave, but comes at a cost. ■

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Profile: Helen Clarkson



The decades-long struggle to lift climate change to the top of the international political and corporate agenda is far from over. But although some vested interests continue to deny the reality of the climate emergency and/or its human causes, most businesses, and – with a few high-profile exceptions – most internationally significant politicians, now agree that climate action is necessary. They are instead arguing about what form it should take.

This is not a victory, but it is a step in the right direction. Some of the credit for this progress should go to charities and NGOs that have worked to persuade businesses and policymakers of the practical and hard-nosed reasons to act. One of those organisations is The Climate Group. Its CEO, Helen Clarkson, has also worked for another: Forum for the Future. Climate was not always at the top of her agenda

A powerful force

IN THE MIDST OF GLOBAL CLIMATE PROTESTS, DAVID ADAMS CHATS TO HELEN CLARKSON, CEO OF THE CLIMATE GROUP, ABOUT THE CONSTANT NEED TO DO MORE TO MINIMISE CLIMATE RISKS AND THE 'PESTER POWER' OF TEENAGERS

either, but the course of a varied career has led her to focus all of her energy and ability on what she calls “the biggest challenge of our time”.

She grew up in south-west London, in “a liberal, *Guardian*-reading family”. Her father worked in a senior management role for a charity, so the idea of working in the sector was always present. By the time she graduated from the University of Cambridge with a philosophy degree, she wanted to work for a frontline humanitarian charity.

But many such charities are reluctant to recruit people in their early 20s because younger recruits often need to be sent home early, having been unprepared for what they experience in the field. Forced to wait, Clarkson landed a graduate job at what was then Deloitte & Touche. She reckoned financial know-how could prove useful later on: she now says her accountancy training has been “incredibly useful” throughout her career.

Clarkson spent three years working as a management consultant while completing that training. Once qualified, she resigned. “The longer I did it, the more I thought, ‘This isn’t me’,” she says.

She joined Medecins Sans Frontieres (MSF) in 2000. During the next four years she served as a financial controller for a project in Nigeria; then as a project coordinator, in Pakistan, then in Sudan, running healthcare services including a tuberculosis clinic; and finally in the Democratic Republic of Congo, helping to establish a clinic for victims of sexual violence.

Despite the trauma and stress, she relished these experiences. “I loved it,” she explains.



“We were providing healthcare services that people wouldn’t have otherwise; systems that had been really damaged by conflict.”

But she slowly came to the conclusion that this was not what she wanted to do forever. In October 2004 she returned to the UK to become head of finance for MSF.

“But really I either want to be in the action or doing something else – and I didn’t really like finance.” While considering what she might do next she was also thinking about the connections between economic and political crises in some of the countries where she had been working and the effects of climate issues, including water scarcity and extreme weather.

She explored those connections further between 2005 and 2007, while studying part-time for an MSc in business strategy, politics and the environment. She then moved on to the next stage in her career, becoming deputy director of Forum for the Future, a not-for-profit organisation that seeks to persuade governments, businesses and civil society to take action on sustainability and climate change.

As deputy director, Clarkson worked with local and regional government bodies and organisations, helping them bring sustainability into corporate strategies. Three years into her role, she was then given the task of opening a new office for the organisation in New York. From 2010 to 2016, Clarkson built the US

office from scratch, expanding to a team of 10 and an annual income of \$1 million; and building partnerships with more than 50 US businesses, including Nike and Target; and with other not-for-profit organisations including the Rainforest Alliance and the Rockefeller Foundation.

This enjoyable and satisfying experience also encouraged her own leadership ambitions. She returned to the UK in 2016, “saying that I would like to be a CEO, focused on the climate issue”, she recalls. “People said maybe I was over-specifying.”

Luckily, The Climate Group was looking for a new CEO. The organisation, founded in 2004, seeks to create networks of businesses and governments that will work to accelerate climate action, aiming to ensure average global temperatures rise by no more than 1.5 degrees centigrade by the end of the 21st century. Today the organisation has 80 staff and offices in New Delhi, New York and London.

Two years before she joined the organisation it formed a partnership with the Carbon Disclosure Project to create RE100, a global initiative comprising companies committed to moving to only using renewable energy and to helping spread awareness of the business case for doing so. It now has more than 200 members, including IKEA, 3M, BMW, Danone, Decathlon, Diageo, Fujitsu, GM, HP, Johnson &



Editorial credit Nicole S Glass / Shutterstock.com

Johnson, Lego, M&S, Nestle, Panasonic, Philips, Sky, Sony, Tesco, Unilever, Walmart, and multiple financial and business services companies.

Other initiatives have followed. The Climate Group and the Alliance to Save Energy are joint convenors of EP100, launched in 2016: a group of businesses committed to improving energy productivity. The members of EV100, also launched in 2016, plan to use only electric vehicles by 2030. LED Scale-Up, which promotes LED lighting, has a stated ambition to ensure all public lighting in the world uses LED – or is as energy-efficient as LED – by 2025.

The Climate Group is also the Secretariat of the Under2 Coalition, a group of more than 220 state and regional governments in 43 countries, which seek to keep the global temperature increase below two degrees centigrade; and it is the curating organisation for Climate Week, an annual event held in New York for the past 11 years which again seeks to promote further collaboration and action on climate.

Clarkson believes that both The Climate Group and Forum for the Future have contributed to an important change in attitudes

towards climate issues among policymakers in the US and elsewhere during the first half of the past decade. She points out that although President Trump has pulled the US out of the Paris Agreement on climate change, his decision to do so was greeted by businesses stating publicly that this was a mistake; while many businesses and other organisations in the US continue to proclaim that they are still committed to the agreement. Meanwhile, even if progress is slow, governments and regulators are imposing tougher rules related to carbon emissions and other environmental issues.

There is also more evidence now of a drive for change coming from the general public in many countries. Today, a growing number of consumers now make buying decisions based on a business's record on sustainability. Clarkson is also particularly heartened by the global school strikes against climate change. "School strikes are an amazing phenomenon," she says. "I'm really excited about the pester power of teenagers: parents of teenagers are potentially in boardrooms and in government."


Outside the office, Clarkson tries to practice what she preaches. While living in the US, she enjoyed travelling across the country by rail instead of plane. This wasn't a hardship, she says, describing a delightful slow travel experience: reading, watching box-sets or just enjoying the view rolling past the window; then being called to the restaurant car where passengers who do not know each other are seated together and often end up having enjoyable and interesting conversations. "I was waxing lyrical about it so much to some Americans that one of them said: 'They have got to be paying you!'" she says.

Back in London, The Climate Group is about to decide on its strategic priorities for the next three years. But the key message remains unchanged: every government, business and other organisations, including charities, must do more, more quickly, to minimise climate-related disruption to the environment and to humanity all over the world.

"The world has to halve emissions by 2030, so the 2020s are going to have to be the climate decade," says Clarkson. "We need to do this." ■



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Twenty five years of progress, pitfalls and pride

As *Charity Times* turns 25, the founding editor, Mark Evans takes a look at how the sector has changed and developed over the past two decades.

WRITTEN BY MARK EVANS, EDITOR-IN-CHIEF, CHARITY TIMES AND THE BETTER SOCIETY NETWORK

Twenty-five years is a long time. It gives you the kind of perspective on events whereby you can look back and realise you had no idea of the significance of the issues at the time.

When I first edited *Charity Times* in 1994, it was an extremely different time. The country was coming out of recession, there was a sense of optimism that was, perhaps, to result in the sweeping victory for Tony Blair. And much like that event, not all of the things that seemed so good turned out the way they were expected to.

This is not to say that the sector is any worse. Indeed, I would say – from my vantage point on the hill of time – that the sector is stronger, more resilient and better at delivering where the impact is needed. If there was one word to sum it up it would be ‘progress’. Some of that has been hard won, and some it has still has to be made.

There are three areas in which I think the charity sector has been fundamentally changed, and I would like to try and encapsulate my brief thoughts on each:

1. Technology

The internet has changed the sector in many ways. Some are obvious, such as social media campaigning

and donation sites; some are behind the scenes, such as use of CRM and payments (remember, it was unusual to have a computer on every desk back then, let alone dial-up connection to the internet) or recruitment.

But the impact has also been more subtle, such as the way in which the donor triangle has shifted, or how certain causes ‘play better’ on YouTube than others. In all, technology has been a force for good, but it has its dangers – and one other issue has been in the reputation of charities – containing a bad, or false, story is now almost impossible, let alone putting the other side of the story. This brings us to the issue of trust.

2. Trust

At the moment, the sector is undergoing a period of self-reflection. The Oxfam scandal, high administration charges, a lack of clarity on what a charity is, and criticism of overly aggressive appeals are all very present. Some of these the sector has had to endure for political reasons, others are self-inflicted. A quarter of a century ago, the issue would be explored and rectified, now the endless memory of the internet means charities still have much to do to rebuild public trust. There is an irony that the more professional

charities are – and they need to be to avoid such issues – there will always be another argument that they are too ‘corporate’. A balancing act with a sheer drop on either side.

3. Professionalism

There was an idea that charities should be run by amateurs and retired colonels – that the sector had no need for modern management or efficiency. This, even then, might have been something of a minority view, but it now is, rightly, extinct. For charities of any size, the complexity and duty of care is such that professionalism is applauded. I would like to think that when *Charity Times* launched the first ever charity awards, we might have had some influence in helping shape the sector. Today the awards stand, not only as the longest running such awards, but one where as a judge, I have personally seen the nominations evolve and the sector advance. There is much to take pride in, and there is a clear feeling of pride with every entry.

These are just a few topics defining the change over the last 25 years. Undoubtedly there are others, and you may debate the ones selected. However, I feel the sector is more fit for purpose than before and for the coming times ahead. ■

charitytimes

25 MOST INFLUENTIAL LEADERS



The charity sector's most influential leaders as voted for by you, our readers

Top 25: most influential charity sector leaders

To celebrate the 25th Anniversary of *Charity Times*, we asked you to vote for the most influential leaders from across the sector. We wanted to understand who inspires you and who has had a profound impact on the way the current sector operates and/or is adapting to the future.

As you can imagine, we were inundated with responses, and trying to determine the winners wasn't easy. As you'll see from the list ahead, there are so many incredible people who are shaping, not only the future of the charity sector, but the future of society as a whole. The people listed here are just a sample of some of the incredible leaders working within our sector, and, whilst they are all wonderful, we know that our list is by no means definitive. The list we have collated is merely a selection of the people who are inspiring you – and us, too.

The 25 most influential leaders in the charity sector, as voted for by you, our readers

Leadership has changed drastically since *Charity Times* first launched 25 years ago. The demands placed on charity leaders have increased dramatically. Chief executives are no longer simply required to run the organisation; they are now required to create lasting change. To be both successful and significant, they're required to be in hundreds of places at once, whilst having a profound impact in the process.

The expectations placed on the modern leader are almost unattainable. But not entirely, and that's exactly what the leaders on this list are proving.

From the responses we received, it's clear that some of the people listed here are responsible for things far larger than their own charities. They're responsible for sector-wide development, innovative campaigns,

products and guidance, all of which are proving to be a constant source of inspiration to the people lucky enough to be under their leadership.

Whilst our research into the most influential leaders is helping us to celebrate our 25th Anniversary, our quest to recognise the sector's most influential leaders doesn't stop here. We are always keen to learn more about the people who are inspiring you, and more importantly, the people who are inspiring change. Is there somebody you think has had a profound impact on the sector, but isn't recognised on the list? Let us know. We'll be publishing more details of these people in due course. For now, I hope you enjoy reading about some of the amazing leaders the third sector has to offer.

Lauren Weymouth, Editor



Lucy Caldicott
CEO, ChangeOut

Lucy Caldicott is a campaigner and activist. She has been chief executive of Diversity Role Models, UpRising, and most recently she founded Changeout, where she helps charities lead on diversity. She was among the first people to push for diversity and inclusion to be moved up the charity sector agenda and launched the Facebook group Fundraising Chat in 2015. The group now has over ten thousand members, connecting fundraisers with each other for peer support. She was nominated for 'thinking big about the charity sector'; and for using a considerable amount of her time to mentor people. She has also launched an 'Equality Book Club', which is a space for sector people to discuss and learn about equality issues through reading and conversation.

Top 25 leaders

Caron Bradshaw

CEO, Charity Finance Group

Caron Bradshaw joined CFG in 2010 from the ICAEW, where she was head of the charity and voluntary sector. A trained barrister, with a wide-range of experience across both finance and the charity sector, Bradshaw has been commended by peers in the sector for her ability to use her technical knowledge in a way that makes charity finance accessible for all. She is inspiring existing leaders with her mantra that both love and vulnerability should be present in leadership and has been praised for use of social media to constantly challenge, promote and improve the charity sector.



Carol Akiwumi

CEO, Money4Youth

Carol Akiwumi is the chief executive of Money4Youth, an organisation that empowers individuals and organisations with financial education and entrepreneurial skills. She is the visionary and project director of AVOCADO+ Accelerator Programme, an organisation that is dedicated to helping Black, Asian, Multi-Ethnic and Refugee (BAMER)-led charities and social enterprises towards sustainability. She served as the immediate past chair of IoF Black Fundraisers UK for five years until November 2017, where peers say she campaigned relentlessly for diversity in fundraising throughout. She is a trustee of the IoF and is now the new chair of the equality, diversity and inclusion (change collective) initiative.

Catherine Howarth

CEO, ShareAction

Catherine Howarth joined ShareAction as chief executive in 2008, an organisation which coordinates civil society to promote responsible investment and runs the Charities Responsible Investment Network, a group of 18 endowed foundations. Howarth has shown significant leadership in ensuring institutional investors drive accelerated action by companies on the likes of climate change, workforce and gender issues. Notably, ShareAction is one of a group of NGOs that filed a resolution asking Shell to set targets aligned with the goals of the Paris Agreement. Howarth claims investment is for 'everyone, not just the elite' and has spent a considerable amount of time dedicated to connecting the world of finance with charities.



Danny Sriskandarajah

CEO, Oxfam

Danny Sriskandarajah is the chief executive of Oxfam. Prior to this, he was the deputy director of the Institute for Public Policy Research, then director general of the Royal Commonwealth Society, following this role with a period at CIVICUS, the Johannesburg-based alliance of civil society. He is also a member of the UN Secretary General's High Level Panel on Digital Cooperation, co-chaired by Jack Ma and Melinda Gates and was previously a member of the High Level Panel on Humanitarian Finance from 2015 to 2016. Sriskandarajah joined Oxfam GB as chief executive in January 2019 at a crucial time for the organisation, which peers have described as being an 'incredibly inspirational and brave' move that he has taken on 'boldly proudly'.

Top 25 leaders

Deborah Alsina

CEO, Independent Age

Currently chief executive of Independent Age, Alsina was a long-standing head at Bowel Cancer UK, having joined the charity in 2008 as director of services and strategy. Over the decade at the charity she completely transformed the organisation, integrating Bowel Cancer UK and Beating Bowel Cancer to create a single national charity for people affected by bowel cancer and driving national policy changes from the government. Her actions have inspired others in the sector to think about combining skills more effectively and she was awarded Charity Principal of the Year at the Charity Times Awards 2018 for showing outstanding leadership. Alsina was awarded an MBE in the Queen's 90th Birthday Honours list in 2016.



Fozia Irfan

CEO, Bedfordshire and Luton Community Foundation

Fozia Irfan is the chief executive at the Bedfordshire and Luton Community Foundation, a grantmaking organisation which provides over £1 million in funding to local communities through voluntary organisations. She has been described by peers as 'one to watch' within the charity sector and somebody who is currently 'shaking up the future of foundations in the UK'. These compliments are in part due to her recent work on forming a coalition with 13 other foundations to set up the first Diversity, Equity and Inclusion Coalition in the UK. The coalition, she says, is 'determined to address many of the systemic issues, which currently exist in the way foundations operate'.

Girish Menon

CEO, ActionAid UK

Girish Menon is the chief executive of ActionAid and was previously deputy CEO and director of international programmes at WaterAid. He has also worked for ActionAid India, Plan International and DFID. Menon has been described by peers as an 'inspirational leader, whom has spent his personal time helping to nurture and mentor fundraisers from across the sector'. He is often praised for sharing his knowledge far beyond his organisation and for campaigning for greater, happier and more inclusive cultures across charities. He has spoken out about how leaders can better run organisations on feminist principles and encourages leaders to reflect, learn and be the 'torchbearers for change'.



Sir Harpal Kumar

Former CEO, Cancer Research

After working for McKinsey and Co, specialising in healthcare, Sir Harpal became CEO of The Papworth Trust, focussing on pioneering rehabilitation services for people with acquired and congenital disabilities. After a stint as CEO of a medical device company, he joined Cancer Research Technology (a subsidiary of Cancer Research UK) as chief executive in 2002, also becoming chief executive of Cancer Research in 2007. He is a trustee of The Francis Crick Institute in London, a member of the National Cancer Transformation Board and chairs the National Cancer Advisory Group. Peers have been inspired by Kumar's dedication to cancer research throughout his career and his ambitious determination to always push the sector to be better.

Top 25 leaders

James Thornton

Founder, ClientEarth

James Thornton set up and leads ClientEarth, where he has had a profound effect on the environmental sector by using one of the most powerful tools there is: the enforcement of the law. ClientEarth now supports a larger coalition called Greener UK and educates other charities on how to use and influence the law around planning for Brexit. It also works with many other coalitions in and outside the UK. Importantly, Thornton has brought a new approach and energy to climate change and nature protection. He has led the sector in using the law to tackle these issues and has helped to embed it across the sector and build the capacity of people and organisations. He has been described by many as a 'true visionary and leader'.



Kate Lee

CEO, CLIC Sargent

Since joining CLIC Sargent as chief executive in November 2015, Kate Lee has shaken up the brand, increasing the charity's income and influence dramatically. She's been commended for her 'gutsy determination that knows no bounds', particularly in her bold and honest responses to media criticism and her decision to publish the charity's 2018 impact report entitled 'Hands up, we're not perfect'. Her leadership style centres on encouraging greater transparency, both within the organisation and the sector as a whole. Peers said her 'bravery and dynamism' is what makes her so well-loved by staff, families and peers. Lee is also well-known among other leaders for her determination to encourage greater collaboration across the sector.



Peter Lewis

CEO, Institute of Fundraising

Peter Lewis is the chief executive of the Institute of Fundraising, prior to which he held roles at the London Voluntary Service Council, Crisis and London Cycling Campaign. Since joining the IoF, Lewis has become known as one of the key influencers of charity fundraising and has been praised for 'always pushing the fundraising profession to be better, be recognised and respected, both within and outside the charity sector'. Most recently, Lewis has been responsible for steering the EDI strategy and Chartered Journey for Fundraising. Under his realm, the IoF has brought some extremely important issues to light, encouraging charities to take a stronger stand against sexual harassment, discrimination and climate change.



Dame Mary Marsh

Independent director

Dame Mary Marsh has played a key role in shaping the voluntary sector's landscape, particularly in the UK but also internationally. She was the first director of the Clore Social Leadership Programme and has led a government review into leadership and skills in the social sector, examining how well existing support meets the needs of not-for-profit organisations. Dame Mary was the chief executive of NSPCC for eight years and has been a regular judge at the Charity Times Awards. Most recently, Dame Mary led the Code of Ethics, published by the NCVO. The code is part of a major programme of work agreed by sector and government bodies, following revelations about sexual abuse in international development.



Top 25 leaders

Ruth Hunt

Former CEO, Stonewall

Ruth Hunt was the CEO of Stonewall until August 2019. She successfully led the development of Stonewall's policy, campaigns and research outputs, including its work to tackle homophobic bullying, effective interventions to improve the health of lesbian, gay and bi people, and Stonewall's leadership development programmes. Hunt has been criticised in the past for encouraging Stonewall to have what has been described as a 'militant pro-trans agenda', but peers and supporters have celebrated her work, citing it as 'hugely influential and vastly important for trans people all over the world'. Nominees said Hunt's 'determination to fight for something she believed in has been bold, brave and showcases the need for ethical leadership'.



Simon Gillespie

CEO, British Heart Foundation

Simon Gillespie is departing from his role at the BHF this year, having joined the charity in 2013. His time as the charity's head was preceded by seven years as chief executive of the Multiple Sclerosis (MS) Society. Before that, he worked for the Charity Commission and the Healthcare Commission and his early career was in the Royal Navy. During his time in the post, the BHF has grown to be one of the largest charities in the UK. He has showcased significant leadership throughout his tenure and was named UK's CEO of the Year in 2018 by *CEO Today* magazine. Gillespie was also awarded an OBE in the Queen's Birthday Honours List 2019, recognising his services to patients and to medical research.



Sophie Walker

CEO, Young Women's Trust

Sophie Walker is the chief executive of Young Women's Trust and the founding leader of the Women's Equality Party. She launched the policy manifesto of the Women's Equality Party (WE) in 2015 with objectives centred around equal representation across all sectors, equal pay and equal treatment of women in the media. Under her leadership, the party grew to 75 UK branches and contested local, national and mayoral elections. It held two party conferences and ran multiple nationwide campaigns. Many have described Walker as instrumental in the fight for ensuring women are treated fairly in the workplace and sector leaders have also described her as a 'true source of inspiration' in making sure important charitable issues get heard in Westminster.



Sir Stuart Etherington

Former CEO, NCVO

Beginning his career as a social worker, a researcher and a policy advisor to the British Association of Social Workers, Sir Stuart Etherington became director of Good Practices in Mental Health, before joining the Royal National Institute for Deaf People (RNID). Etherington is best known for his role as chief executive of the NCVO, where he worked for 25 years and saw the organisation through significant growth. During his tenure, NCVO's membership grew from 400 to over 14,000 and Etherington chaired a cross party review to assess the structure of fundraising regulation, which led to the launch of the Fundraising Regulator. In 2017, he, independently published a report in which he sets out 18 recommendations to improve civil society.

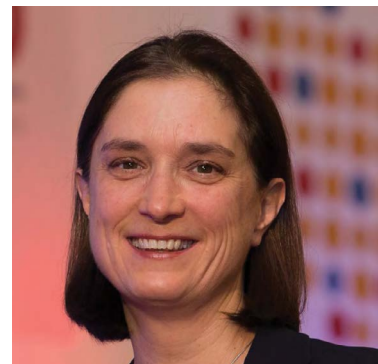


Top 25 leaders

Vicky Browning

CEO, ACEVO

Vicky Browning joined ACEVO as CEO in January 2017 after nearly seven years as director at CharityComms, the membership network for communications professionals in UK charities. A former magazine journalist, editor and publisher, Vicky has used her media experience to inspire a total rebrand across the organisation, which aims to provide greater support and access for leaders across the sector. During her first year, Browning helped to lead ACEVO into its first surplus for half a decade. Under her leadership, the membership body has raised its voice on the topic of diversity, mental health and has been actively working with other sector bodies to ensure action is taken with regards to greater equality and wellbeing among charity leaders.



Zoe Amar

Chair, Digital Code of Practice

Zoe Amar is widely regarded as one of the charity sector's leading digital experts. She founded the digital agency and social enterprise Zoe Amar Digital in 2013, and has since 'totally revolutionised the way in which charities think about digital'. Amar is the chair of The Charity Digital Code of Practice – the first of its kind – and co-founded the Social CEOs Awards to recognise the charity leaders using social media most effectively. Together with her team, Amar produces an annual barometer of how charities across the UK are using digital, The Charity Digital Skills Report and she co-authored the Charity Commission's digital guidance for trustees. Since entering the sector, Amar's influence has led to the development of digital leaders across the sector.

Matt Hyde

CEO, The Scouts

Matt Hyde was appointed CEO of the Scouts Association in 2013 and has since overseen the introduction of the association's Strategic Plan 2014-18, which places emphasis on inclusion, growth, youth leadership and community impact. Away from the Scouts, Hyde is vice-chair of the NCVO and a trustee of Step Up to Serve. Hyde is particularly recognised and celebrated within the sector for his leadership on the launch of the first ever apprenticeship degree in social change, aimed at building a stronger workforce in charities. Through degree apprenticeships, employers hire students to work for them alongside studying for their qualification, a Chartered Manager Degree Apprenticeship, over a four-year period.



Julie Bentley

CEO, Action for Children

Julie Bentley has been the chief executive of Action for Children since August 2018. She served in similar roles at Girlguiding, the Family Planning Association and the Suzy Lamplugh Trust. While CEO of Girlguiding, she oversaw a complete governance review, developed the organisation's first five year strategy, and changed its Promise so that members commit to 'develop my beliefs' rather than 'love my God'. During her career, colleagues across the sector say Bentley has proven herself to be a 'real mover and shaker within the charity sector, showcasing outstanding leadership and creating lasting change to empower women and girls around the world'. This year, she won the Outstanding Individual Achievement award at the Charity Times Awards.

Top 25 leaders

Julia Unwin

Chair, Civil Society Futures

Julia Unwin is an experienced and well-respected senior strategic leader, who has extensive leadership experience across the charity sector. Unwin previously held senior roles at the Charity Commission and was the CEO of the Joseph Rowntree Foundation until 2016. She has since been leading the inquiry into the future of civil society, an independent inquiry, which has provoked a national conversation about how English civil society can flourish in a fast changing world. Peers from across the sector describe Unwin as a 'stalwart of progressive civil society for many decades', but note that her contribution over the last two years through the independent inquiry into the future of civil society has added to her influence.



Paul Streets

CEO, Lloyds Bank Foundation

Paul Streets is the chief executive of Lloyds Bank Foundation. Streets was previously chief executive of Diabetes UK; the Health Development Agency and the Postgraduate Medical Education and Training Board. Streets has been admired by colleagues for his constant support to the sector and commitment to health and wellbeing, including his work on the Reaching Further strategy for Lloyds Bank Foundation, which commits to partnering with small and local charities to help people overcome complex social issues and rebuild their lives. Streets is also an honorary visiting professor at Cass Business School, where he teaches grant making, philanthropy and social investment as part of the Charities Masters Program.



Peter O'Hara

Founder and MD, The Payroll Giving Team

Peter O'Hara has been instrumental in raising the awareness of Payroll Giving, which has resulted in a considerable amount of income for charities all over the UK. He owns and leads The Payroll Giving Team and is the CEO of Geared for Giving, which promotes payroll giving to employees in the UK. Peers claim that payroll giving has been drastically underrecognised, but thanks to O'Hara, awareness has increased significantly. Since his Geared for Giving Campaign began, an extra £9 million has been raised for charities. People from across the sector claim his 'drive, determination and enthusiasm is disrupting the charity sector for the better', and 'plugging money into vital causes in the process'.



Ruth Ibegbuna

Founder and CEO, The Roots Programme

Ruth Ibegbuna was the founding CEO of RECLAIM, a social action and youth leadership programme with a focus on working class young people being seen, being heard and leading change. She has since founded The Roots Programme, which works to connect adults and young people from very different socio-economic, geographical, political and/or cultural backgrounds. People from across the sector have described Ibegbuna as a 'relentless change-maker' who 'inspires other leaders to use as many platforms as possible to fight for the cause they most care about'. She was listed in *The Sunday Times* as one of the 500 most influential people in the UK, in *The Debrett's 500* in 2016.

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ADVERTORIAL



DECEMBER

End-of-year fundraising: top tips for a December to remember

It's that time of year again – no one wants to be the first to mention the dreaded 'C' word, but whether we like it or not, Christmas is just around the corner. Fortunately for non-profits everywhere, the holiday season tends to bring out a generous side in even the biggest of grinchers, and December is consistently the most popular month for charitable giving. The latest *Blackbaud Charitable Giving Report* found that 17% of all giving in 2018 occurred in the final month of the year.

Now October is here, your organisation has probably already started making plans for your campaigns. If you haven't, now is the time to make sure your charity is correctly positioned to make the most of December and all the funds it brings.

As Christmas approaches, it's time to start thinking about your end-of-year campaigns.

Here are some top tips for implementing your most successful campaign yet.

WRITTEN BY CASPER HARRATT,

DIRECTOR OF MARKETING,
BLACKBAUD EUROPE

An ambitious end-of-year campaign can create a complex web of channels and messages that can quickly become overwhelming if it isn't managed appropriately – but the good news is that it's easy to stay ahead of the curve with a bit of planning.

Here are our top five tips to creating your most successful end-of-year fundraising campaign yet:

1. Set goals

Most of the success of your year-end campaign will lie in what you do in the run up to your fundraising push. Begin your campaign with a good old SWOT analysis – what are your internal strengths and weaknesses? Can you identify your external opportunities and threats?

When you've got this nailed, set yourself some goals. Start by asking yourself the following:

- What is your campaign timeline?
- Are the campaign goals aligned with your mission goals?
- Where have we focused for the last two years? Have our fundraising efforts grown?

2. Get your Data in Check

Successful year-end campaigns involve engagement through personalised donor communications to encourage them to give. To engage donors in this way, we have to know them - and in fact, we do know a lot about them. But the reality is that we sometimes have so much data to analyse and interpret that it can be hard to know where to start.

To ensure that your database is ready for analytics, the first step is to optimise the information you already have: your donor contact information. Consider the following to ensure your data is as clean as possible:

- Goneaways – are they clearly marked so you know not to contact them at their old address?
- Deceased suppression – this is a must out of respect, but if that's not enough incentive, it will also safeguard your brand.
- Duplicate removal.

3. Tell your story

Everything about your appeal should frame your donor as the hero of the story, think about your audience and what motivates them to give. Instead of saying, "Our organisation is accomplishing X," say "Donors like you are accomplishing X." Focus on the most compelling need your supporters can help solve and incorporate stories that will move the readers to give.

We think the best year-end asks include three main components:

- Looking Back – speak about all the great things your charity accomplished this year
- Looking Forward – tell your audience all the amazing things you have planned for the next year

- Making an Ask - invite your community to make an in your organisation, so together you can make the coming year the biggest and best year in the history of your mission.

4. Go multichannel

Don't limit yourself to just one fundraising solicitation method. Letters, emails, phone calls, social media posts, coffee meetings—no method should go untouched during this crucial time of year. Every team member should be armed with the right messaging and information to facilitate engagement and donations at every turn. Don't forget to cover the following:

- Website
- Social media
- Email
- Word of mouth
- Offline

5. Keep it going!

A successful campaign means more funds for your organisation in the short term, but it can also mean new long-term supporters if you handle the follow up correctly.

Below, you'll find some great ideas for stewardship strategies:

- Handwritten Notes – they convey a level of care and attention that

supporters appreciate, so plan to send at least one personalised note to each of your major donors at least once a year.

- Thank You Calls – try calling donors to say thank you and update them on upcoming events.
- E-Newsletters – many charities organisations find that sending monthly e-newsletters increases donor retention, volunteerism, and member involvement.
- Events - non-ask stewardship events are a great way for your donors to meet your team and stay connected to your mission.
- Committee Membership - for many donors, being asked to serve on a committee is a huge honor. It shows, how much your staff values a donor's advice and leadership.

Follow these simple steps, and you could be in for the most successful year-end campaign yet.

For more hints and tips, take a look at our End-of-Year toolkit on the Blackbaud resource hub: hub.blackbaud.co.uk/ ■

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CASE STUDY

‘With courage, nothing is impossible’ – that’s what the RNLI’s founder, Sir William Hillary said. And, while he was referring to the mortal dangers of rough seas and gale force winds, it’s certainly a sentiment that helped my team weather the recent storm over the charity’s international work.

We first knew we might have an issue when we were contacted by *The Times*. A few days before it had covered the news that the RNLI was facing the perfect storm of increasing demand on our rescue service and a £28 million reduction in our resources – and the possibility of redundancies.

Journalists wanted to know why we were doing international work in this environment. ‘RNLI funding burkinis for Africans while cutting jobs’ was not the headline I expected from *The Times*, but the reaction on social media was minimal – just 11 negative tweets.

But it didn’t take long for the *Mail on Sunday* to call. The paper edition has a circulation of just under one million. The Mail Online has over 180 million monthly browsers. We were not going to get just 11 negative tweets this time.

By 8.30am on Sunday, my duty press officer and I were watching as Twitter went bananas. A lot of the comments were outright abusive, but the main threads accused us of using money meant for the UK on international work and for hiding this fact.

We needed to say something. I’d like to say we debated what we should say, or our tone of voice. But we didn’t. Things were moving too fast and, frankly, I was quite cross. We were proud of our international work, we hadn’t hidden it from donors and I didn’t think we should

RNLI: how we fought back from media criticism - and won

Recent media coverage of the RNLI’s international donations caused uproar among some supporters – but the crisis also triggered a rise in support. WRITTEN BY ISLA

REYNOLDS, HEAD OF RNLI’S MEDIA ENGAGEMENT TEAM

apologise for sticking to our mission and trying to stop people dying – many of them children. So I wrote a punchy tweet to that effect.

Although fairly new to the RNLI, our chief executive was not afraid to take this bold approach. He and our international director agreed we needed to be clear, concise and unapologetic. We also armed our volunteers with a full Q&A so they could respond offline.

The first few hours were nerve-racking. For all the preparation and experience involved in handling a reputational crisis, in the heat of the moment you’re never quite sure how your response will land.

With up to six people responding to social media throughout the day, it took another six hours before the tide started to turn and people began to come out to defend us. We had tweets from long-time RNLI supporters like Ben Fogle, and new ones like Stephen Fry and Neil Gaiman. By Tuesday we’d had over 150,000 tweets and

#RNLI_disgrace – first set up to criticise the RNLI – had been hijacked by supporters to highlight the ‘disgraceful’ treatment of the charity.

And, while we’ll probably never know the net impact on income, people certainly can’t say they don’t know that the RNLI spends less than 2% of its income on saving lives internationally.

So what have we learned? Lots. Having a well-practised out-of-hours structure and system is imperative – and I have a team willing to give up their weekends to help their on-call colleagues. I have a direct line to my chief executive and directors who provide a good balance of support and challenge, but who trust my team to do the right thing.

Making sure volunteers and staff were armed with responses increased advocacy on our behalf. But most of all, we have a clear mission as a charity that underpins what we do and we’re not afraid to stand by that. ■

charitytimes

Trustee Guide 2019



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Why you need to have digital leadership at board level

Reports show a large proportion of charity boards lack proper digital knowledge, but why is it important and how can boards benefit from leadership at the top?



According to this year's Charity Digital Skills report, 68 per cent of charities think their boards lack the knowledge needed to understand, drive and invest in technological change. Not only this, but 77 per cent of respondents said that they don't know what is being done to improve this within their own organisation.

Statistics like this stand in stark contrast to the private sector. Businesses are increasingly realising the importance of employing technology-focused directors, positions like CIOs and CTOs are increasingly gaining recognition at board level. According to Deloitte, not only has the percentage of public companies appointing digital roles at the very top grown, but high-performing companies are more likely to recruit for this position.

Within charities, trustees have a big responsibility to manage the vision of the organisation going forwards, which is why it's so important, when you're putting together your board, to consider the expertise of each individual represented. Although 35 per cent of organisations surveyed in the Charity Digital Skills Report are using new technologies, 52 per cent don't have a digital strategy. It's figures like this that highlight a real need for digital leadership at board level.

While many charities know that they need to embrace new digital opportunities, many are unsure of the way forwards. Therefore, having someone with the right knowledge, who can educate fellow trustees is key. There are many options available, so a board member who can cut through the noise to advise on the best approach will make a huge difference.

Above all, digital transformation requires investment. While demands on charities are increasing, many are facing funding challenges. Technology can be the key to unlock new fundraising streams, communicating your message to bigger audiences and providing better services, but to do this you need buy-in from your senior leadership team and board of trustees.

Having a board of trustees sympathetic to digital change can make all the difference. Your bid to deliver a digitally mature organisation should always start by considering the

people within it. Take a step back to analyse their current skills and capabilities, as well as those things which may cause challenges, such as company culture and current processes. Getting this right, before you bring in new technology to support growth, is key.

To fully embrace the advantages this kind of transformation can bring, trustees should take inspiration from the successful tech culture found in the private sector. That is, testing, learning and evolving on an ongoing basis. As with any major change, cultural acceptance is key. To make the most of new digital projects, and to encourage staff to come forwards with new ideas, it's important that they can see excitement, enthusiasm and engagement from trustees at the highest level, as well as recognise the challenges that digital brings to a sector that has traditionally not necessarily invested in technology.

Our advice is to avoid a single 'token' person who to advise on all digital issues. Digital transformation should be a shared responsibility and must be fully integrated into your organisation. Whatever your position currently, regardless of your size, finances or digital knowledge to date, there are many training options available for trustees and leadership teams, so look at how you can upskill current trustees.

Digital provides the opportunity to take your charity's offering to the next level. Making sure that everyone on your board has a good working knowledge of new technologies, as well as a vision to do things differently, will make all the difference when it comes to making your charity the best it can be.

We have experience in dealing with boards of charities to get them onside, allowing them to understand the importance of investing in technology. Contact us at hello@ojosolutions.com, or by calling (01225) 220155.

Written by Nathan Baranowski, Managing Director, OJO Solutions



How should trustees handle a comms crisis?

Preparation might be the best form of defence, but no matter how prepared your charity might be, nothing can shield you from a comms crisis. In the case of an unexpected event, here's how to respond.



We're always told that preparation is the best form of defence. But let's face it, no matter how prepared you are the reality is nothing can shield you from a comms crisis emerging from around the corner at any time – especially when you are part of the charity sector.

Trustees as advocates of their organisations play a key role in helping navigate a path through the complex situations that arise – where solutions are often far from black and white. But they should also remember they are also supporting those on the frontline. With that in mind, here are some key things for trustees handling a comms crisis to think about.

Before the crisis:

- **Ensure there's a crisis plan and everyone is familiar with it**

Risk and reputation management are inextricably linked to comms practice so you should have a clear crisis plan in place that has been set up directly with your team. As the charity Scope says: "The best crisis communications happen before there is a crisis".

- **Working with your team, you should establish practical protocols and up to date contact lists**

Create appropriate cascade lists for disseminating information to stakeholders, and clearly delegate lines of responsibility with good spokespeople identified and ready to call upon. Also put in place an agreed crisis alert system with speedy sign off.

- **Be familiar with your risk register**

In order to be as prepared as possible, it is important trustees periodically sit down with their charity's CEO and senior staff to update the organisation's risk register. Essentially this is all about being aware of potential risks that could impact your organisation and how they can be managed and monitored.

During the crisis:

- **Be contactable**

Have clear channels of contact in place that your charity's team can reach you on and use to alert all trustees on any

crisis situations as quickly as possible. It also means keeping the lines of communication open and using them. There should be a clear response team in place where everyone knows their responsibilities and how to maintain lines of communication so make sure you know what your role on this is. Stay in contact, stay present and be prepared to help.

- **Be transparent**

Follow the advice of the British Heart Foundation and make sure all your messaging revolves around the principle "tell it all, tell it fast and tell the truth". Being transparent about what is going on is key to maintaining trust and this is something both you and your team should be clear about whilst ensuring you are all staying on message and have agreed language for communicating what is going on.

- **Stay calm and trust in your team**

Try not to panic. Yes when crises hit they can be bad but how you and your team deal with them can actually have a positive effect in terms of your reputation. Your team on the ground are likely to know the minutiae of the situation so when they come to you for advice you need to make sure you listen to them too. Trustees need to know what is going on and be able to intervene to ensure appropriate systems are working but they also need to be prepared to be advised on reputation issues by the comms team who are the expert paid professionals in this area. Be the sounding board, help teams in the midst of the crisis see the bigger picture and be ready provide your own unique skills if the situation requires but ultimately have trust in your team.

After the crisis:

- **Learn and reflect**

Monitor your systems and make sure to review and capture lessons for future. Crises are tough, we all do the best we can but ultimately we also need to learn from them and this is something trustees can really help their teams with in the long run. This is also a good opportunity to take the time to thank staff and trusted internal stakeholders for their support and a job well done.

Written by Christine Fleming, Senior Digital Officer, Charity Comms

Trustee Guide

What happens if trustees get it wrong?

Sarah Cox explores the high cost of leaving trustees vulnerable – and what to look for to make sure they (and your charity) are covered.



Trustees are the backbone of the charitable sector. Without their generous dedication, charities couldn't do their valuable work in the world. In return, it seems only fair for organisations to make sure their trustees are protected, in case things ever go wrong.

Unfortunately, this is a detail that charities can miss – especially small, unincorporated ones. These are often groups like film clubs, playgroups and pensioners' associations. The people who run them may have volunteered without realising that if a mistake is made on their watch, they are responsible.

It pays to be prepared

In these increasingly litigious times, trustee mistakes can be costly. If, for example, the charity becomes insolvent and can't meet its commitments, the management team could be blamed. Ultimately, their personal assets could be on the line to pay costs and compensation.

With good indemnity cover in place, you can prevent trustees suffering personal loss when innocent mistakes are made. A good trustee indemnity policy also means experts are on hand to help you respond to claims swiftly and in the best way. For instance, an aggressive letter may have no legal substance and could be nipped in the bud, instead of everyone wondering what to do while your charity's reputation is needlessly tarnished. On the flip side, if a claim is made and the charity is responsible, any pay outs and costs would be covered.

A shrewd investment for bigger charities too

We see all kinds of claims made against trustees: for breaking the terms of a lease, for building on land their charity didn't legally own, for selling assets without permission, for accusations of libel – the list is long and colourful. With larger, incorporated charities, the consequences of trustee mistakes will cost the organisation rather than the individual, so it's still wise to have the right trustee indemnity insurance in place.

The Charity Commission's recent decision to carry out random checks on members could also lead to costly investigations, hearings or tribunals. Good trustee indemnity cover will take care of the expense of this kind of eventuality too.



What should you look for?

A reputable independent insurance broker can guide you to the best trustee indemnity policy for your organisation. A useful tip is to consider an indemnity limit around the £250,000 mark for a smaller charity, which is more likely to cover the damages, legal costs and expenses of an average claim. Larger charities or more complicated risks may require much more: it all depends on the size and responsibilities of your organisation.

Watch out for caveats about costs and expenses too. A £1 million policy may sound like more than enough but if there's a £25,000 cap on legal costs and expenses it could still leave you with big bills to pay.

Also check to see whether entity cover is included. If it is, the organisation is protected, as well as the trustee, if something goes wrong.

While trustee indemnity may not seem the most obvious insurance to choose, don't leave it off your list. It offers exceptional value in terms of the protection it gives and the money and heartache it could save your trustees and organisation.

Written by Sarah Cox, Managing Director, Ansvar Insurance



Stewardship of long-term endowments: tackling good and bad practices

A careful asset manager thinks long-term, considers the broader relations between society and a business and engages actively with companies to drive change



As an increasing number of UK charities seek to invest more responsibly and address environmental, social and governance (ESG) issues within their endowment portfolios, it seems right to ask if they are getting what they want from the asset management industry. What are the good and bad practices when it comes to the 'stewardship' of client assets? How can a charity identify 'greenwashing'?

Asset managers have to step up their reporting of ESG issues, particularly around climate change, and clients need to hold their asset managers firmly to account.

Careful versus careless

In the broadest sense, it is possible to distinguish the attributes of those managers one might describe as 'careful' from those who appear to be 'careless'. A careful and responsible asset manager should think long term, consider the broader – and often complex – relations between society and a business and engage actively with companies to drive positive change. In contrast, the 'careless' brigade often oversimplify to make their lives easier, spend little time and resource actively engaging and rarely consider the broader policy issues that may put their clients' capital at risk. Above all, trustees need to beware of 'greenwashing' from managers who jump on the ESG bandwagon and make statements that may not stand up to scrutiny (see table opposite). Beware also those that 'outsource' and rely on external agencies for their ESG work.

ESG issues should be a fundamental part of the risk and reward analysis of every company and there are very few alternatives to conducting high quality primary research.

Stewardship as a mindset

We believe that stewardship is a mindset, which means thinking like owners of a business, and not simply shareholders. A key element of active management is engagement. It is important to speak out as shareholders, both in relation to companies, but also as part of wider 'policy work', which will shape the investment landscape and help promote the sustainability of returns.

As companies grow, their influence over society spreads. Executives of the world's biggest companies arguably exert more influence than the governments of many countries. One

of the most controversial topics is executive pay and here, as in many areas, we find too few investment managers willing to stand up to the power of company boards. All too often, investors simply vote in line with management's recommendations. The FT conducted a survey last year, which showed that the world's largest fund managers voted in favour of pay awards more than 90% of the time. So far this year, Sarasin & Partners' has voted against 42% of pay resolutions in the UK and 50% in the US.

However, wider issues should be taken into account. The issue is not limited to voting on Annual General Meeting resolutions. Asset managers should also address wider environmental and societal issues. No company is perfect and most have exposure to 'negative externalities', a term coined by economists to describe costs which are imposed on others without adequate compensation. This could be, for instance, harmful air or water emissions. Businesses that do this can be accused of exploiting 'natural capital' or exploiting 'social capital' in order to make 'financial capital'.

Climate change – our greatest challenge

The greatest environmental challenge and externality of them all, is climate change. The major governments of the world finally agreed some common targets at the UN Paris Summit in December 2015 with a pledge to "keep a global temperature rise well below 2C and pursue efforts to limit even further to 1.50C". Despite a number of issues, and reluctance from some parties, a new 'rulebook' was agreed that will act as an operating manual for all 196 countries when they come to report on their progress over the coming years. It will also provide guidance on the relative roles of both developed and less developed nations in mitigating their emissions and participating fully in the Paris process.

Serious action is needed to radically transform the energy system by reducing our net emissions to zero. Policies to tackle climate change still need to ratchet-up dramatically and if action is not taken, then climate stabilisation will prove impossible and so will follow material physical, ecological, societal and economic costs. Accordingly, 'Paris' as a specific objective may not be met, but the eventual manifestation of climate related impacts will become so material, that a cut to emissions must inevitably follow. At such a point, the transition away from a carbon intense economy is likely to be disorderly from a macro-economic, societal and asset pricing perspective. Crucially, we do not believe investment markets

Trustee Guide

How to tell if your manager is careful or careless

'Careful' Asset managers

-  Invests with a long-term horizon
-  Integrates ESG in fundamental analysis
-  Considers costs of negative externalities
-  Uses voting activity to encourage improvement in corporate behaviour
-  Holds results-oriented discussion with management
-  Engages with policy makers to encourage positive systemic change
-  Uses multiple sources of research and primary analysis

'Careless' Asset managers

-  Focuses on short term share price movements rather than long-term corporate performance
-  Passively tracks an index or hugs close to it
-  Votes, but more as a 'box-ticking' exercise
-  Doesn't engage with companies where there are concerns
-  Keeps costs low by not devoting resources to ESG
-  'Greenwashes'
-  Blind adherence to generic research

are yet discounting the consequences of such possibilities adequately, if at all.

Time for everyone to take action

Everyone needs to play a part in driving change and that must include both asset owners and asset managers. At Sarasin & Partners, climate change is clearly identified as one of our five themes, which will shape investment markets in the decade to come. An increasing number of our charity clients have signed up to our 'Climate Active' strategy, which combines engagement and divestment to persuade companies to take faster action where we identify climate risks. For these clients, we will divest from any company where we do not believe enough progress is being made. Many managers focus too narrowly just on fossil fuel companies, but it is a wider issue across the investment spectrum from 'producers to users to consumers' and affects many different businesses. We have recently written to 35 companies seeking a commitment to the Paris goals and an alignment with a pathway towards zero net emissions. In our follow up conversations with companies, too often we are told that no other investor has asked this question.

This is not to say that other institutional investors are not active. Several are, and we form alliances with like-minded investors to increase the power of our voice wherever we can. For example, we are co-coordinators, alongside the Church Commissioners, of a large group of investor engagements with European oil and gas companies under the Climate Action 100+ initiative, which brings together over 300 investors and \$32 trillion of invested assets. We are also leading an investor initiative to challenge companies and their auditors to ensure they are reporting to shareholders in a way that takes account of the Paris Climate Accord. All such efforts should be widely encouraged, while attempts at 'greenwashing' need to be robustly challenged.

Written by Richard Maitland, Head of Charities, Sarasin



Opinion: what my experiences can teach you about trusteeship diversity

It is a well-known fact that diversity among trustee boards increases the strength of decision-making, but experiences show there is still some serious room for improvement.



I was first a trustee when I was 19 years old and I have been a trustee of four fantastic charities since then.

As the only woman of colour around these tables, I welcome the growing recognition that the sector needs to address the terrible lack of diversity in trusteeship. For me, diversity (in all its facets) is a no-brainer in terms of charities modelling the fairness and

inclusion principles they are seeking to drive in the world, and, of course, to enable stronger decision-making in the boardroom.

My reflections from my own experience:

1. If you want to recruit more diverse trustees, think about how the candidates are going to experience your process

A few years ago, I applied for two trustee roles at significant charities. Both had stated a priority around diversity, and whilst I was unsuccessful in both cases, I had very different experiences.

One charity had a panel interview where I was sat across an enormous old table in a grandiose room, with an all-white panel of older people with impressive CVs, holding (or retired from) very senior positions in public and private sectors. The group of trustees who were appointed all seemed to be, on the surface, people with similar backgrounds.

The other charity's process had an opportunity to meet with the exec team, an interview with a group of trustees who were also service users (their commitment to genuine participation is fantastic; more organisations should be doing this please!); and then a final interview with a panel of three trustees who were a mixed group – at least in terms of gender/age/ethnicity/professional life, and one of those trustees had a specific brief on the board as diversity champion.

The unclear feedback from the first organisation left me feeling that I would not have 'fitted in' anyway. By contrast, in the second organisation, I felt the process was more rounded, fair, energising, and I understood the basis for their final decision.

2. Recruitment is only the start of the process if you want to realise the benefits of a diverse board

It's not enough to recruit one or two trustees from outside the norm and leave them to sink or swim in the prevailing board culture.

You won't get the benefits of having a diverse board unless there is real commitment to an inclusive culture that allows diversity of thought to flourish – the chair has a critical role here. It's taken me a while (and I'm still learning) how to navigate board meetings, understand the established dynamics and be confident about disrupting those patterns to help generate real debate on key issues.

I've also learnt that getting to know my fellow trustees (rather than feeling inhibited or even distrustful of people with contrasting backgrounds) has shown me our shared values, which in turn builds trust on which genuinely open conversations can be had.

3. Don't wonder whether you'd be a fit for what the charity is looking for – just go for it

There are plenty of people outside of the typical trustee mould in and outside of the charity sector who would bring fantastic energy, insight, challenge and fresh thinking to boards.

For people with diverse backgrounds wondering if they would be a fit for a charity trustee role, I'd encourage them to go for it. But know that the mindset and biases of people making the decision is beyond your control. And if the answer is no on this occasion, there will at some point be another opportunity with an organisation that will recognise what you bring, including lived experience and personal perspectives.

We all need to be part of building inclusive cultures and diversity throughout our charities, not as an issue to fix, but with the positive intention to make the sector more relevant, and with governance that will make us better at improving the lives of the people our organisations support.

Written by Geetha Rabindrakumar, Trustee, Crisis and The Reader*

*A version of this article first appeared on Reach Volunteering's website in November 2018 as part of their focus on diversity on charity Boards. It has since been adapted by the author.

How to handle tension in the trustee boardroom

Conflict on trustee boards can waste a considerable amount of time if not handled correctly, but where should a chair begin when things aren't running smoothly?

Diversity of thought and experience in the boardroom is seen as an important ingredient of good governance, but differences can also cause misunderstanding and conflict. For boards to do their jobs effectively, there has to be a certain amount of constructive challenge and robust interrogation of the information presented for trustees to make the best decisions for the benefit of the community the charity serves. As such, boards should not appear to be cosy, comfortable members-only clubs, but neither should there be trustee tantrums at every meeting. It is a significant, if delicate, balance to achieve.

Understanding what the causes of conflict and tension in the boardroom are and working to ameliorate them is something all trustees, but especially the chair, will need to dedicate time to. Research by Professor Kakabadse with The Chartered Governance Institute (The Institute) highlighted that boardroom conflict primarily involves clashes over the organisation's purpose and competitive advantage. Of course, there can be a real difference between board tension and conflict – the former is usually seen as useful, the latter dangerous.

The research characterised tension as disagreement, which is often uncomfortable but can be resolved by healthy debate. Tension can be identified as:

- robust debate;
- open exchange of information;
- discomfort;
- discussion of difficult issues;
- questioning;
- energy and momentum;
- diverse perspectives; and
- engagement

Conflict, on the other hand, is regarded as aggressive tension that usually escalates to extreme and unresolvable levels. When conflicts do occur they can fundamentally alter the dynamics of the board in ways from which it can prove difficult to recover. Examples of conflict include:

- passive aggression;
- emotional responses, including anger, frustration, hostility or disapproval;
- repeating a point;
- overtly interrogative questioning; and
- physical behaviours such as leaving the room, slamming doors and even resigning

Strategies for managing tension and minimising conflict in the boardroom include:

- not being an ostrich – acknowledge the tension and the cause of it;
- being courageous and non-judgemental – talking through issues face to face to at least understand the underlying issue, even if you agree not to agree;
- leaving egos at home – focus on the charitable purposes and engage in decision making that helps achieve those aims;
- change the physical to alter the behavioural – disrupt unhelpful behaviours by implementing seating plans. For example, it is harder to adopt an 'aggressive' stance when you are sitting next to the person you disagree with compared to sitting opposite them;
- socialising – providing trustees with the opportunity to get to know each other outside of the formal work of board meetings;
- formalising decision making – taking proposals to a vote will make it clear what has been decided, also codes of conduct, boardroom etiquette policies and statements relating to behaviours, values and culture will reinforce the way trustees should behave; and
- self-awareness – reflecting on what it is that is causing your behaviours and reactions. Is it a personality clash or a fundamental difference in the way the charity is led?

Depending on the cause of the tension or conflict in question, the solution may be found inside or outside of the boardroom. In most cases it is likely that the chair will be required to help resolve the matter, unless the cause for the tension and conflict is the chair!

A good board is one with managed tension, while a dysfunctional board allows unresolved tension to fester and escalate into conflict situations. The chair, and other trustees, therefore need to be attuned to both what is being said and not said, noting the non-verbal behaviours of all in the room and then acting on them promptly. Boards are social systems, and to be effective they require each trustee to contribute their unique talents and respect the talents of others.

*Written by Louise Thomson, Head of Policy (NFP) at ICSA:
The Governance Institute*

Opinion: I'm a young trustee - this is what people like me can bring to the boardroom

Young trustees can provide a fresh perspective, an intuitive digital mind-set and a skillset to lead to increased accessibility and equality for all.



It is fitting that as I write this piece, the Young Trustees Movement has just been launched – a movement that aims to double the number of young trustees on boards by 2024.

Currently aged 20, I have had the honour of being a trustee for an amazing national youth charity, the Jewish Lads' & Girls' Brigade (JLGB), for two years. My journey to becoming a trustee was certainly not planned. As a

shy and quiet girl, I first joined my local JLGB weekly group as a young teenager and haven't looked back since. JLGB opened a new world of possibilities and my confidence and aspirations soared. I earned a place to study Geography at Cambridge University (now in my final year) and went on to become the youngest ever trustee in JLGB's 125-year history.

When I was first nominated for the role, I had heard of trustees, but had little knowledge of what they actually did. However, from the very first meeting, Neil Martin OBE, CEO of JLGB, ensured my voice was heard and responsibilities valued, just as any other trustee on the board.

Within the board's governance structure, each trustee has an agreed focus covering the different aspects of the organisation that they oversee between the meetings, whether it be budgeting and finance, policy and risk, programmes and performance or project oversight, like our Lottery-funded evolve youth volunteering and skills initiative.

As a young trustee, my portfolio role is youth voice, through which I aim to ensure meaningful youth representation locally, regionally and nationally across all aspects of the organisation. Additionally, my role involves being an ambassador for JLGB, advocating for young people's rights and highlighting to wider society the unique and ever-important role of JLGB in removing barriers to those disadvantaged by their faith, culture or inclusion needs.

Over the past two years of working with my fellow trustees and the professional staff at JLGB, I have learnt huge amounts about what it means to be a good trustee. Personally, the role has led to important skills development and invaluable professional and strategic experience. Skills development has always been a key part of my JLGB journey, growing my confidence and ability to plan and manage



different activities and teams, but the transition into the trustee role allowed me to develop my strategic, management and decision-making skills further.

However, being a young trustee is about more than just what young trustees like me can gain, it is also what they're able to give. A young trustee can bring benefits to all different types of organisations. In the case of JLGB, which focuses on character and skills development through youth volunteering and social action, representation from its primary beneficiaries at all decision-making levels allows strategy to be developed through direct consultation. However, for organisations without an explicit youth focus, young people can help provide a fresh perspective; a different view on the current issues in society, and an intuitive digital mind-set and skillset to think creatively and solve problems that lead to increased accessibility and equality for all.

Being given the chance to be a trustee at such a young age has been one of the best opportunities in my life so far. It has helped to prepare me for my future professionally but also personally, with the opportunity to give back and say thank you to an organisation that has done so much for me. I urge all charities to consider recruiting a young trustee, and to remember the next generation of young people, if nurtured and empowered, could be the future leaders of your organisation - today.

Written by Jordana Price, Trustee, Jewish Lads' & Girls' Brigade (JLGB)

ADVERTORIAL

Trustees, your charity depends on you!

Good governance is crucial to the success of any charity. But too many charities balk at reviewing their governance and so fail to reach their full potential. Action Planning has teamed up with Digi-Board™ to develop a governance review service that will enable you to get the most out of what should be one of your charity's most valuable assets – the Board.

Why does anyone become a trustee? To share experience and expertise? To 'give something back'? To 'make a difference'? Isn't it frustrating when you feel you can't give your best because there's something not quite right with the way the charity is run? Or even worse, your frustration reaches the stage where you resign or can't recruit new trustees because of poor governance?

As the sector prepares to observe Trustees Week (4-8 November), it's a timely reminder of the importance of taking a regular look at the governance of your charity and making sure it's giving trustees the best chance to make that difference.

Good governance is not just about compliance. It builds a charity's reputation, creates opportunities and opens doors to funding. That means making sure the board is fit for purpose and properly aligned to the charity's aims; that it is compliant with the Charity Governance Code; that there is a harmonious relationship and cohesive mindset

among trustees and senior management; that everybody is clear about their role, individually and collectively.

Overcome the barriers

If you're thinking, "Yes, of course we could do with a governance review but it'll be expensive and time-consuming and we just don't have the resources," think again. By partnering with Digi-Board™, Action Planning has developed an innovative and effective menu-based approach to governance reviews that is designed to help charities overcome these barriers.

Much of the data gathering takes place online via the Digi-Board™ digital survey tool, which can be completed at each individual's convenience. Powerful analytics aggregate the responses to identify governance strengths and weaknesses and highlight best practice, mapped against the Charity Governance Code. Action Planning's consultants will then work with you to deliver a practical plan to drive your charity forward, with the option of regular self-assessment and measurement of ongoing progress by repeat surveys.

Pull together

A common question among charity leaders is, "How do we know how well we're doing?" Action Planning's governance reviews with Digi-Board™ enable charities to

answer this question for themselves.

For boards weighing up the cost of consultancy, the old adage "Can you afford not to?" may seem trite but, given the value of good governance – and the damage that can be caused by getting it wrong – it is nonetheless applicable. Charities depend on their trustees and need them all pulling in the same direction. By identifying areas of tension and areas of harmony, and knowing how to resolve them, you will harness the full power of your board and your charity could excel. ■

Don't wait to fine-tune your governance. Talk to Action Planning today.

Call 01737 814758 or email office@actionplanning.co.uk or visit www.actionplanning.co.uk or www.digiboard.co.uk



How comparable are investment manager returns?

Selecting an investment manager requires much more consideration than a mere beauty pageant of performance results. **WRITTEN BY** NICK MURPHY, HEAD OF CHARITIES, PARTNER,

SMITH & WILLIAMSON INVESTMENT MANAGEMENT LLP

In spite of the best efforts of the regulator, and warnings that ‘past performance is no guide to the future’, trustees continue to put recent strong performance front and centre when picking an investment manager. In reality, selecting the right manager for your needs is far more complex.

To level the playing field when comparing investment manager performance, an independent consultancy called Asset Risk Consultants (ARC) persuaded almost all charity managers to submit their portfolio returns for their charity clients each month. ARC sorted the portfolios into four risk buckets based on their volatility relative to UK equities and produced an average for each firm and an average for the industry for each risk bucket, after fees. It isn’t perfect. However, it does allow performance track records from different firms to be assessed against the same criteria, the same calculation methodology and the same risk brackets.

What is apparent though is that firms are still choosing to use their own methodology to calculate their performance track records, using criteria that differs from the ARC methodology. These in-house

performance track records are then compared with the ARC benchmark returns. In doing this the integrity of the comparisons is compromised.

So, at a minimum, know how the performance track records are constructed, compare like with like and, importantly, know the sample size used to generate the ‘generic’ track record. However, ARC is not a panacea for all performance measurement. Trustees must consider:

- 1) Focus on short termism: A classic trap for many trustees is to buy the manager that has done well, just as the environment that suited their investment style changes. As Professor Kay* noted, ‘Focusing on recent performance, rather than detailed, and more costly, due diligence of asset managers’ investment strategies exacerbates a culture of short-termism. If asset manager selection is based on near-term performance, individual fund managers are likely to be rewarded on a similar basis, and investment decisions will deviate from investors’ long-term objectives. The question to ask is how the manager performed through the

whole investment cycle –both in rising and falling markets.

Looking at five years or less of data simply isn’t long enough.

- 2) Don’t judge performance in isolation: It is important to understand the manager’s mandate, style, income objective, target return and the risk taken (measured by volatility and peak to trough drawdown), which profoundly affect performance. It is essential that the investment process is robust and shown to be repeatable.
- 3) Ignoring risk: A fund manager may have produced extremely good returns for investors, but they may have achieved it from a handful of concentrated short-term bets. This could bring uncomfortable volatility, or even liquidity issues. Any consideration of returns should be weighed against the risks taken to achieve those returns. A good risk guide is to look at performance periods when markets are falling.

In summary, comparison cannot be just the return number, an understanding of the underlying methodology is vital. It is also essential to ensure that trustees focus on an investment performance over a full economic cycle. ■

20th Anniversary

2019

charitytimes Awards

THE WINNERS

Park Plaza Westminster Bridge, London, 2 October 2019

20th Annual Charity Times Awards

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Celebrating best practice in the UK charity and not-for-profit sector

2019 Charity Times Awards Winners

REVIEW

This year marks the 20th anniversary of the Charity Times Awards and, more than ever, the entries we received this year showcased just how much innovation and leadership is taking place across the charity sector. Hundreds of people gathered at the Westminster Park Plaza in London to celebrate this success and, as always, the night did not disappoint. Community Integrated Care, Excellent Development and upReach were among the big charity winners, while Action for Children's Julie Bentley, CLIC Sargent's Kate Lee and The Institute of Occupational Safety and Health (IOSH)'s Bev Messenger were among the winning leaders. Read on for a full list of the winners, and for a browse through some of the wonderful photos of the night.

Lauren Weymouth, Editor, Charity Times

2019 JUDGING PANEL



Craig Beeston
 Policy officer: not for profit
 ICSA



Martyn Croft
 CIO
 The Salvation Army



Gemma Howe
 Investment consultant
 Asset Risk Consultants



Annie Legge
 Founder
 Dot Project



Niroosha Loganathan
 Director of people and
 performance, CFG



Gordon Ludlow
 Senior property adviser
 Ethical Property Foundation



Dame Mary Marsh
 Non-executive director



Judith Moran
 Director
 Quaker Social Action



Tim Parry
 Director of Communications
 and Brand, ARUK



Srabani Sen OBE
 Chair
 38 Degrees and The Winch



Brian Shorten
 Chairman
 Charities Security Forum



Alana Tubasei
 Head of philanthropy
 University of Edinburgh

2019 Charity Times Awards Winners



Charity of the Year: with an income of more than £10 million

Winner: Community Integrated Care

Community Integrated Care supports people with learning disabilities, autism, mental health concerns and dementia. Judges said the charity asserted the belief that charities need to be mavericks and was praised for 'disrupting the status quo, advocating heavy investment in training, infrastructure and technology, which ultimately led to impressive results'.

2019 Charity Times Awards Winners



Charity of the Year: with an income of £1 million - £10 million

Winner: [Excellent Development](#)

Excellent Development is an international charity supporting rural dryland communities to work their way out of poverty with dignity. Judges scored this charity particularly highly for the impressive progress that the organisation has made since its inception and the ambitious goals to which the organisation has set itself – and achieved.



Charity of the Year: with an income of less than £1 million

Winner: [upReach](#)

upReach supports undergraduates from less-privileged backgrounds to secure graduate jobs by running a professional development programme in partnership with foundations, universities and employers. Judges praised the charity for its use of bespoke technology to assist beneficiaries and its inclusivity, which they said is proving 'inspirational to a new generation of leaders'.



Outstanding Individual Achievement

Winner: [Julie Bentley, Action for Children](#)

Julie Bentley is the chief executive of Action for Children, prior to which she was the CEO of Girlguiding. There, she oversaw a complete governance review and changed their Promise so that members commit to 'develop my beliefs' rather than 'love my God'. She was highly commended for her incredible service to the charity sector, to women and children, and for her unique leadership style, which is proving to be a source of inspiration to other sector leaders.



Charity Principal of the Year

Winner: [Kate Lee, CLIC Sargent](#)

Kate Lee is the chief executive of CLIC Sargent, the young person's cancer charity. Among other things, Lee was praised by judges for her strong leadership style, her engaging use of social media and her fearless ability to make difficult decisions. Judges particularly drew attention to her honesty and vulnerability, which is inspiring other leaders from across the sector to be more honest and transparent in their impact reporting.



2019 Charity Times Awards Winners



Supporting Executive of the Year

Winner: [Kate Sheldon, Trees for Cities](#)

Kate Sheldon is the deputy chief executive at Trees for Cities, where she has worked since 2004. She is responsible for developing the organisation's work programmes and her team works closely with landowners and partners, and raises funds from trusts, foundations and the lottery. Judges praised Sheldon for her long-term contribution to the rapid and exceptional growth and development of the organisation.



Rising CEO Star

Winner: [Bev Messinger, IOSH](#)

Bev Messinger is the chief executive of the Institution for Occupational Safety and Health (IOSH), the professional safety and health body. Judges said Messinger was recruited into a challenging position when she joined in 2016, but this first-time CEO has 'rapidly instigated a programme that has returned the organisation to stability, whilst introducing new policies and a culture that has created new opportunities'.



Property Innovation Award

Winner: [Caudwell Children](#)

Caudwell Children provides practical and emotional support disabled children need to lead happy, active and independent lives. The charity took home the award for its purpose-built HQ, dedicated to autism and neurodevelopmental disorders. Judges said the entry showcased 'innovative building design, coupled with a property strategy that had a direct impact on improving the way the organisation could better support its beneficiaries'.



Information Security Innovation Award – in partnership with Charities Security Forum

Winner: [British Heart Foundation](#)

The British Heart Foundation was a clear winner in this category for integrating IT security throughout the entire organisation, from the introduction of new technology through to the reporting of phishing emails. Judges praised the charity for an 'excellent, comprehensive and developed programme that looks at security in a holistic way and delivers a solution across the whole charity'.

2019 Charity Times Awards Winners



Corporate Social Responsibility Project of the Year

Winner: [OVO Energy and the Conservation Volunteers](#)

This award was given for I Dig Trees, an urban tree planting initiative between OVO Energy and the Conservation Volunteers. It focused on encouraging community groups right across the UK to plant more native trees and supported 320 different community groups to plant 160,000 new trees in our local communities. Judges said the partnership demonstrated 'creativity, innovation and a clear passion for helping the environment during a crucial time for the planet'.



Corporate Community Local Involvement

Winner: [CPSL Mind and Jagex](#)

This partnership developed the STOP Suicide campaign, which raised CPSL Mind's largest corporate donation ever received and enabled STOP Suicide to produce a high-profile promotion of the suicide prevention campaign. A smaller campaign but with big impact – this entry impressed judges with its enthusiasm, cross-over of skills and highly visible results, showing that big ideas need not be limited to big organisations.



Cross-sector Partnership of the Year

Winner: [The Cellar Trust & The Bradford District Foundation](#)
[NHS Care Trust & Bradford Metropolitan Local Authority](#)

The Cellar Trust (TCT) is a mental health charity which supports adults in Bradford and surrounding areas. The partnership between all organisations involved impressed the judges by showcasing considerable growth from a difficult position. The panel said it demonstrated strong leadership and provides a model for future service provision.



Corporate National Partnership Champion

Winner: [Citizens Advice Plymouth and EDF Energy](#)

Citizens Advice Plymouth and EDF Energy have been working in partnership for 10 years. This relationship has been formed under the Warm Home Discount Industry Initiative, which supports people experiencing fuel poverty and/or financial hardship. Judges said the impact this partnership has had on those living in fuel poverty is 'truly impressive', and the certainty that such a partnership provides cannot be underestimated in the current funding environment.



2019 Charity Times Awards Winners



Corporate National Partnership with a Financial Institution

Winner: [Earthwatch](#), [WaterAid](#), [WWF](#) and [HSBC](#)

This eight-year programme has brought together expertise from across sectors to provide and protect water sources, educate communities and enable people to prosper and drive economic development globally. The partnership impressed judges with its ongoing effort and persistence, which has delivered brilliant results globally.



Corporate National Partnership with a Retailer

Winner: [FareShare](#), [Trussell Trust](#) and [Asda](#)

Food poverty charity Trussell Trust, together with FareShare and Asda designed a 360 degree programme, which tackles all aspects of food insecurity and provides an additional 24 million meals to those in need. Demonstrating a colossal partnership, judges said these organisations set out a clear vision of exactly what they wanted to achieve together and managed to achieve enormous, national impact that works to the strength of all involved.



Campaigning Team of the Year

Winner: [Pancreatic Cancer UK](#)

Pancreatic Cancer's 'Demand Faster Treatment' campaign mobilised over 100,000 people to support the petition to put action for pancreatic cancer on the political agenda. As a result, over 6,000 people wrote to their MP and over 250 media stories were generated. Judges praised the charity for a 'well-delivered submission that showcased a well-planned and fully integrated offer that vastly exceeded its ambitions'.



PR Team of the Year

Winner: [Living Streets](#)

Living Streets is a walking charity, encouraging more people to get out onto the streets and get walking. The charity's #nine90 campaign, which ran throughout National Walking Month, achieved all campaign KPIs, including over 1,000 pieces of media coverage. Judges said the small but mighty team 'was able to demonstrate delivery to an impressive scale using small budgets, all whilst having fun in the process'.

2019 Charity Times Awards Winners



HR Management Award

Winner: [Parentkind](#)

Parentkind is a small national charity, which inspires and enables parents to play an active role in their child's education so that they can thrive. As well as implementing a high-quality people strategy, Parentkind was praised by judges for its 'hugely impressive and bold commitment' to the physical and mental wellbeing of all employees throughout the organisation, which has led to a decrease in stress levels and increase in employee satisfaction



Change Project of the Year

Winner: [Institution of Occupational Safety and Health \(IOSH\)](#)

The IOSH's 'Attraction and Induction' project transformed IOSH's recruitment process to one that hires exclusively through direct recruitment, recruits high-calibre applicants first time, and utilises new technologies throughout, while saving £70,000 in the process. Judges praised the charity for an entry that 'showcased a defined change goal, good metrics and a great story to tell, providing a source of inspiration to other organisations across the sector'.



Best Social Media Presence

Winner: [Battersea Cats & Dogs Home](#)

Battersea has showcased huge innovation and creativity through its social media presence, from its ongoing work on Facebook's Social Good tools, to continuing to work with celebrity influencers, which is achieving tangible results. Judges said the charity is a 'clear innovator' in this space with its 'brave and bold approach to social media, which includes trialling the latest tools across all platforms and generating staggering results'.



Fundraising Team of the Year

Winner: [Noah's Ark Children's Hospice](#)

Noah's Ark Children's Hospice has grown its revenue income to run the charity by 14% between 2016 and 2018 whilst raising an additional £13.5 million to build 'The Ark', a brand new children's hospice building in London. Judges said the charity's entry showcased an 'truly inspiring tale, showing how a nimble and dedicated fundraising team can create tangible benefits' for the charity, and for all of the children involved.



2019 Charity Times Awards Winners



Fundraising Innovation Award

Winner: [Pilgrims Hospices](#)

Pilgrims Hospice is Kent's largest hospice, designed to care for people facing incurable illnesses. The organisation created an app to support its flagship events, which judges said brought 'big charity' experience to its small charity supporters. They said the process of launching the app and the work involved for such a small team demonstrated real innovation and creativity that was well-received by beneficiaries.



Best Use of Technology

Winner: [stem4](#)

Stem4 is a charity supporting the mental health of teenagers. In response to statistics showing high-levels of self harm among young adults, the charity created the 'Calm Halm' app to help teenagers manage the urge to self-harm. Judges praised the organisation for inventing the app, which they said showcases 'real world impact, putting the needs of users first and changing the lives of vulnerable young people all over the UK and beyond'.



Investment Management Award

Winner: [Newton Investment Management](#)

Newton manages £3.9 billion on behalf of over 340 charity clients of diverse sizes and believes the way to help charities achieve their investment objectives is by delivering strong investment returns. But moreover, the judges praised the firm for a thoughtful and engaging submission, which showcased 'specific examples of their fantastic approach to sustainable investing', which involves using engagement to support companies to drive positive ESG outcomes.



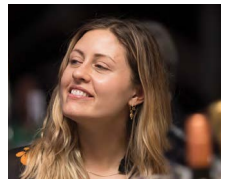
Boutique Investment Management Award

Winner: [James Hambro & Partners](#)

JH&P is a boutique wealth firm providing investment management and financial planning for charities and private clients. The firm manages and advises on more than £3.2 billion, as at 30 April 2019. Judges said the firm was able to demonstrate innovation over the past year, with a particularly praiseworthy commitment to CSR practices, that evidenced a good understanding of corporate/charity relationships with strong performance figures.

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2019 Charity Times Awards Winners



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FEATURE

Why and how to invest in a just transition

The ‘Gilet Jaunes’ protests against the French carbon tax on diesel fuel were a stark reminder that climate and social issues are interdependent. We won’t succeed in tackling climate change without addressing issues to do with economic justice, equality and inclusivity – and likewise, we won’t tackle social issues without facing up to the huge impact climate change will have on lives and livelihoods.

This year, we’ve heard stark warnings from the IPCC on the dangers of temperatures rising above 1.5C. Preventing climate change from reaching these catastrophic levels requires an urgent and coordinated transition to a zero-carbon economy by 2050.

This shift will create transitional challenges for workers and communities: research shows that 10% of workers are likely to need reskilling and approximately 28,000 jobs in carbon-intensive industries could be lost in the North of England by 2030.

The ‘just transition’ is the concept of ensuring that the movement to a low-carbon economy is both fast and fair, taking account of core social priorities, such as employment.

In 2018, charity invested assets totalled £108.4bn. Most of these are in public equities (stocks in companies), which literally build the world around us. As charitable investors, members of the Charities

The just transition ensures a fair movement to a low-carbon economy, but why should charities invest in it?

WRITTEN BY ISOBEL MITCHELL, CHARITIES RESPONSIBLE INVESTMENT NETWORK OFFICER, SHARE ACTION

Responsible Investment Network (CRIN) – a network of UK-based charities coordinated by ShareAction representing approximately £6bn assets under management – have been utilising the power of their invested assets to support a just transition.

“To be resilient the transition must be just, and as investors we must mitigate the risk of ‘stranded communities’ and ‘stranded people’ as well as ‘stranded assets’, ensuring no one or place is left behind,” Colin Baines, investment engagement manager at Friends Provident Foundation, writes.

Achieving a just transition should be high on the agenda of socially-focused charities, to mitigate challenges for communities and workers arising from the shift to the zero-carbon economy.

It should also be a priority for environmental charities. Andrea Marandino, sustainable finance and corporate risk manager at WWF, explains why the just transition is rapidly emerging as an essential element in the successful transition to a zero-carbon economy: “Failing to ensure a just low-carbon transition would slow or stall climate progress, and contribute to economic stagnation and political instability,”

she says. “[The WWF] is committed to integrating the just transition not just into its environmental projects on the ground but also into its pension and investment beliefs.”

Members of the CRIN have been supporting the just transition by asking their asset managers to incorporate social questions into their climate change engagements, joining the 24 investors – representing US \$3.1 trillion in assets – who have signed the Just Transition Investor Statement, and investing in community energy projects.

“It is vital for investors supporting a just transition to put an emphasis on place, to look at how the rapid and far-reaching changes needed across the economy will impact workers, communities and consumers, and to ensure equitable and sustainable outcomes,” Colin Baines, investment engagement manager of Friends Provident Foundation, says.

Achieving a just transition is crucial to a resilient and successful shift to a net-zero economy and preventing catastrophic climate change. Charities should use all available resources to support a fast and fair transition, including their invested assets. ■

Why the Masonic Charitable Foundation sponsored a CAIF



What is the Masonic Charitable Foundation (MCF)?

Funded entirely through the generosity of freemasons and their families, the Masonic Charitable Foundation (MCF) is one of the largest grant-making charities in the country. In addition to the support provided to freemasons and their families, MCF awards millions of pounds each year to local and national charities that help vulnerable people, advance medical research and provide opportunities for young people. MCF also helps fund vital services such as hospices and air ambulances and regularly contributes to worldwide appeals for disaster relief. The foundation brings

together the work of a number of charities which had been operating separately under various names since the early 18th Century.

Why sponsor a CAIF?

MCF and related charities collectively had investment portfolios of over £300 million with a number of different investment managers, with different mandates and materially different expected cash flows and other sources of income. The new CAIF structure offered effective and efficient governance, cost savings and improved risk management, which combined with other strategic policies elegantly

The Masonic Charitable Foundation (MCF) sponsored a Charity Authorised Investment Fund (CAIF), but why did it happen and how? **WRITTEN**

BY PETER GILLIVER, SENIOR INVESTMENT ANALYST, ARC

addressed challenges that are common to many charities.

How were the needs addressed?

MCF, with the support of Asset Risk Consultants Limited, sponsored a CAIF (which is both an FCA authorised unit trust and a Charity Commission authorised charity) which employs four sub-investment managers with complementary mandates, collectively delivering a well-diversified investment policy with circa 80% of the risk of world equity markets, targeting UK RPI+4% p.a. over the long term.

MCF appointed a property manager outside the CAIF who managed a charity property fund (COIF), which complimented other existing property assets managed directly by MCF. Together the CAIF and the property assets comprise the long term strategic investments of MCF.

MCF also appointed a specialist cash manager and implemented a

Case study

distribution policy that transferred three years' budgeted spending to the cash reserve account of each charity. The cash manager implements their discretionary accounts using three in-house money market funds with different durations to further align with the discrete needs of each underlying charity.

So long as the long term investment portfolios are doing well, expenditures are funded from investments, but should markets fall significantly, the cash reserves are used, to avoid the need to sell investments in distressed market conditions, allowing the re-investment of portfolio income to support recovery of the investment portfolio.

Given the different cash flows (in and out) this strategy of three parts - CAIF, COIF and cash - allows each charity (under advice from their investment consultant), to hold a customised blend of the three that is suitable to their evolving needs. In every case (except for in-house managed property) transfers of money and reporting of income and expenses are documented transparently by external independent, regulated agents, simplifying reporting. The ongoing risks and performance of all the managers are reviewed both by the CAIF administrator and the appointed investment consultant, who also advises on the evolving suitability of the strategic asset allocation of each charity.

The CAIF has a global custodian and each sub-manager has their own sub-accounts. Day to day activity can be monitored either on a discrete sub-manager basis or as a consolidated portfolio. The timeliness of this consolidated data provides the potential for much improved information and risk

management. Assets are held by the custodian directly on behalf of the CAIF and not in a sub-account at an investment manager's custodian. The CAIF never loses control of the assets and, if investment manager replacement is ever required, is generally much easier and cheaper to implement.

MCF and its related charities share common values, which as sponsor they were able to ensure were implemented effectively in the investment management agreements between their fund administrator/manager and the sub-managers. The fund administrator is in regular contact with the MCF's investment committee and their investment consultant to ensure the CAIF's investment policy evolves to remain aligned with the charities served.

The benefits of scale and the charity efficient nature of the funds used (with VAT exemption on managers fees and other tax benefits) deliver all the above at considerably less than the cost of the old structure with its opaque complexity, multiplicity of discretionary accounts and control and reporting challenges.

What were the steps?

The trustees of the various charities related to MCF delegated appropriate powers to an investment committee who appointed Asset Risk Consultants Limited (ARC). MCF with advice from ARC agreed and documented appropriate investment policies for each charity involved and considered the merits of the various ways these policies could be implemented. ARC organised a due diligence review and selection procedure for a fund administrator and MCF decided to appoint Thesis Unit Trust Management (Tutman).

Tutman with the support and input of MCF and ARC then managed the creation of the CAIF, with legal input from Macfarlanes, and the appointment and support of numerous other agents required by an Authorised Unit Trust (custodian, transfer agent, auditor, etc.). MCF, advised by ARC, helped Tutman select appropriate sub-managers and negotiate mandates and engage them on competitive terms. MCF, ARC, Tutman and the selected ongoing managers carefully managed the transition of assets from segregated accounts to CAIF to minimise transaction costs and timing risks.

MCF's investment committee approved ARC's initial proposal in principle on 6th December 2017 and MCF's CAIF was launched on 1st October 2018. To implement this project the finance director of MCF, an ARC consultant and a Tutman manager would typically have a short weekly conference call to support Tutman's delivery of the CAIF. This was augmented by dedicating parts of the investment committee's regular quarterly meetings to consideration of issues and decisions required to meet the needs of the CAIF launch.

Both ARC and Tutman continue to report to and attend MCF's quarterly investment committee meetings, supporting the ongoing review of investment policy and managers.

While a number of leading charity investment managers have sponsored CAIF under their own names, at the time of writing, MCF is the only group of charities that have sponsored their own collective scheme. While sponsoring a CAIF will not be appropriate for many, the issues addressed above will have resonance with many readers and for some a CAIF will be worth further consideration. ■

INVESTMENT

Multi-Asset Funds	Investment Manager	Fund Size (£m)	Cash %	Bond %	Equities	
					UK %	Intl %
Barclays Charity Fund	Barclays	224.7	5.9	10.3	45.5	28.7
Armed Forces Common Investment Fund	BlackRock	370.1	3.1	16.5	26.9	31.5
Charifaith	BlackRock	167.6	2.5	19.9	28.4	30.6
Charity Multi-Asset Fund2	Cazenove	607	4.4	1.3	21.8	42.9
CBF Church of England Investment Fund	CCLA	1542.6	4.8	2.9	16.7	52.1
COIF Charities Ethical Investment Fund	CCLA	831.6	7	3.3	16.9	51.1
COIF Charities Investment Fund	CCLA	2581.3	4.6	3.3	16.5	54.1
Amity Balanced Fund for Charities	EdenTree	23.8	2.6	23.1	43.8	24.7
National Association of Almshouses CIF	M&G	188.1	6.7	13	53.9	26.4
Newton Growth & Income Fund for Charities	Newton	752	4.3	13.7	43.5	38.4
Newton SRI Fund for Charities	Newton	109.9	4.1	16	35.5	44.5
Newton Growth Fund for Charities	Newton	61.6	10	15	29.6	44.5
Active Income and Growth Fund for Charities	Rathbones	204.4	6.1	19.1	26.4	32
Core Investment Fund for Charities	Rathbones	112.5	3	8.4	36.9	36.7
Charity Assets Trust	Ruffer	132.2	18.3	32.6	9.5	27.4
Sarasin Endowments Fund2	Sarasin & Partners	1660.1	3.1	13.9	20.3	49.8
Sarasin Income & Reserves Fund2	Sarasin & Partners	148.3	3	75.2	9.1	10.2

Peer Group Indices						
Sterling Cautious Charity Index	ARC		26.3	39.7	2.1	11.9
Sterling Balanced Asset Charity Index	ARC		12.3	23.1	16.3	25.2
Sterling Steady Growth Charity Index	ARC		6.5	15.3	28.3	33.7
Sterling Equity Risk Charity Index	ARC		2.3	7	38.2	38.2

Market Indices ¹	
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 2019	Last 3 Years	Last 5 Years	Last 10 Years
4.7	5	5.1	7.5	13.7	36.2	44.8	-
9.2	12.9	3.5	5.2	12.6	29.6	48	151.3
4.6	13.9	4	5.7	11.5	34.4	49.4	143.6
7.8	21.8	3.1	2.2	8.8	23.3	31.2	109.9
4.3	19.3	7.3	12.8	15.2	45.8	72.8	211.5
5.5	16.3	7	11.9	15.6	42.7	65.9	-
5.2	16.4	7.2	12.2	15.5	42.8	67.9	197
-	5.8	3.8	4	9.7	20.2	32.9	-
-	-	3.6	3.5	12	27.1	37	160.4
-	-	7.1	9.9	15.1	35	63.9	206.5
-	-	6.4	6.4	13.7	33.9	47.4	-
-	1	6.8	9.6	13.8	33.1	55	-
6.9	9.5	4.6	4.1	10.9	32.1	43.2	-
5.6	9.4	4.1	4.1	10.9	-	-	-
-	12.2	1.1	-1.8	3.5	6.9	18.4	-
9.1	3.9	4.1	7	11.7	27.7	41.7	151.9
1.5	0.9	2.3	5.4	6.4	12.3	26	92.1

0.9	19.1	1.9	2.6	4.7	8.7	15	53.3
4.2	18.9	2.9	3.3	8.2	18.5	28	98.2
4.3	11.8	3.9	4.3	10.7	25.2	35.8	130.6
4.3	10	4.5	4.6	12.6	29.5	39.1	153.9

3.3	1.4	13.1	28.8	33.7	154.6
7.3	10.3	18	48.1	86	261.7
1.3	4.7	4.7	5.5	30	64
2.3	6.9	7.4	13.7	33.6	101.1
-2.1	-6.7	8.7	10.5	18.7	162.3
0.2	0.6	0.3	1.1	1.8	4.1

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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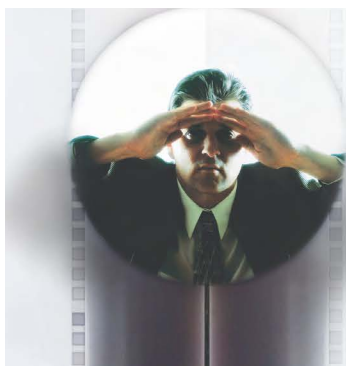
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Rathbones
Look forward



Rathbone Investment Management

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charities Rathbone Investment Management is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority

Rathbones welcomes charities of all shapes and sizes. We like to work in partnership with our charity clients which means you will have direct access to the person managing your charity's investments, resulting in a portfolio that accurately meets your needs and is as individual as your charity. Key facts

- £4.7 billion of charitable funds under management
- Over 1,000 charities
- Segregated or pooled investment
- Dedicated team of charity investment specialists
- A history grounded in philanthropy

All figures as at 31 December 2017.



Royal London Asset Management

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Royal London Asset Management (RLAM) is one of the UK's leading investment companies for the charity sector. RLAM has built a strong reputation as an innovative manager, investing across all major asset classes and delivering consistent long-term outperformance. RLAM manages over £80 billion of assets, split between equities, fixed interest, property and cash, with a market leading capability in sustainable investing.

RLAM is proud to manage £3.2 billion in assets on behalf of over 170 charity clients. We pride ourselves on the breadth and quality of the investment options we offer, and we recognise that your main focus is your charitable activity; ours is to construct the best possible investment portfolio, often in multi-asset solutions, to meet your risk and return objectives. Whatever your requirements, we are well positioned to offer a solution.

All data as at 31 March 2015.



Ruffer LLP

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At Ruffer, we have a distinctive approach to investing which we believe is well suited to the needs and goals of charities and their trustees. We focus on delivering 'all weather' investment returns and protecting and growing the value of our client's assets throughout the market cycle. Instead of following benchmarks, we aim not to lose money in any single year and to deliver a return significantly greater than the risk free alternative of cash on deposit. By aiming to avoid the cyclical gyrations of the market, we aspire to provide a less volatile experience for our charity clients. We manage over £20bn of assets, including £2bn for over 300 charities as at 31 December 2018. A dedicated portfolio manager works with each charity to build a portfolio, taking into consideration the charity's responsible investment concerns, where appropriate. We are a signatory to the UNPRI and regularly host conferences and seminars designed to bring charitable organisations together, to discuss the key investment challenges they face. We also manage a Common Investment Fund, the Charity Assets Trust.

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Sarasin & Partners LLP

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Sarasin & Partners manages approximately 433 charities* with over £6.6 billion in charitable funds*, representing over 48% of the firm's total Assets under Management. We also manage investments for UK private clients, pension funds, and other institutions with total funds under management of £13.9 billion* (*as at 30.06.2019).

Our particular expertise is determining and reviewing the appropriate mix of asset classes suitable to meet the circumstances of each charity.

We are well known for our commitment to education having trained over 5,000 trustees. The reference for this training is our Compendium of Investment.

Sarasin & Partners LLP is a limited liability partnership incorporated in England and Wales with registered number OC329859 and is authorised and regulated by the Financial Conduct Authority.

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INVESTMENT MANAGEMENT



Smith & Williamson

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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.



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Waverton Investment Management

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Global. Active. Direct.

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:

- A dedicated charity team
- 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



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Advanced Solutions International (ASI) is a recognised global industry thought leader that focuses on helping not-for-profits and associations increase operational and financial performance through the use of best practices, proven solutions, and ongoing client engagement. Since 1991, ASI has served nearly 4,000 clients and millions of users worldwide, both directly and indirectly through a network of over 100 partners, and currently maintains corporate offices in the USA, UK, Canada, and Australia.

Our solution is iMIS 20, an Engagement Management System (EMS)™ that enables your organisation to engage your donors – and staff – anytime, anywhere, on any device.



bluQube

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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.

Through cloud and browser-based technology with multi-device access, bluQube transforms finance operations to deliver cross-organisation efficiencies, sophisticated management information and a different way of seeing finance. With a user friendly interface designed to provide your core finance team with all the necessary functionality they need, while remaining intuitive for non-finance budget holders and senior management to tap in and access at a glance information, bluQube will usher in an all new level of efficiency to the way your charity operates.

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



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The value and income from the fund's assets will go down as well as up. This will cause the value of your investment to fall as well as rise. There is no guarantee that the fund will achieve its objective and you may get back less than you originally invested.



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