charitytimes

March 2019

Technology:

Digital Guide 2019

Experts from across the charity sector provide an overview of the digital issues charities of all sizes need to be aware of.

Mergers:

Mergers in the third sector

A review of the latest figures revealing the trends among mergers in the charity sector, plus first hand exeperiences.

Investment:

Portfolio performance

2018 proved to be a volatile year for financial markets, but what were the effects on charities?

Interview:

Kay Boycott

The chief of Asthma UK on the similarities between running a charity and the world of parenting.

A growing community

Social media is a powerful tool for publicity, but keeping your audience engaged is key.

www.charitytimes.com

REVEALED

The most popular charity brands in the UK

Plus:

Sector and investment columns

News

See page 50 for charity suppliers' directory


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PERSPECTIVE PUBLISHING

charitytimes

The power of social engagement

It's a Tuesday morning and instead of getting ready for work, I'm making my way through a series of videos of a woman from Essex cleaning her shower door.

For those of you who don't know – and who probably think I've lost my mind – I'm referring to the Instagram videos (aka stories) posted by Mrs Hinch, a new 'Insta-celeb', who has gained both fame and followers for sharing short videos of her innately addictive daily cleaning routine.

It probably sounds totally bonkers that a person has gained celebrity status by filming themselves scrubbing the inside of a washing machine, but for Mrs Hinch, it is a reality. And a reality that has come with a 1.8 million following.

Mrs Hinch claims she started sharing her cleaning hacks on Instagram because she finds cleaning – particularly the satisfaction of the end result – helps to control her anxiety and she wanted to share this process with others.

Somehow, the weirdly fascinating insight into another person's cleaning routine has caught on and now thousands of people are opening up about their own mental health and declaring themselves part of the #HinchArmy, all 'hinching' themselves towards happiness.

Whilst I'm sat here watching this total stranger scrub away at her shower screen (apparently a bit of Cif does the trick, FYI), it occurs to me that if a seemingly ordinary woman can generate such a large and adoring online audience by glamourising such a mundane activity, it must be entirely possible for charities of all sizes, too.

In this issue, our inagural Charity Digital Guide focuses on the huge possibilities digital can provide, including the chance to be a better leader through social media (p.37), but also on the importance of using it as a tool for greater publicity (p.21).

More importantly, though, our cover story explores how effective social media can be for building your own supersize community and communicating with the people in it in simple, yet engaging ways.

If Mrs Hinch has unintentionally helped thousands of people open up about their mental health through oddly-satisfying videos of shiny shower doors and steam-mopped floors, then imagine the impact your charities, which are intentionally raising awareness for a cause, could have using such simple methods, too.

Lauren Weymouth, Editor

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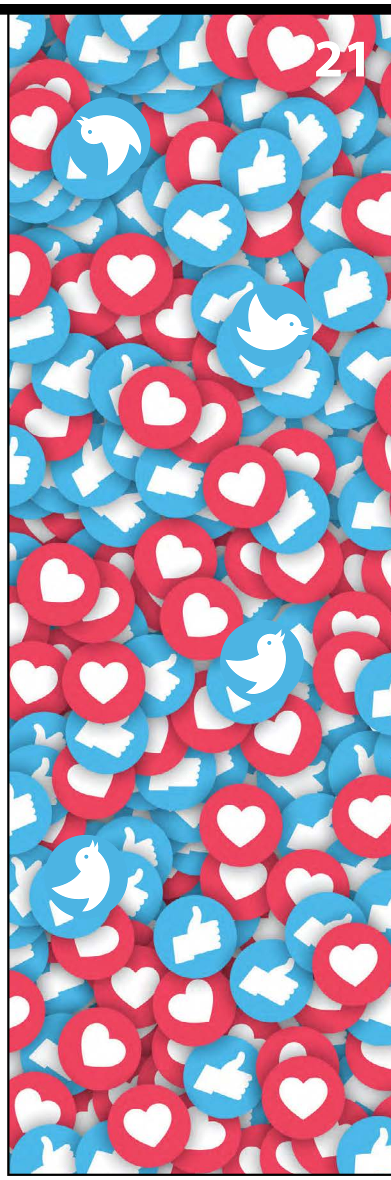

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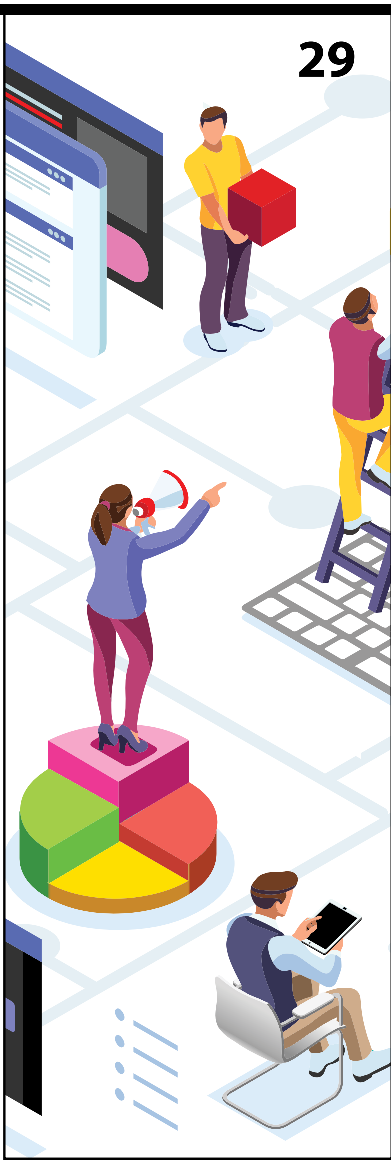

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in brief

CHARITIES UNPREPARED FOR NO-DEAL BREXIT, SURVEY FINDS

The majority of charities are ill-prepared for a no-deal Brexit and must do everything in their power to prevent it, new research has found. A new survey conducted by Charity Finance Group found over a third of charities (38%) have made no preparations at all for a no-deal Brexit and just 8% are fully aware of the impact it will have on their charity. The research found the majority of charities lack adequate preparations for a no-deal scenario – of the charities that responded, 83% said they have made little or no preparation (see p.8 for more details).

BT'S MYDONATE FUNDRAISING PLATFORM TO CLOSE

BT's fundraising platform MyDonate is winding down towards closure in June 2019. The platform, which was the first commission-free fundraising service when it launched in 2011, is winding up as a result of fierce competition within the sector. "Fundraising technology has evolved significantly in the last eight years, bringing many alternative fundraising platforms, including several fee-free offers, to the UK," a BT spokesperson said.

CHARITIES FACE A DIFFICULT YEAR, SAYS NCVO

Charities face a financially challenging year ahead as a result of Brexit uncertainty, tight government budgets and a slow economy, the NCVO has warned. According to the membership body's annual report, *The Road Ahead*, charities are cautioned to be aware that a weak pound, high inflation and declining investment in the UK leave the economy and many beneficiaries 'fragile'. The NCVO's research highlights that despite record jobs growth, the average pay packet remains £11 a week lower in real terms than before the financial crisis, while those who rely on benefits will also continue to feel their disposable income 'squeezed' over the coming year.

CHARITIES NEED TO MAKE VOLUNTEERING MORE INCLUSIVE, REPORT FINDS

Charities need to work to address the 'structural barriers' preventing people from volunteering, particularly those from lower socio-economic backgrounds, a new report has revealed. The report, *Time Well Spent*, conducted by YouGov on behalf of the NCVO, found diversity continues to be an issue among volunteers, with those from middle class backgrounds almost 50% more likely to have volunteered in the last 12 months than those from working class backgrounds.

NINE CHARITIES GIVEN GOVT FUNDING FOR YOUTH GROUP EXPANSION

The government has named nine charities who will receive funding to help create more spaces at youth groups around the UK. Culture Secretary Jeremy Wright has

> *"The way 'power is managed' and trust is 'earned and kept' within the organisation has been at the expense of Oxfam's staff and the communities they serve"*

confirmed nine organisations will be benefitting from a multi-million pound fund, which is designed to create 6,250 new youth group places through the expansion of uniformed youth groups. More than 1,000 adult volunteers will also have the opportunity to join local groups.

OXFAM'S FOCUS AND MANAGEMENT OF POWER WAS DETRIMENTAL TO STAFF, REVIEW FINDS

Oxfam spent too much time focussing on what it aims to achieve rather than how it's done, a scathing report into the charity has revealed. An interim review into the charity, published by an independent commission, claimed the way 'power is managed' and trust is 'earned and kept' within the organisation has been at the expense of Oxfam's staff and the communities they serve. "The risks associated with reporting allegations of sexual exploitation and abuse are often high; preventing and responding to such incidents requires the organisation's full commitment," the report said.

HOUSING GROUPS JOIN FORCES FOR FUNDING INITIATIVE

Four of the UK's larger housing organisations have joined forces to launch a new funding initiative specifically aimed at backing charitable organisations and socially-minded businesses. The Community Impact Partnership (CIP) is the first joint venture of its kind in the UK housing sector and is launching its first £3m social investment fund which will boost communities and support local regeneration. This first £3m fund is supported by the Growth Fund which is managed by Access – the Foundation for Social Investment with funding from the Big Lottery Fund and Big Society Capital.

BIG LOTTERY FUND TO PLUG £1M INTO SAFEGUARDING FOR CHARITIES

The Big Lottery Fund and the government have teamed up to provide safeguarding training to charities across the UK. The announcement comes as part of the wider government strategy to improve safeguarding practice across the voluntary sector in England. Together, the DCMS and Big Lottery Fund will invest £1.14m to improve access to training, support and advice. The funding will come over two phases until 2022.

MORGAN STANLEY AND TEENAGE CANCER TRUST ANNOUNCE NEW PARTNERSHIP

Morgan Stanley and Teenage Cancer Trust have announced a new two year charity partnership. The new partnership was voted for by employees following a week-long poll. It will see employees aiming to raise £500,000, which will be matched by the Morgan Stanley International Foundation, to raise a total of at least £1million.

GREENHAM TRUST OFFERS GRANT OF £100,000 FOR LOCAL CHARITIES

Greenham Trust is offering local charitable organisations from across West Berkshire and north Hampshire the opportunity to win up to £100,000 of funding in a Dragons' Den style competition. Charities that are in need of funding for projects between £30,000 to £100,000 are to apply ahead of the application deadline on Friday 8 March 2019. Now in its fourth year, the free event 'Pitch to the Panel', hosted by Greenham Trust, returns on Wednesday 8 May 2019, at The Corn Exchange, Newbury.

FREE DIGITAL DESIGN WORKSHOPS LAUNCHED FOR CHARITIES

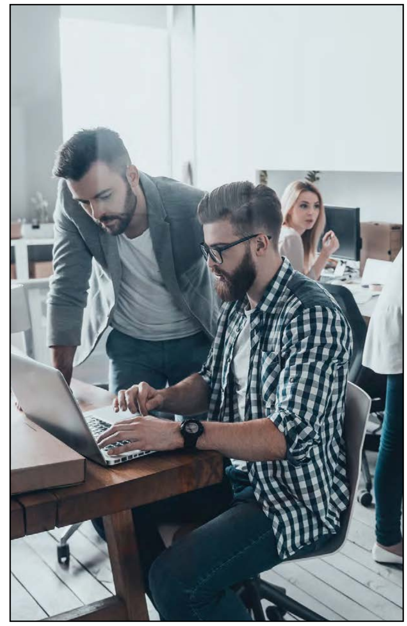
CAST has launched a series of free half-day digital Design Hop workshops for charities. The events, which are being held around the country, offer an energetic and practical introduction to the key concepts of 'tech for good' and digital development for charities. The workshop offers charities a practical and accessible introduction to digital, and how it can help them deliver services with greater focus, impact and reach.

NCVO PARTNERS WITH IT PROVIDER SMARTDESC

The National Council for Voluntary Organisations has announced a partnership with IT services provider Smartdesc. Smartdesc's current clients in the third sector include Mind, Pancreatic Cancer UK and DePaul UK. The company specialises in working with voluntary organisations on proactive areas such as developing and running their IT Strategy, enhancing Cyber Security and GDPR compliance, IT operational efficiency, and overseeing Digital Transformation projects.

FUNDRAISING METHODS OF HUMAN RIGHTS CHARITY PUT DONORS AT 'UNACCEPTABLE LEVELS OF RISK'

The fundraising methods of a human rights charity put donors at 'unacceptable levels of risk' and placed 'undue pressure', an investigation by the Fundraising Regulator has concluded. An inquiry into the International Liberty Association, which was set up with the aim of promoting respect for



human rights in the Middle East, found the charity had placed 'undue pressure' on donors to offer financial contributions of up to £11,000. Furthermore, the investigation revealed trustees had failed to effectively oversee the fundraising activities conducted on behalf of the charity, which it claimed were putting members of the public at 'unacceptable levels of risk'.

NCVO PUBLISHES SET OF ETHICAL PRINCIPLES FOR CHARITIES

The NCVO has launched its Charity Ethical Principles guidance, aimed at providing a benchmark of good practice among the sector. The new guidance, formerly the Charity Code of Ethics, follows months of consultation and engagement with charities of all sizes. Governing bodies, staff and volunteers are being encouraged to actively consider the principles and how they can integrate them throughout their work. A summary of the feedback has been published alongside the guidance, showing the sector's positive response towards the principles. Read the full principles on p.26.

Charities warned to prepare for a difficult year amid Brexit talks

CHARITIES FACE A FINANCIALLY DIFFICULT YEAR AND NEED TO BE BETTER PREPARED FOR THE POSSIBILITY OF A NO-DEAL, SECTOR EXPERTS HAVE WARNED.

Charities face a financially challenging year ahead as a result of Brexit uncertainty, tight government budgets and a slow economy, the NCVO has warned.

According to the membership body's annual report, *The Road Ahead*, charities are cautioned to be aware that a weak pound, high inflation and declining investment in the UK leave the economy and many beneficiaries 'fragile'.

"The uncertainty around Brexit makes it difficult to accurately predict where the UK economy will go over the coming year, although most experts remain downbeat about the short-term prospects," NCVO senior finance analyst, Paul Winyard said.

"While government finances have somewhat improved since last year's Road Ahead, limited growth and existing spending commitments made by government mean pressure on voluntary sector funding and support is likely to continue for the foreseeable future," he added.

NCVO director of public policy and volunteering, Karl Wilding, added: "I hope trustees and senior managers will use Road Ahead as a tool to reflect on how the wider environment will impact their own organisations, so they can feel prepared for what 2019 might bring."

A separate survey from the Charity Finance Group, published in January, revealed the majority of charities are unprepared for political uncertainty, namely the case of a no-deal Brexit.

The CFG survey found over a third of charities (38%) have made no preparations at all for a no-deal Brexit and just 8% are fully aware of the kind of impact it will have on their charity.

The research found the majority of charities lack adequate preparations for a no-deal scenario – of the charities that responded, 83% said they have made little or no preparation.

According to the findings, the lack of preparedness was due primarily to a lack of understanding around the outcomes of a no-deal Brexit.

CFG found the vast majority (92%) had either a partial understanding or no understanding about what a no-deal outcome would mean to their charity.

When asked what their biggest concerns about a no-deal Brexit were, most respondents pointed to the lack of certainty.

"It is not surprising, but is worrying, that charities are ill-prepared for a no deal exit - the level of uncertainty has made organisational planning in this respect incredibly difficult," CFG chief executive, Caron Bradshaw, said.

"This level of unprecedented uncertainty, volatility and predicted economic disruption coupled with the non-tariff considerations, from workers' rights to regulatory complexity, presents too great a risk to the UK and thus to civil society," she said.

Despite this, a message issued by the Office for Civil Society at the end of January said the government will be "accelerating no-deal preparations".

The Department for Digital, Culture, Media and Sport issued the bulletin, rounding up government advice on Brexit for voluntary sector organisations.

Entitled, "Office for Civil Society: Preparing for EU Exit" the bulletin warned organisations to review their use of personal data in the event of a no-deal scenario.

"Delivering the deal negotiated with the EU remains the government's top priority," the email says. "However, the government is also accelerating no-deal preparations to ensure the country is prepared for every eventuality," it said.

It further added that a no-deal Brexit would affect how organisations "ensure flows of data continue".

"In a no-deal scenario, the continued free flow of personal data between the EU and the UK is not automatic and the guidance sets out the actions UK organisations should take to enable the continued flow of personal data between the UK and the EU," it said.

"We are keen to understand how prepared civil society organisations are for the implications on data protection in a no-deal scenario and what more government can do to support the sector." ■

Diary dates 2019

The latest events occurring across the charity sector

SUSTAINABILITY SUMMIT
12 March 2019
The Waldorf Hilton, London
The Sustainability Summit offers charity finance professionals the chance to learn, network and discuss sustainable investment issues alongside peers from the sector and other organisations at a key time for the subject matter. This one-day conference is free to attend and open to all all those concerned with the investment of assets into this asset class, and will offer delegates the up-to-date knowledge and guidance they need to help them understand all aspects of the sustainable market.
pensionsage.com/sustainability

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

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

Not to miss...

CHARITY PROPERTY ROUNDTABLE
February 2019
The Gherkin, London
charitytimes.com/roundtables

CHARITY GOVERNANCE CONFERENCE
8 March 2019
ICSA, Saffron House, London
icsa.org.uk/events

BETTER SOCIETY AWARDS
23 May 2019
London Marriot Hotel, Grosvenor Square, London
bettersociety.net/awards/

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

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

STUART ETHERINGTON

Sir Stuart Etherington, the chief executive of the **National Council for Voluntary Organisations**, is due to step down from his position after more than 25 years in the role. Etherington is set to retire from his post later this year and an open application process will be launching today. The NCVO's membership has grown from 400 to 14,000 since he joined in 1994.

DAME JANE ROBERTS

Dame Jane Roberts has been named chair elect of **Living Streets**, the UK charity for everyday walking. She will take over from current chair, Archie Robertson OBE at Living Streets' AGM in March 2019 when his six-year term as a trustee ends. Roberts brings experience in local government, healthcare and the third sector to the role.

TERENCE LOVELL

Anthony Nolan has appointed Terence Lovell as its new director of engagement. Lovell's role at the charity will be to recruit people aged between 16 and 30 to the UK stem cell register, fundraise and raise awareness through communications, brand and digital engagement. He previously held the position of director of development at Teach First.

KATE DICKSON

The British Stammering Association (BSA) has appointed Kate Dickson as communications director. Responsible for all external and internal communications for the charity, Dickson will lead the rollout of the organisation's new awareness campaign, Stamma. She began the role early January and reports to BSA CEO Jane Powell.

CATHERINE MILES

Battersea Dogs & Cats Home has appointed Catherine Miles as its new director of fundraising, replacing Liz Tait, who recently moved to head up fundraising at the Teenage Cancer Trust, after eight years at the animal charity. Miles has joined Battersea's executive director team from Breast Cancer Now, where she was director of fundraising & engagement.

SARA LIVADEAS

Sara Livadeas has been appointed chief executive of **The Fremantle Trust**, a registered charity that provides care and support services for older people and adults living with a learning disability. Livadeas has extensive experience working across social care, health and housing and has held executive roles in a large local authority and a national charity.

MARK DEVLIN

Young Epilepsy has appointed Mark Devlin as its new chief executive. He joined at the beginning of January and replaces Carol Long, who left her post after nearly five years at the helm of the UK charity. Devlin has a wealth of experience in the charity and healthcare sectors, having most recently served as chief operating officer with UNICEF UK.

CATHERINE WOODHEAD

Catherine Woodhead has been appointed chief executive of **Muscular Dystrophy UK**. Previously director of development with the charity, Woodhead has held a number of senior roles with both large and small charities since 2000. She takes the helm following a full appointment process by the charity's board of trustees.

KATE BEGGS

The Big Lottery Fund has appointed Kate Beggs as the new Northern Ireland director to lead on awarding National Lottery funding to support people and communities in Northern Ireland to thrive. Prior to this, she was deputy director in the Northern Ireland Office, leading their external political and community engagement. She has 17 years' experience in the civil service.

STEPHANIE DRAPER

Stephanie Draper has been appointed as the new **Bond** chief executive, due to start in mid-March. She is currently chief change officer and deputy chief executive at Forum for the Future. There she has led the development of strategy and run global programmes on sustainable nutrition, climate change, sustainable value chains and more.

DR SEAN ASHWORTH

Sussex Wildlife Trust has appointed Dr Sean Ashworth as its chair of trustees. He is currently deputy chief at the Sussex Inshore Fisheries and Conservation Authority. He grew up in Brighton, and his involvement with the Trust has included collaborating on many partnerships and projects over the years. He first became trustee for the charity in 2016.

Reporting

"NEGATIVE INTEREST IN WHAT WE DO AND WHY WE DO IT RARELY COMES FROM A DESIRE TO UNDERSTAND OR SUPPORT; WE MUST TELL OUR STORIES ACCURATELY"

CARON BRADSHAW IS CHIEF EXECUTIVE OFFICER OF THE CHARITY FINANCE GROUP

Reporting ratios and transparency within the charity sector are never far away from the headlines. Transparency is a positive thing, and in the context of charities, it should really be about nurturing understanding and offering choice. Stakeholders exercising choice helps in holding us to account.

One size does not fit all

However, there is a danger that current reporting on transparency is being driven by popular opinion, meaningless comparisons and the desire to exercise control. This, at best, is counterproductive, and, at worst, likely to cause significant damage.

Firstly, it's important to recognise that when we talk about 'the sector', it is in the context of very different kinds of organisations. One size cannot fit all and we need to be measured in our discussions, rather than just leaping to provide more data.

This cry for more can drown stakeholders in details that do not increase their understanding and may instead simply confuse and muddy the issue.

It's possible to make matters worse

This approach can facilitate bad practice, too, enabling those who would wish to obfuscate to wilfully be ambiguous and confuse.

This kind of approach could also lead us to try and win the unwinnable and risks wasting precious resources as charities tie themselves up in knots, all in the name of 'transparency'. Negative interest in what we do and why we do it rarely comes from a desire to understand or support.

It is important to understand negativity

While of course people have the right to hold negative views on things, we should be really trying to understand their motivations and point them towards causes they can get behind instead. But we have a right to disagree and resist the incessant pressure for greater mandatory disclosures.

We have a responsibility to report well – not just to comply – and to make sure that the users can access, put it into context and make an informed judgement on whether or not to support us. And that requires much more than just dumping information on the public. Instead, it requires working with them to make what our organisations do much more accessible and useful.

Data can't provide all answers

Raw data cannot and should not provide all the answers; whether it is about pay, income, efficiency or more. It is the narrative that sits alongside the data that aids the public's understanding.

What we disclose to the public should help stakeholders ask questions, to deepen their connections with us, appreciate our achievements and to identify where we need to be doing more.

We must tell our stories accurately

Why not start with trying to tell our individual stories accurately? What do our stakeholders really need to know to get a better sense of who we are and how we operate?

This would mean explaining in financial terms, however, charity is not all about the bottom line or delivering services 'efficiently'. It's about striking balances between competing needs of present and future beneficiaries. It's also about social change, which cannot always be efficiently delivered.

It was the sector itself that initiailly drove the transparency agenda. When the Charity Finance Group first started, there was no framework for reporting – charities did pretty much what they wanted. We're instrumental in pushing for a framework – a statement of recommended practice (SORP) – which would set out reporting requirements.

You can read CFG's response to the Charity Commission's consultation on the SORP-making process at: www.cfg.org.uk/cfgnewsSORP ■

Fundraising

"WE SET OUR VALUES HIGHER THAN THE PRIVATE SECTOR, BUT WHEN IT COMES TO INCLUSIVITY, THE CHARITY SECTOR FALLS BEHIND"

Values are the bedrock of what we, as charities, do. Every charity is set up for public benefit, to make a positive difference to the lives of communities and individuals, whether here in the UK or internationally.

Our organisations are founded on the principle of doing good and that drives us to deliver the best we can for the causes we serve. But values for charities aren't just an expression of what we do.

They have to guide how we do it, the culture that our organisations adopt, and the way we work with our beneficiaries, supporters, staff and volunteers. Being values-driven and taking an ethical approach is not about just achieving an outcome – it's about a way of working that demonstrates and embeds the values and behaviours that we know are important.

We rightly set out our ethics and values as higher than those of the private sector, and this means that when our behaviours fall below these standards our approach and practices are justifiably put in the spotlight.

The safeguarding failures which came into sharp relief in 2018 has led to a huge amount of work, at all levels across the sector, to reflect on how we need to do better.

The Charity Ethical Principles published by NCVO in January, which I was pleased to contribute to on behalf of the Institute of Fundraising, was an interesting process to agree a common vision of the ethical principles that should be at the heart of how all charities work.

In the fundraising community itself, following the poor practices that were brought to light in 2015, I've seen charities all across the UK taking steps to think carefully about their approaches, revising and refreshing their policies, and taking real action to ensure their values are at the heart of everything they do.

But sometimes we can look at the charity sector in a bit of a bubble. We should remember that at least some in the business sector are seeing values and ethics as increasingly important for their future success, with some even giving heads of ethics a seat in the boardroom.

The Institute of Business Ethics, reporting on the biggest issues of concern in 2018, found that those relating to treatment of employees, behaviour, and culture were by far the most reported areas of 'ethical lapses' over the course of the year. The recent Edelman Trust Barometer research also reflects just how important trust and values are, not just to the external world, but also to your employees themselves.

Through our work at the Institute of Fundraising in equality, diversity and inclusion, we have found that in many ways the private sector is ahead of the charity sector. This is true when it comes to reaching out to diverse communities, creating inclusive workplaces that attract the best talent, as well as retaining and developing people based solely on merit.

Inevitably, there are always going to be questions we need to keep asking of ourselves within the charity sector. What kind of organisations do we aspire to be? How do we want to be embedded in our local communities? How representative are we of the communities we serve? How can we make our fundraising teams as diverse and inclusive as possible? How do we care for and support our teams of staff and volunteers? And of course, how do we continue to deliver excellent fundraising for our supporters and beneficiaries?

The key is to never think we found the answer and stick to it. We have to continue to pay attention to how society is changing around us and challenge ourselves, not just in relation to our vision of what we want to achieve but also how we want to get there.

That is the same for us at the IoF, as it is for one of our largest charities in the UK or for a small local charity. The continued restlessness to always do better for our causes should be equally applied to the way in which we pursue those objectives. ■

PETER LEWIS IS CHIEF EXECUTIVE OF THE INSTITUTE OF FUNDRAISING

Risk

"IF THERE IS A 'SPECIAL PLACE IN HELL' FOR THE UNDULY RISK AVERSE, THEN THERE IS EQUALLY ONE FOR THE PROCESS OF REVIEWING RISK REGISTERS"

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

We humans feel that planning gives a sense of control and a sense of safety to manage change.

At the time of writing this column, it has just been suggested that there is a 'special place in hell' for those that make very big decisions without a clear plan, and those who do so should reflect on their moral culpability for the outcome.

I have no idea whether ecclesiastically this is the case or not, but if this is true then there will be a very long queue. In reality, many large life decisions, such as choosing a career, buying a house, having children, do not easily lend themselves to planning how the venture will finally pan out, but it is comforting to think that a bit of planning could make the whole experience a bit less disruptive.

Such is the comfort sought when it comes to the area of charity risk planning. There is a popular school of thought that sees every risk as something that, once identified, should be controllable. This leads to very long risk registers, which name a very large number of possible risks, accompanied by other equally long lists of controls for those risks and often, for good measure, a number arrived at to give a numerical weighting to the likelihood and severity of these risks.

If there is a 'special place in hell' for the unduly risk averse, then there is equally one for the endless meetings, reviewing risk registers. There is also a fundamental problem with this approach to risk management. Firstly it gives the false comfort that a risk can be mitigated by the control identified. Many charities have controls, but the actual events include elements that cannot thwart that control.

Secondly, the numerical weightings on many risk registers give great comfort to many of us, particularly the accountants amongst us, but we do need to remember it is only a figure based on a subjective judgement and does not, in itself, really mean anything.

Numerical calculations suggest a link between probability and impact. It is not the case that the probability of a risk will always be a reflection of its impact. As we have seen, very unlikely events, such as volcanic ash clouds, can also have a very substantial impact.

Finally, risks do not remain static. Environments change, ways of working change and consequently risks evolve with this changing landscape. Creating a risk register and adding to it doesn't address the changing nature of the risks we face.

So, how should charities manage risks? I'm not the oracle on risk management but I would suggest at least including the following in the risk management process:

1). Think about impact, not the risk itself

It is the impact of risk, not the risk itself that charities need to deal with. If a charity loses its HQ it is irrelevant whether that is due to a power cut, fire or terrorist bomb. Focus should be on how to manage the impact rather than the route itself.

2). Don't leave it just at board level

Identification of risks and planning how to mitigate them is often done at board level by those who are not involved in the day-to-day operations and therefore least likely to encounter and manage risk. Make risk management an open structure, encourage teams to feed up to the board what they perceive as the key risks, both current and emerging, and how best to combat them. Have open and active discussions at all levels of the charity on the identification and control of risks.

3). Accept that risk cannot by nature be controlled

Even with the best made plans, unforeseen and negative things happen. This does not mean the planners are morally culpable just that, on this occasion, something unexpected happened. Take it as an opportunity to learn, improve on what needs to be done and move forward as an organisation. ■

Property

"GOD MOVES THE PROPERTY MARKET IN MYSTERIOUS WAYS AND IT'S HAPPENING RIGHT UNDER THE NOSES OF BREXIT-FIXATED PROPERTY PRESS"

Property markets are shaped by people and shared beliefs about buildings and value. The single message about voluntary sector, which property funders and social investors must understand, is that charities can only deliver effectively for their cause, if there is effective management of the buildings they operate from. You cannot save the world when threatened by eviction or wires lying in a flooded basement. And yes, my organisation has encountered both with well-funded charity clients.

However, below the radar of the gloomy, mainstream property media, a voluntary sector property miracle is happening. In London, currently a sea of commercial property To Let signs, there are reportedly 10-15 evangelical faith groups chasing every D1 property. To the uninitiated, this is a planning category covering public buildings including public halls, libraries, health centres, nurseries and places of worship. So, if you are looking to purchase a GP's practice or a nursery, watch out, an evangelical group will be along soon. And their congregations' tithe – unlike NHS patients or hard-pressed parents of toddlers, whom I suspect would resist being asked to stump up a tenth of their annual income.

Places of worship can be highly emotive for communities, particularly when old, loved landmarks. They can also be intensely political, as committees vie between those running the buildings and those paying for them.

Over the years, my organisation, the Ethical Property Foundation, has provided advice to scores of faith groups about their buildings, from mosques, synagogues and Quaker meeting houses to Sikh temples and churches of every Christian tradition.

It is churches, which are immensely difficult to build a sustainable business plan for. If you had a blank sheet of paper, I doubt you would start off designing a building shaped like a cross, with triple height ceilings, lead roofs, stained glass windows and sky-high heating costs. One satisfied church client saw their building converted into a circus school. However, wisecracks about vicars on the high wire go down badly with Parish Church Committees. Just watch your boxset of the TV series 'Rev' to see black comedy driven by a church building.

And this is where large, educated evangelical communities have the edge. They are not looking to buy elegant Georgian cost centres, built with slave money, nor holy Victorian piles spawned by mercantile largesse. They seek well-heated spaces where hundreds of families can gather on Sundays – with plenty of parking and good acoustics for the live music.

Interestingly, such is the shortage of suitable property, many are now purchasing non D1 property such as warehouses, hoping miracles will occur in the council planning offices.

Charity Bank, a lender to evangelical groups purchasing D1 property says it looks for a robust business case for a sustainable building open all week, not just Sundays, plus evidence of practical community outreach.

"It is the quality of research we look for," says director of lending Carolyn Sims. "Many groups wish to run a creche, but can they demonstrate they have the management skills to run one or to negotiate with a provider? And what other local childcare provision is available locally?

"We always ask for evidence of community inclusiveness and outreach. Many clients run foodbanks and cafes, and one operates a mentoring scheme in the local prison.

"We always look at the downside, too. Evangelical faith groups derive most of their income from donations and this can be incredibly resilient whatever the conditions in the wider economy. But if there is over-dependence on a charismatic preacher, what would happen to the income stream if he or she left or could no longer preach? So there is also an issue about succession planning."

This is a fascinating market phenomenon, taking place right under the noses of the gloomy Brexit-fixated mainstream property press. ■

ANTONIA SWINSON IS CHIEF EXECUTIVE OF THE ETHICAL PROPERTY FOUNDTION

Profile: Kay Boycott

A world of possibilities

DAVID ADAMS TALKS TO KAY BOYCOTT, THE CEO OF ASTHMA UK ABOUT HER JOURNEY TO SUCCESS, THE NECESSARY ROLE OF DIGITAL AND WHY BEING A CHIEF EXECUTIVE IS LIKE THE 'MESSY BUT WONDERFUL WORLD' OF PARENTING.

For many people, asthma may seem less threatening than any number of other diseases and medical conditions, but those of us who suffer from it – about 5.4 million people in the UK, roughly one in 12 of us – know how dangerous the condition can be. Those, like me, whose asthma is mild and well-controlled, are ever grateful we are not among the severe sufferers, for whom it is a constant, serious threat; and whose lives could be transformed by more effective treatments.

"It's a condition that shouldn't ever be the most important thing in someone's life, but if they don't get access to treatment, or new treatments don't come along, then it will become the most important thing in their life," says Kay Boycott, who has been chief executive of Asthma UK for the past five and a half years.

The resources the charity has to help fund research into new treatments and to provide sufferers with information and support are reasonable by the standards of the third sector, but meagre compared with those of higher profile medical charities. Asthma UK has an annual income of about £8 million, compared with Cancer Research UK's annual income of £634 million in 2017/2018, or the British Heart Foundation's £328 million. In that context, the range of work Asthma UK supports, in collaboration with the NHS, private sector companies, academia and other organisations, is impressive.

AS YOU GET OLDER, THAT IDEA OF YOUR WORK NEEDING A SOCIAL PURPOSE STARTS CALLING YOU

The idea that she would one day be running a charity and grappling with this kind of daunting challenge would have come as a great surprise to Boycott at the start of her career in the early 1990s. While at school and university, she was drawn towards seeking a career in a very different industry.

"Marketing and advertising at that time were both seen as quite glamorous," she recalls. Following graduation from Durham University with a degree in Economics and History, Boycott was selected for a place on what she now recognises was an extraordinarily well-funded graduate training scheme at Nestlé, which provided excellent training in brand management and account management. After two years spent working for the company in York, she applied for another brand

BEING A CHARITY CEO IS A BIT LIKE PARENTING; YOU'RE IN A MESSY, WONDERFUL WORLD POSSIBILITIES

management position at Johnson & Johnson, in London, where she has lived ever since.

These early jobs gave Boycott some extremely valuable skills. "They gave me a good grounding in lots of things that you need to be an effective manager," she explains. "At Johnson & Johnson you were like a mini-MD: you had your brand and managed everything from new product development to working with the sales team."

She left in 1999 to set up her own consultancy, which she ran for the next decade, providing counsel on commercial strategy to clients including GSK, Nestlé, Unilever, Vodafone, John Lewis and the Department of Health. "It fitted brilliantly into my life at that time: it was interesting; and I also had small children, so it was useful to be able to work from home some of the time."

During this period, she began to consider the possibility of a career change – "As you get older that idea of your work needing a social purpose starts calling to you." In 2004 she took on a non-executive position at the NHS Hammersmith and Fulham Primary Care Trust. She chaired the Trust's Audit Committee and served on other committees including that for Clinical Governance. "I loved it," she says. "I learned an enormous amount."

Almost exactly ten years ago, Boycott left the private sector to become director of communications, policy and campaigns at Shelter. She joined the charity just as the impact of the financial crisis and the recession sparked an increase in homelessness and in housing repossessions.

"I probably didn't really understand what I was getting into," she recalls. "It was a rollercoaster for years." She is still very grateful to Shelter for taking a bit of risk: in addition to not having worked in the charity or housing sectors before, she had no experience of policy work or managing a media team. But she settled in and is very proud of the work her team did during her tenure, particularly its campaign against rogue landlords; and policy work that included persuading government to change the law relating to housing repossessions.

Boycott says she also learned a lot from colleagues at Shelter, "about how you make change happen – not just calling for the same things over and over again, but thinking about how we connect with policymakers in a different way."

In 2013, she brought all the experience built up over the previous 20 years to the chief executive's role at Asthma UK. She believes her experience running digital campaigns at Shelter was one of the reasons she was appointed. She also believes digital has been an important element in the charity's strategy during the past five years, in part because so many of the most high-risk asthma sufferers are likely to be younger people who use digital platforms much more.

"People engage across multiple channels, so digital is constantly changing," Boycott explains. "We have to keep playing catch-up. We are now reaching two million people with our digital advice, which is fantastic. We've tried to work alongside what the NHS is providing and tried to make what we do complementary."

She believes many charities are struggling with the challenge of using digital as an effective and efficient donation-gathering channel. "One problem now is that there are so many different ways you could raise money," she says. "You've got to be ruthless about the ones that don't work for you – and you've got to keep looking at new possibilities."

But the most important element of her work for the charity has related to more fundamental requirements. "You can't do any innovation or change if you don't have good governance or financial stability," she says. "A lot of my early time here was spent improving those controls. You've got to have a solid foundation."

The other important element that she believes will help the charity progress towards its goals is collaboration with other organisations in the NHS, academia and the private sector. She cites work with Innovate UK and the Knowledge Transfer Network to help coordinate work aimed at improving asthma diagnosis; and with corporate partners including AstraZeneca and Italian pharmaceutical company, Chiesi. "We've helped to broker some big research collaborations: we're currently trying to do one across the UK and the US, looking at how you link up asthma research around new drugs for severe sufferers."

Away from her day job, Boycott also continues to help other organisations: as a member of the General Advisory Council for health charity, The King's Fund; a lay member of the Durham University Council and a trustee of the Association of Medical Research Charities.

"These are non-executive roles, so they're not enormous time commitments. It keeps you learning and it can bring new ideas into your organisation. As a charity CEO, you are very focused on one mission. Taking on roles that are a bit broader helps you to avoid getting stale."

Between 2011 and 2015 she was also a trustee of Gingerbread, a charity which supports single parents; Boycott herself was a single parent for some years when her children were younger before meeting her current partner. This year, life outside work is dominated by the fact that one of her children will be taking their GCSEs while the other sits A-Levels. "I'm going through a year of providing food at regular intervals to revising children," she says. "Exams and a well-stocked fridge are my priorities."

She thinks the experience of being a single parent has influenced the way she works: in particular by encouraging that emphasis on the value of a collaborative approach. But she also suggests that "being a charity chief executive is a bit like parenting".

"If someone sat you down beforehand and told you exactly what it consists of, would you do it? But once you're in it, you're in a messy, wonderful world of possibilities." ■

COVER STORY

A growing community

Social media is a powerful tool for publicity, but keeping your audience engaged is key. WRITTEN BY JOE LEPPER

Charity PR has been transformed in recent years due to the proliferation of social media. Through Twitter, Facebook and Instagram campaigns, charities have been able to run cost-effective, engaging campaigns that can directly target their supporters and key audiences.

But the NCVO's latest *Road Ahead* report, which looks at forthcoming trends in the sector, questions whether social media will "still be hot" for charities in 2019. It points out that public trust in social media took a serious dent last year due to privacy and data scandals, such as the Cambridge Analytica data leak, as well as concerns over fake news.

According to the 2018 *Trust Barometer*, produced by PR agency Edelman, trust in social media among the UK public fell from 26% to 24% last year. Worldwide, 40% have deleted a social media account due to concerns around trust and privacy. The report urges charities this year to "review their communication channels" and consider using other ways to communicate with those who might no longer trust social media.

NCVO external relations manager Aidan Warner notes it is still too early to say whether the current dip in trust in social media will be long term, but it is an important trend for charities to monitor. "What we are doing with *Road Ahead* is flagging emerging issues. There are certainly some alarm bells going off around some social media platforms. We are starting to see people turning off them," Warner explains.

Building an online community

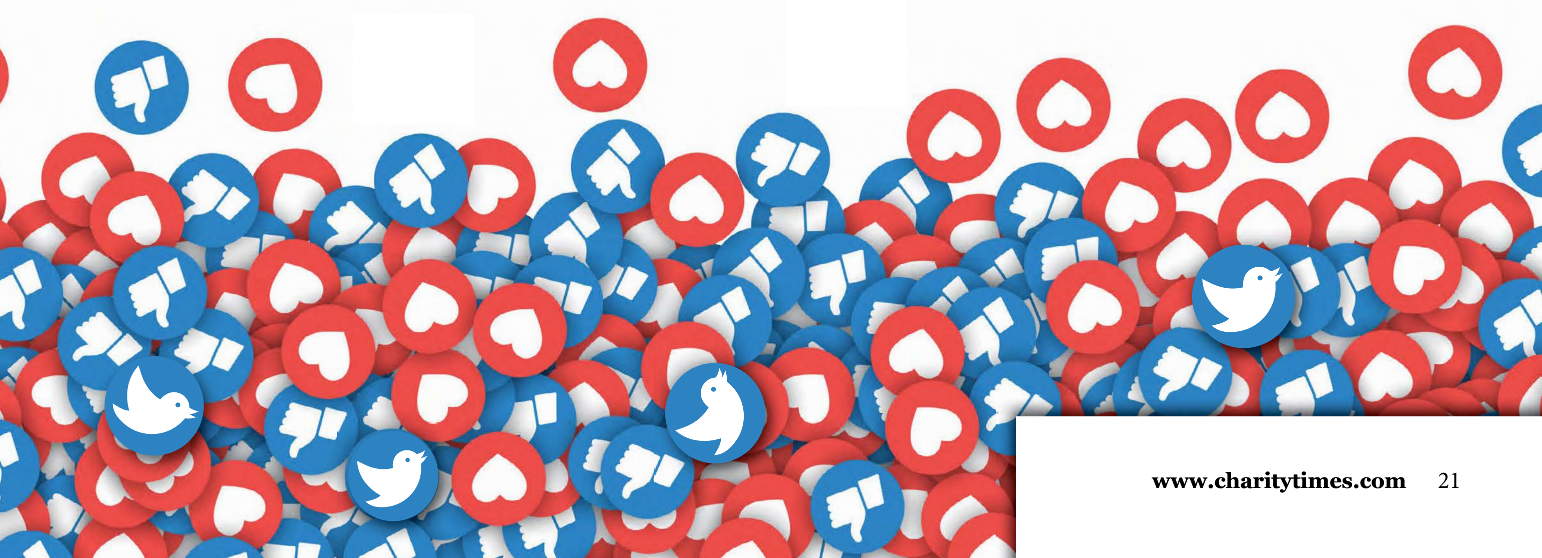
Despite such concerns, PR experts stress that social media is still an enormously powerful publicity tool, where "charities can tell their stories in a way they want them to be told", says Adeela Warley, chief executive of communication professionals group CharityComms.

Social media also helps charities build an online community and better understand their audience, says Gemma Pettman, joint secretary of the interim committee of the Chartered Institute of Public Relations' not-for-profit group.

"Social media is great for listening and gaining feedback. From tracking relevant hashtags, to searching for your charity name, to polling your audience, you can learn so much from your followers and what they say about you," Pettman says. "It also helps you to communicate quickly, sharing news, giving a behind-the-scenes view of your world and urgently appealing for help."

Central to successfully using social media as a PR tool is to accept it can be "resource intensive" says Warley. Time needs to be given to produce engaging content and monitoring reactions to swiftly address any negative comments.

For the Teenage Cancer Trust, this engagement starts at the top, as its chief executive Kate Collins is heavily involved in promoting the charity via social media herself. In November 2018, she was named overall winner in the Social CEOs awards, which recognises charity leaders who are innovative with social media and digital. Judges



were impressed with the way she uses social media to flag up staff and volunteer achievements, which helps promote the charity and motivate her team.

"Social media provides me with the opportunity for conversation, feedback and insight from some of the incredible people we support or are supported by," says Collins.

"From one day to the next, I can be in contact with staff, young people, families, Teenage Cancer Trust nurses and youth support coordinators, sector leaders, opinion formers and supporters who all have the ability to help inform the work we do. On Twitter I share my day, network, engage, chat and listen. I think it's also important to give a sense of me as a person rather than just a corporate 'face'."

The power of good publicity

Macmillan Cancer Support is another charity that ensures it can effectively use social media as a PR tool. In October 2017, it appointed Ellen McPake as a digital nurse specialist, to combat myths online about cancer and offer direct advice to patients.

This in turn generated a raft of further good publicity among mainstream media outlets, including BBC News Online, Mail Online, The Sun Online and Radio 4's Today programme, as well as among health professionals' trade media.

"Crucially, the campaign drove more people living with cancer to our services," says Emma Guise, Macmillan's director of communications. "Registrations to Macmillan's online community almost doubled on the day of the launch, compared with the days leading up to it.

"There was also a 30% increase in calls to Macmillan's support line on the day of the launch and the following day, and a 60% increase in written enquiries to the support line the week after the story launched."

The digital nurse campaign also showed the importance of running a PR campaign that can target a wide audience through a range of media, covering broadcast, print, online news, as well as through social media.

Broadcast is a particular area of opportunity for charities, says Warley, with producers increasingly turning to the sector to co-create content, especially on in-depth investigative projects.This was a key theme to emerge at a recent International Broadcast Trust conference attended by CharityComms colleagues, who heard about how charities are working with the makers of Channel 4's Unreported World series.

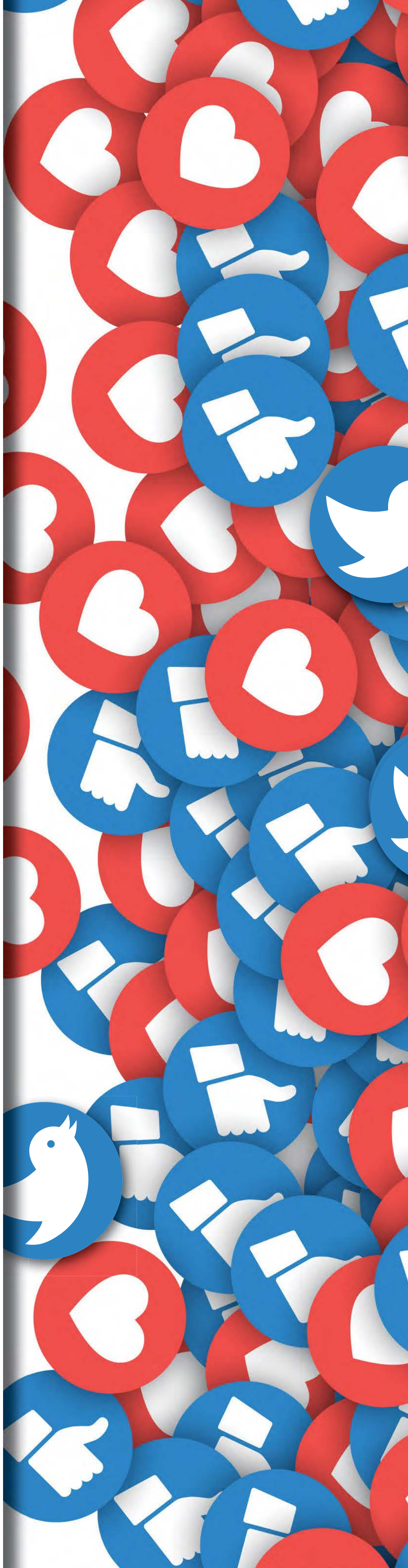
"Where there is a meeting of minds of the journalist and charity, it is a win-win situation, as the journalist can get access to people on the ground, really authentic stories from the frontline," Warley says.

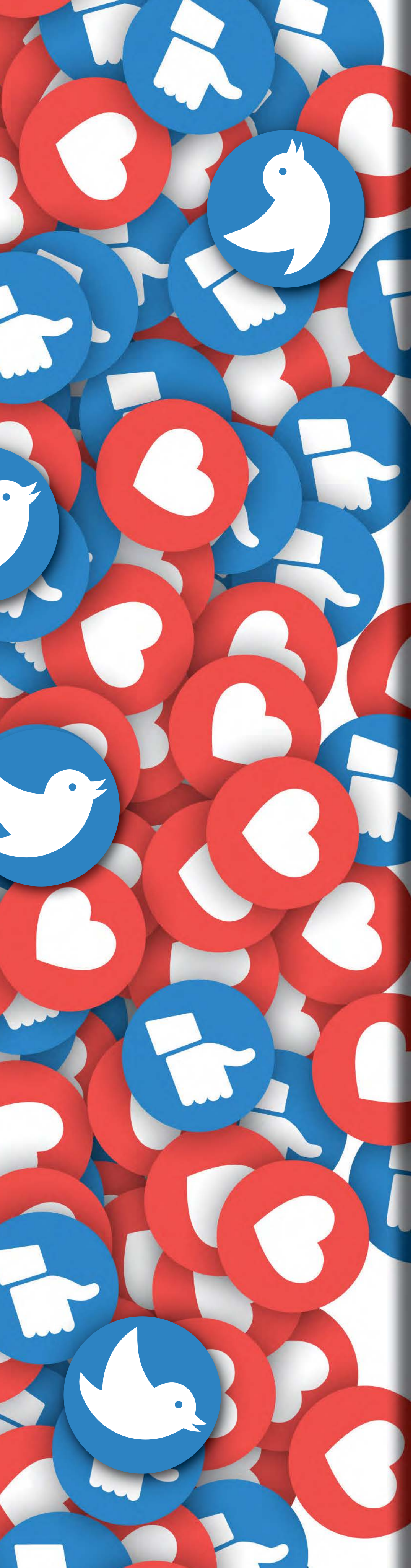
React and respond

The ability to spot and react swiftly to opportunities for good publicity is important for charities of all sizes. An example of a small charity that gained good PR recently from being able to mobilise its communications quickly is Yorkshire based children's hospice Martin House.

In January, a Sky Sports reporter accidentally mistook its chief executive, Martin Warhurst, for Jan Siewart, the new manager of Premier League side Huddersfield Town FC.

This case of mistaken identity happened when the reporter spotted Warhurst in the crowd at





Huddersfield's home game with Manchester City. A bemused Warhurst found himself being asked on national TV about his new role at the club and replied "No, that's not me. I'm Martin from Wakefield".

After giving an interview about the misunderstanding to a Press Association reporter at the game, Warhurst was in demand from journalists. The charity's PR team had to quickly ensure he was available and prepared for interviews with regional BBC and ITV news, Sky News, BBC Worldwide, Radio 1 Newsbeat, Radio 5 Live and local radio stations. In total, he undertook nine broadcast interviews in one day and later appeared on Sky's Soccer AM.

"In all of his interviews and TV appearances, Martin took the opportunity to talk about Martin House, at minimum referring to our name, but he also talked about the nature of our work in a lot of the interviews, and the regional TV interviews focused on the impact of the publicity on the hospice," says Carol Devine, Martin House marketing and communications manager.

"A number of the follow-up interviews in the following weeks were specifically slanted to talking about what the impact had been on the hospice, and a chance to expand on what we do, as well as giving further pushes to the donate message," she explains.

Among the most eye-catching pieces of positive publicity from the incident was Warhurst taking part in a social media video produced by Huddersfield Town FC, under the hashtag #NotMartinFromWakefield. This showed Warhurst at the manager's desk before being ejected by the newly appointed Siewart.

To date, this clip has been seen by more than 1.6m people, had more than 6,000 retweets and around 28,000 likes. Working with the charity, the club gave further positive social media messages about the charity including sharing a specially set up text to donate code (JANS10 to 70070).

The story also helped the charity increase hits to its website by 82%, boosted interest in its social media accounts and help develop relationships with local and national journalists, says Devine. "We're also updating our comms plan to take into account what we learned in dealing with such a huge story – for example being responsive and managing multiple media requests."

The public's increasing appetite for podcasting and video blogging is another emerging trend that Warley urges charities of all sizes to tap into. These offer a cost effective way to promote their work and the real life voices of their supporters, workers and beneficiaries, she says.

"It's not hugely expensive to invest in with a good microphone and you can create some really engaging content that puts the audience at centre stage," adds Warley.

The benefits of pro-bono

Another opportunity for small charities is to secure pro-bono work with PR agencies, many of which are looking to offer their time to support the voluntary sector. Since 2009, Lincolnshire-based agency Shooting Star has selected a charity of the year to support, with teenage suicide awareness group Help Me I'm Fine being supported this year.

Kerri Saxby, Shooting Star account manager, says: "We realised there are a lot of charities in

Social media

Lincolnshire doing incredible work but don't have much money for PR. It resonated with our directors and we wondered if there was something we could do. So for a year, we help raise their profile and also empower them to use those skills for years to come."

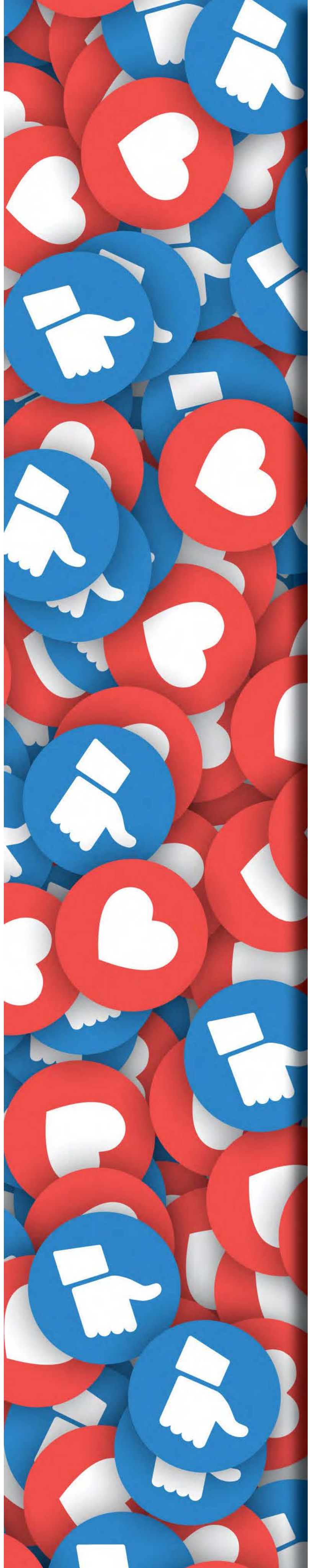
Helen Cousin, Help Me I'm Fine founder, says the partnership "will prove extremely valuable" as the charity does not have the same promotional resources as larger organisations.

"Promotion and PR is important to raising the profile of any charity and most importantly, raising more money. We've already got loads of fundraising activities planned for 2019. Shooting Star will be helping us to promote them and get the press coverage they rightfully deserve," Cousin adds.

Small charities also have the added advantage of having strong relationships with local supporters, who can be a powerful ally in using social media to gain good publicity.

Saxby says one of its charity clients, Secret World, is particularly good at mobilising its supporter base via social media. "They will initially post news on social media, and then they will do a short video and then follow up with PR to mainstream media. They are going to supporters first and creating a buzz," Saxby says. By fostering such support, charities are also better equipped to tackle any bad publicity that may arise, as supporters, as well as staff, can quickly share the charity's responses to any negative comments or stories.

Strong crisis communications has been particularly important in recent years for a sector hit by scandals involving issues such as poor fundraising practice



and safeguarding children and vulnerable adults.

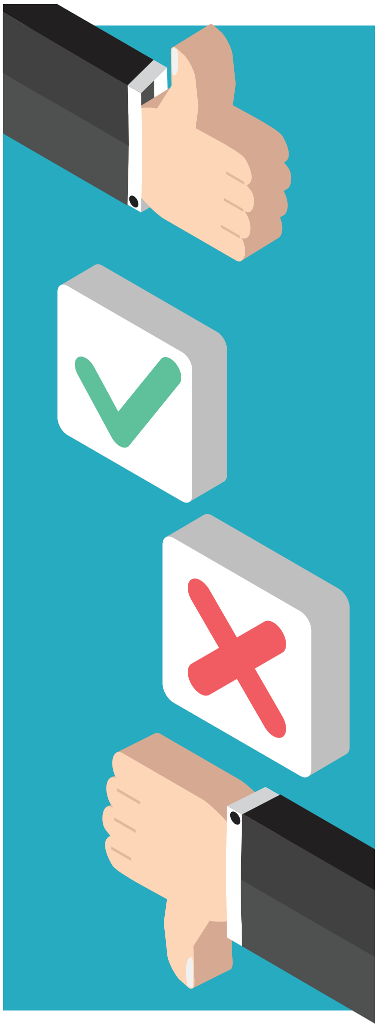
Preparation is key

Pettman says preparing for a crisis ideally needs to take place before it happens. "If you're not currently in the midst of a crisis, now is the time to write your crisis comms plan," she says. "Anticipate all the potential crises you could face and consider your responses to each. Identify your crisis comms team – decisions should never fall to one person – and make sure they're trained and prepared to speak on behalf of your organisation.

"When identifying spokespeople, don't forget your trustees. They may be able to provide the gravitas that's needed and be an extra resource when key senior staff are already maxed out in managing the situation."

Consistency of message is also key, says Warley, as is tackling negative comments head on, rather than ignoring them. One charity that has particularly impressed her over the last year is the RNLI, which tackled a negative story in the Daily Mail around its working practices. The RNLI swiftly posted a point-by-point comment on each of the points raised and responded to social media conversations about the story, with a strong focus on the charities commitment to "dignity at work". They "took a really brave, strong tone of voice and really aligned their response with their values," Warley adds.

While there are emerging concerns around social media's role in charity PR, for now at least, it is clearly still a vital and cost effective way for charities of all sizes to secure good publicity and address negative stories. ■



OPINION

A moral dillema: fundraising targets

"Meeting fundraising targets shouldn't mean damaging reputations in the process" WRITTEN BY VEENA DOOKOO

A charity's reputation is everything, however, it can be a perilous concept. That's why I was saddened, but not surprised, to read about the Spice Girls and Comic Relief's "gender justice" t-shirts, which according to the Guardian, were manufactured at a factory in Bangladesh, where women routinely suffered appalling working conditions.

Though the situation is completely unacceptable, the truth is, it could have happened to any charity. Many charities take ethical manufacturing seriously and have adopted ethical manufacturing policies. However, at the same time, their fundraising teams are tasked with increasingly aggressive campaign fundraising targets. Which will matter more to the fundraising managers: reaching their targets or prioritising ethical policies? In an ideal world, they shouldn't have to choose.

At the same time, supply chains are becoming increasingly opaque. Charities must remain diligent throughout the entire process. Both Comic Relief and Spice Girls checked out the ethical sourcing credentials of manufacturer Represent, however, it subsequently changed the manufacturer without their knowledge.

As a result, we're seeing first-hand the reputational damage that can occur from unethical sourcing practices. Though Represent has accepted 'full responsibility' and promised to refund customers, Comic Relief still shoulders much of the burden. In today's climate, it's unacceptable for a charity to not know where its merchandise is made and who is making it. Compliance requires that everyone in the process play their part. The fact that t-shirts promoting gender equality were manufactured by women on poverty wages highlights a systemic failure in ethical procurement processes that should be standardised across the charity sector.

To tackle the ethical issues in manufacturing today, it will take a unified effort. Ethical sourcing and manufacturing is a continual, ever-evolving battle and supply chains are opaque by design. Limiting transparency into how products are made allows manufacturers to meet unrealistic pricing demands, while enabling charities to claim plausible deniability. Significant change requires greater transparency, clear sourcing guidelines, and stronger commitment from today's charities and manufacturers. Making money is important, but we need to be asking: at what cost?

The mission of every charity, no matter its cause, is to make a positive difference on the lives of people around the world. That starts by ensuring humane treatment of the people doing work on behalf your charity. Ethical sourcing should be the starting point for every single charity campaign.

Charities can take a more proactive approach by getting to know their suppliers better and developing long-term relationships with those that are trustworthy. It starts by asking suppliers the right questions and understanding the policies they have in place – if any - regarding modern slavery and ethical sourcing. It continues with frequent inspections and strict auditing processes, such as the SMETA scheme, run by global organisation SEDEX, which shares information on responsible sourcing.

When it comes down to it, a charity's reputation can determine its success or failure. The question is: is it worth putting it at risk to achieve fundraising targets? ■

OVERVIEW

Charity Ethical Principles: what you need to know

The NCVO has launched its Charity Ethical Principles Guidance, but what are they and what do they mean for you?

Beneficiaries first

- Be clear about what your charity's purpose is and who or what your beneficiaries are.
- Ensure you carry out your purpose to provide the greatest benefit to your beneficiaries and your cause, regardless of whether this might initially have a negative impact on the on the reputation or operation of the charity or the charity's leadership.
- When working with beneficiaries, ensure that their views and experiences are actively listened to and taken into account as part of how your charity operates, facilitating both engagement and communication.
- Ensure that all relevant policies and procedures are drawn up with the interests of your organisation's beneficiaries in mind.

Integrity

- Ensure appropriate systems are in place to help guarantee that all decisions are robust and free from conflicts of interest.
- Consider the effect of activities conducted in private life on the reputation of the charity.
- Ensure resources are managed responsibly and funds are properly protected, applied and accounted for, including policies and procedures to combat the risk of bribery, fraud, corruption and extortion.
- Exercise due diligence in understanding the ethical standards of commercial partners and individuals, to seek support or collaboration from those with ethical values that align with those of the charity.
- Be sensitive to the impact of your charity's activities on both the natural and human environment.

Openness

- Operate a presumption of openness and transparency.
- Subject to complying with legal requirements, be willing to share information about how your charity works, ensuring it is easily accessible.
- Publish, or at least make available on request:
  - o annual reports: this should include a section explaining how the charity's purpose and values are being fulfilled;
  - o the charity's approach to safeguarding, bullying and harassment;
  - o the charity's complaints procedure;
  - o the charity's whistleblowing policy – establish clear lines of responsibility and accountability for all your charity's work, both internally and externally where applicable.

Right to be safe

- Stand against and have a clear approach to prevent abuse of trust and power including bullying, intimidation, harassment, discrimination or victimisation in all activities.
- Create a culture that supports the reporting and resolution of allegations, suspicions or concerns about abuse of any kind or inappropriate behaviour.
- Ensure that all staff or volunteers understand the expectations placed upon them, and provide the relevant training to support them in meeting their responsibilities.
- Ensure that anyone who works or volunteers in the charity has access to proper support and advice if they experience or witness unacceptable behaviour; raise a concern or make an allegation about the actions of others; or they don't feel safe.

TOP 10

What are the most popular charity brands?

The most popular charities among the British public have been revealed, showcasing a favour for large, well-established health charities.

Data from YouGov, based on over 5,000 interviews with members of the public, has revealed the most popular charity brands in the UK. Here's an overview of the findings:

1. Macmillan
Macmillan Cancer Support is the most popular organisation among the UK public. According to YouGov's data, 86% of the UK's opinions on the charity are positive and just 2% are negative. Fans describe the charity as "praiseworthy, passionate, positive, dedicated and effective".

2. St John's Ambulance
Most popular with baby boomers and women, St. John's ambulance is the second most popular charity in the UK and the 11th most famous. It is described by its fans as "dedicated, respectable, recognisable, committed and educational".

3. Great Ormond Street Hospital
GOSH is the third most popular charity among the general public and the 16th most famous. It is described by its fans as "fantastic, respected, amazing, committed and inspirational".

4. British Heart Foundation
The BHF is the fourth most popular charity, most popular with millennials, Generation X and baby boomers. It is described as "positive, well-known, informative, dedicated and respectable".

5. Cancer Research UK
With a positive opinion rate of 83%, Cancer Research UK is the fifth most popular charity, but also the most famous. It is described as "committed, recognisable, positive, important and respectable".

6. Marie Curie
Described by its fans as "respected, committed, praiseworthy and well-organised", Marie Curie is the sixth most popular charity in the UK and the 14th most famous.

7. RNLI Lifeboats
Unlike many other charities on this list, RNLI Lifeboats is equally popular among both men and women, with a positive opinion rate of 80%. It is described by its fans as "committed, dedicated and important".

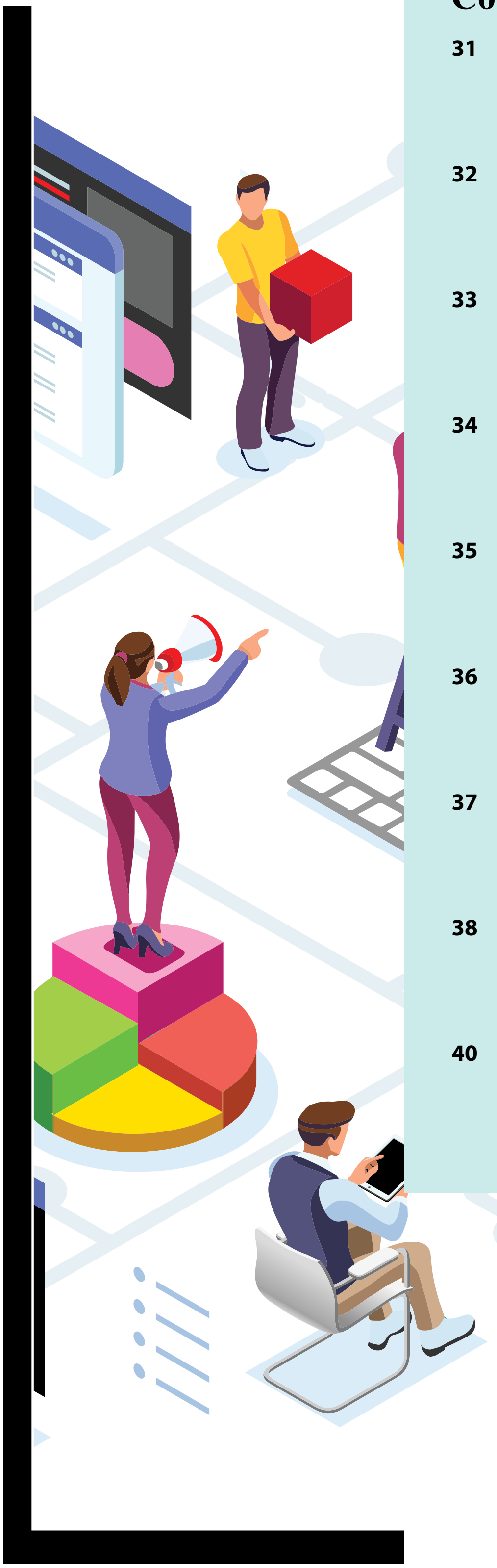
8. Guide Dogs
More popular with women than men by around 10%, Guide Dogs is the 8th most popular UK charity and described as "dedicated, positive and important".

9. Keep Britain Tidy
Keep Britain Tidy is most popular among baby boomers and Generation X. It is the 24th most famous charity in the UK and is described as "under-appreciated, old-fashioned, underestimated and important".

10. British Red Cross
British Red Cross is the 10th most popular charity and the third most famous. It is described by fans as "effective, wide-ranging, committed and recognisable". ■

charitytimes

Digital Guide 2019



Contents:

Why it's important to test our assumptions with service users, and how to do it

In a digital world, it's easy to make assumptions about the problems we come across, but testing those assumptions is key to enhancing the journey.

Over the last few months, we've been running a series of free digital workshops to help charities embed digital into their service delivery. One thing that attendees frequently comment on, where they've had something of an 'aha!' moment, is the value of testing their assumptions and biases about how necessary or important something really is. Some have completely changed their project or approach as a result of what they uncover.

When we're delivering services in an increasingly complex, digital world, we all make assumptions about the problems we're addressing, how our service users or stakeholders experience those problems, and where the real value of a service lies. Systematically identifying and testing these assumptions can help us become unstuck and reveal the key priorities - where to focus our limited resources.

One organisation found their clients actually preferred to interact through WhatsApp, which they already had and used daily, rather than a new bespoke peer chat app they were planning (and had secured funding) to build. Several have discovered to their surprise that groups like the elderly and homeless have more access to certain forms of tech than they ever anticipated, opening up whole new possibilities for reaching more people and supporting their wellbeing. So here are our top tips on how to test assumptions:

Step 1: Create a 'Knowledge Board'. Choose a problem and write out three columns with the headings 'What we know', 'What we think we know' and 'What we don't know'. Then categorise the information you have about that problem into the three columns. Everything in the 'What we know' column needs to be backed up by data or evidence. The other two are simply assumptions at this stage, and need further research or testing. You can move things from column to column as you learn more about that problem and how it's experienced by other people.

Step 2: Once you know what assumptions you need to test, there are loads of great methods to do so, such as desk research (analysing reports, ideas and learning that's already out there), and observing and speaking to people (user research). It's helpful to gather a mix of 'quantitative' (numbers) and 'qualitative' (details) so you understand the what as well as the why.

One-to-one interviews, whether face-to-face or remote, help you dig into people's needs and existing habits. You might want to ask people how they go about finding information, what tech they use and what they use it for, and what are the specific problems or challenges they face in their day-to-day lives or when interacting with your service. The answers might surprise you!

One charity learned through listening to clients talk through their daily routine that the time they most needed support was in the middle of the night, outside of office hours. So they reshaped their service to be able to better respond to this need.

Another used a survey to understand why so many clients were calling their helpline, leading to overwhelm of staff, when all the information was in their online hub. While they found a core group of clients would always need to speak to a real person because they wanted the human touch, there were around 70% of others who would quite happily use the hub but either didn't know about it (so the problem was publicity and referrals) or knew about it but couldn't find the right information easily (so the problem was making the site more user-friendly).

They then sat down with those clients to watch how they were using the hub and what sorts of information they were trying to find. It highlighted how they could make it more accessible, and helped them understand what the site needed to do from a user's perspective, not just the charity's.

Assumption-testing doesn't need to take ages - it can start with talking to just five people. If you're time-poor, try quickly quizzing a few people at an event you're already running, or adding a couple of questions into a feedback form you're planning to send.

Nor does it have to be expensive - you can test how people really behave using free, off-the-shelf tech like WhatsApp for community chat/support or Typeform for diagnostics and data-collection (hint: what people say they will do is rarely what they actually do!)

You can find more detailed guides on BetterDigital.Services, and get a step-by-step walkthrough of how to test your assumptions, conduct bias-free research and prioritise next steps at our free digital 'Design Hop' workshops.

Written by Ellie Hale, communities lead at CAST

Why all charity boards should have a digital trustee

Digital forms a huge part of the many issues charity trustees need to consider, making it essential these skills are well-represented on your board.

Here's a good game to play when you are next in the pub: name all the things that you and your friends are now doing differently because of digital. From ordering takeaways via an app to banking on our phones to checking our emails as we walk down the street, digital has changed our expectations of the world and how we behave.

Is it time that we saw a similar shift in how we approach trusteeship? Digital channels are ubiquitous and even someone who thinks they are a novice is likely to be using them in some shape or form every day, even if it is just using Outlook and Word on the office computer.

Digital is likely to affect many of the decisions that charity boards need to make. It's now part of the bread and butter issues trustees need to consider, from strategy and finance to managing risk and data. And that's why it's so vital to have these skills represented on your board. Without them, opportunities will be missed and risks won't be identified and managed. Another issue that boards will need to grapple with is the ethics of digital platforms, such as social media companies' failure to provide safeguarding to young people and worrying stories about data sharing.

Currently, across the sector there is a digital skills gap on boards, with 69% of charities stating that their board's digital skills are low or have room for improvement.

And we need to look at how we can support and guide trustees in developing these skills.

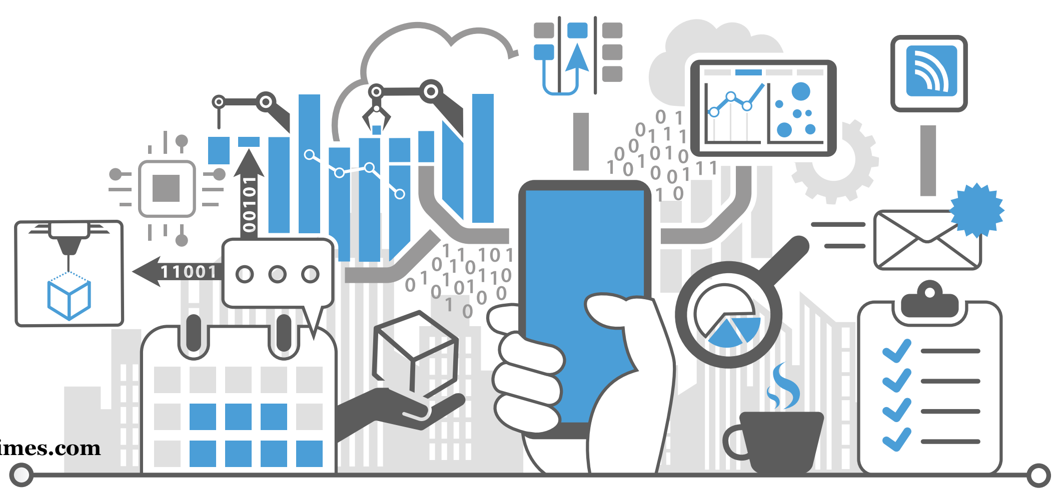
When we worked on The Charity Digital Code of Practice, one of our ultimate aims was to help save trustees' time by setting out best practice, as a way to help them understand what their charities are doing well and what needs to improve. And if you're still pondering whether you need a digital trustee, and what the role involves, we've worked with Reach Volunteering, SCVO and CAST to produce a handy one page summary of what you should be looking for.

When looking for a digital trustee, I advise charities to search for business as well as digital skills. This doesn't mean they need to be a captain of industry- they could even be a university student who is entrepreneurial and runs a small digital venture in their spare time. But they do need to have some understanding of strategy, good technical skills and the confidence to grow into a voice of positive challenge in the boardroom.

The glue which holds this all together is that they need to be able to persuade and influence the rest of the board. It's a good idea to screen for this at the interview. Can they provide examples of where they have gained support from reluctant stakeholders, and encouraged them to change?

Digital is an opportunity for us all to do things differently, and better. It offers potential for boards to develop their skills, meaning that they can develop strategies which help their charities seize these new opportunities, from fundraising to supporting more beneficiaries to managing and growing their reputations. Digital can help even the smallest charity punch above its weight. It's time that we not only expected more from how we can use these channels, but also challenged our boards to provide stronger leadership and guidance in digital.

Written by Zoe Amar, director of marketing and digital consultancy, Zoe Amar Digital



The rise in online giving: how to ensure your charity is at the forefront of the trend

New data has revealed online giving is on the rise, but what can charities do to ensure they are profiting from this upward trend?

Online giving is on the up. This isn't surprising news; the pattern has been developing for many years now, and the latest figures coming out of Blackbaud confirm that the upward momentum continued last year. A new report just released by the Blackbaud Institute, the 2018 Charitable Giving Report analysed global giving trends and discovered that online giving is consistently increasing in popularity around the world.

In the US, the report found that online giving grew 1.2% year-on-year in 2018. The Blackbaud Institute has measured growth in online giving for almost 20 years and, interestingly, 2018 represented the largest share of fundraising from online giving ever measured by the Charitable Giving Report. 8.5% of total fundraising came from online giving in 2018, which is an increase from 7.6% in 2017 .

In the UK, while overall charitable giving was down 4.2% in 2018, online giving increased 5.5% among UK non-profits last year . So, while there are several possible contributing reasons why 2018 saw a dip in overall giving – there is huge potential for non-profits to thrive in a potentially challenging fundraising climate thanks to donors' increasing desire to make charitable contributions online

So, to make sure your charity is leading at the forefront of this upward trend, here are three simple ways you can increase online giving:

1. Build a well-designed online donation form

Keep your online donation form to twelve fields or less. Ensure it is fully optimised for use on mobile devices and tablets. And test it on multiple devices and browsers to ensure every donor, especially your older donors, will be able to easily complete their online donation.

2. Continue to invest in off-line fundraising programmes

There have been a few purely online campaigns that were successful. The Ice Bucket Challenge a couple of years ago is probably the most famous – but trying to recreate this kind of success would be almost impossible. The Ice Bucket Challenge wasn't instigated by the charity it raised money for, but by individuals who cared about the cause. Instead of trying to repeat this rare event, you should brainstorm ways you can genuinely connect with your donors. The fastest growing age demographic on social media is 55+ and it's these older donors who are also increasingly making donations online as they become entirely comfortable with technology. Although it may

seem illogical, to increase your online giving you should to continue to invest in direct mail and other traditional sources of fundraising revenue. Yes, you should be sending regular e-mails. And yes, you should post regular updates to Facebook, Twitter, and other social media channels. The more integrated the messaging across channels, the better fundraising results you will see. But you shouldn't re-allocate all of your resources to online just because that's your fastest growing revenue channel.

3. Focus on donor stewardship

Whether its an online or offline donation, great donor stewardship is critical. Donors have more choices than ever to whom they can direct their donations, so it's important that your organisation stands out. Thank donors for every gift they make and always be sure that donors know what impact their donation has made. A CRM solution is a vital piece of the jigsaw – online donations appear to be the way forward, but cultivating relationships and future-proofing your donor relationships will be more effective if you have a reliable fundraising solution doing the hard work behind the scenes.

Written by Casper Harratt, head of marketing, Blackbaud Europe

Case study: What other charities can learn from the BHF's digital innovation

"Innovation is incredibly important to the British Heart Foundation, but that doesn't mean it always comes naturally; true innovation comes from cross-organisational working," says Krystyna Grant.

Innovation in the charity sector is a frequently discussed topic. It's incredibly important to us as The British Heart Foundation (BHF) that we are innovative in the way we generate income so we can fund our life saving research into heart and circulatory diseases and their risk factors.

We are now 18 months into our fundraising innovation journey, however, our innovation pursuits started long before the formation of a team. Put in its simplest sense, innovation is developing a creative solution to a problem, something our cardiovascular researchers have been doing for over 40 years.

Innovation is incredibly important to the BHF, but that doesn't mean it always comes naturally. Risk appetite, regulation, resource and capacity are often pitted as enemies of the innovation. But that's simply not true; often the problem lies in the solution.

Back in 2018, our fundraising innovation team was set the task of identifying new ways of generating significant income by developing transformational audience-led products. The first thing we learnt on our innovation journey is that for any new idea to work, you need buy-in and cross organisational support. You need the entire organisation to back your new ideas and to demonstrate real commitment to making them succeed. Joint workshops, kick off sessions and lunch and learn meetings were invaluable to getting crucial support so early into innovation projects.

We learnt that we needed to de-mystify the concept of innovation and make it accessible to everyone so they would not only support, but also champion the process. We worked with lots of teams across the Fundraising Directorate, like digital and finance, to get them to input directly into the creation of new ideas – not only were the ideas brilliant but we instantly had innovation champions in different teams.

For all the books on innovation, there is clearly one common theme: listen to your audience. Use your supporters to help develop new ideas, test your ideas with your audience and use their feedback to make them even better. Plus, you don't need a massive budget to do this – testing of new ideas can be done really simply, quickly and efficiently.

For example, paper prototyping (recommended by Amazon and Tesco) encourages you to get creative with pen and paper, sketch out your ideas with your supporters and get direct feedback. When we were looking at developing new ideas with our supporters, we invited them into our offices to play around with the ideas we had put together on paper. It was a great experience and our supporters really enjoyed finding our more about the work we do.

With innovation projects like the BHF Alexa skill, we started really small. We worked very closely with the Amazon Alexa team to build the simplest "skill" we could so we could test it with our supporters and see how they would interact with it before adding new features – a MVP (minimal viable product). We also tested and created ideas with the Alexa users we have at the BHF.

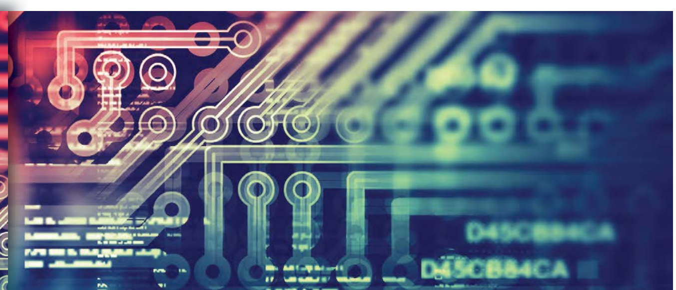
Whilst we have a dedicated innovation team, the true innovation comes from cross-organisational working; getting groups of people who don't often work together in the same room to solve the big organisational problems. Mashing together different skill-sets can product amazing results!

Lastly, determine your right to play as a charity and embrace it, use the people around you, start small, test with your supporters and listen to your audience.

Written by Krystyna Grant, head of Innovation at the British Heart Foundation

Donate time to fully understand your cyber risk

Cyber criminals don't discriminate, especially when money or sensitive data is involved, and charities must remain aware.



The National Cyber Security Centre (NCSC) is currently raising awareness of the cyber threat to UK charities. We have found that charities, like businesses, are falling victim to a range of cyber attacks but many – particularly small charities – do not realise this and do not perceive themselves as targets.

You may wonder why anyone would want to harm a charity but, put simply, cyber criminals don't discriminate. Especially when there is money or sensitive personal data involved.

Cyber crime can have a devastating effect on a charity's ability to deliver its services, both financially and reputationally. One small charity lost £13,000 after an email account of its CEO was hacked. A fraudulent message was then sent to the financial manager, with instructions to release the funds.

Our job at the NCSC is to make the UK the safest place to live and work online and we need to help protect all organisations delivering vital services to the public, including charity and voluntary sector organisations.

Last year we launched our Small Charity Guide to help charities face the challenges presented by the online world. Whilst we can't guarantee protection from all types of cyber attack, following the five steps outlined in the guidance will significantly increase your protection from the most common types of cyber crime.

The five topics covered in the guidance are easy to understand and are either free or cost little to implement. The Small Charity Guide highlights how easy it can be to protect your charity's data, assets and reputation. The steps cover:

1. Backing up your data
2. Protecting your organisation from malware
3. Keeping your smartphones (and tablets) safe
4. Using passwords to protect your data
5. Avoiding phishing attacks

We know there is considerable variation in charities' understanding of cyber security and that's why we work with our partners at The Foundation for Social Improvement (FSI) to provide training for small charities across the UK. Together we deliver face-to-face sessions, presented by Police Cyber PROTECT Officers, alongside a series a blogs and webinars delivered by the NCSC. Please visit the FSI's website for details of training events near you – www.thefsi.org

Our face-to-face training has reached more than 1,700 small charities, who now know the risks posed to their organisations by cyber crime and can take steps to make themselves more secure.

We encourage all charities, especially smaller ones, to make use of the NCSC's guidance on reducing the impact of cyber attacks, which is available on our website www.ncsc.gov.uk/charity.

The scale of malicious cyber activity against charities remains unclear – under-reporting incidents is hindering our understanding. Whilst some charities do report cyber attacks externally, others may not due to fear of reputational and/or financial consequences. There could also be uncertainty of how and where to report them.

If you believe that you or your charity has been the victim of online fraud, scams or extortion, you should report this through the Action Fraud website - www.actionfraud.co.uk. Action Fraud is the UK's national fraud and cyber crime reporting centre. You should also report it as a serious incident to the Charity Commission.

Written by Kate Sinnott, head of charity and public engagement at the National Cyber Security Centre (NCSC).

Everything you need to know about Making Tax Digital for charities

MTD is set to shake up the way UK organisations handle their reporting, but for charities, it should also be seen as an opportunity to gain more robust data.

Making Tax Digital, the government's flagship programme for making our tax system fit for the 21st century, marks a shift for all UK VAT registered organisation with a taxable turnover above £85,000. While many charities are focusing on their obligations, the initiative should also be seen as an opportunity for charities to bring together disparate reporting systems and gain more robust data to feed into wider decision-making.

HMRC's vision to automate tax returns is starting with VAT, and places three key requirements on charities and businesses alike – for most, this comes into force on 1 April 2019, with further requirements from 1 April 2020. However, for trusts, unincorporated not-for-profits, public sector entities, local authorities and VAT groups, amongst others, a later implementation date of 1 October 2019, with further requirements from 1 October 2020, applies.

Many charities currently download data from their systems to Microsoft Excel, make some adjustments, correct some errors and calculate and apply VAT recovery percentages. With Making Tax Digital, the likelihood is that almost every charity's VAT return process will need to change, and three key elements are highlighted below.

Requirement 1: Submitting VAT returns electronically - 1 April 2019 / 1 October 2019

Currently the nine boxes of a VAT return are typically prepared in Microsoft Excel, and the numbers are then typed into HMRC's online portal. With this digital shift, the manual input of figures into HMRC's website will not be available. Instead, taxpayers must have a software solution, including those built into Microsoft Excel, which automatically selects the relevant figures and digitally transmits them to HMRC.

Requirement 2: Maintaining an electronic account - 1 April 2019 / 1 October 2019

A certain amount of basic information will need to be held in an electronic account. This includes information about the VAT registration (VAT registration number, taxpayer name, address etc.) as well as transaction level data for sales and purchases (including the time of supply, value of supply and the VAT rate chargeable).

While this data is usually held by charities in some form already, the Making Tax Digital requirement is to have this all in a single place, electronically. The main challenge here is that charities will need to hold, on a line by line basis, details of the amount of VAT recovered on each purchase invoice. Summaries of this information by cost type or tax code will not be sufficient. Changes to reporting fields and tables are therefore likely to be required.

Requirement 3: Digital linking - 1 April 2020 / 1 October 2020

The most complex of the Making Tax Digital requirements is for all taxpayers to have a clear and digital audit trail of all the processes which make up the VAT return. From the moment any transaction line is summarised to the submission of the VAT return, effectively almost all adjustments/calculations should be "digitally linked".

While Microsoft Excel is not the end-game vision for HMRC, for the foreseeable future most taxpayers are able to meet this requirement in this way, through pivot tables, spreadsheet macros and more sophisticated formulas. However, "copy and pasting" or manual interventions to perform error corrections will not meet the new requirements.

What to do next?

The requirements for transitioning to Making Tax Digital are complex but the solutions do not have to be. It is important to look at where your existing processes are, and where they need to be so that gaps can be identified and solutions found. This is a vital first step to ensuring compliance by 1 April 2019 or 1 October 2019.

While the focus for now is on VAT, the initiative won't just start and end there. Charities should not just think about the steps needed now to ensure compliance but also proactively consider how they can rethink their ways of working to embed technology throughout their systems and processes and use their single viewpoint of their tax liabilities to feed into financial forecasting and planning. It's this agile approach that will help prepare them for future digital demands further down the line.

Written by Aidan Sutton, tax partner and head of charities at PwC

How to use social media as a leadership tool

Social media platforms can feel overwhelming for the digital novice, but they can also be an excellent way to lead your charity.

Give it a go

Social media platforms including Twitter can seem overwhelming and a bit alien. I was wary initially and unsure where to start, but after joining I realised that I had been missing out on so much. Now, Twitter is integral to my way of working – I chat with staff, supporters, peers, sector leaders, opinion formers, and thinkers who inspire me. My advice is to just give it a go and find out what it can offer you - it might not be for everyone, but I can't imagine doing my role without Twitter now, and that might be something you find too.

Be yourself

Authenticity is key – don't just make it re-tweets of your organisational content. Being proud of your organisation and sharing content is key but you also need to say what you think, be you and bring your voice to the conversation. People can clock a template tweet from a mile off – they're not listening to you for that, they want to get a sense of the person behind the job title.

I use Twitter in a human, playful way – I do love a gif! – and that's because I love to be a bit playful and have fun when I'm with people in person, so it makes sense to be myself on social media too. Not everyone loves a gif, but I am keen to share a sense of what I'm like as a person and not just a corporate face. Just as I take my 'whole self' to work, what you see on Twitter is pretty much what you get in person (although I try not to swear on Twitter and am not as good at that offline). By using Twitter in a way that feels like 'me', I'm able to bring my role and the organisation to life – ideally giving people a sense of what I think and feel, how passionate I am about Teenage Cancer Trust and what makes me tick.

I try to amplify positivity on social media whenever I can, cheering on other organisations and sector leaders when they've done work that's inspired me. The more we amplify the great work and people across the sector the better it is for the vital work our organisations do.

Listen

Social media is all about conversation and dialogue, it shouldn't be a one-way street. Being able to engage and acknowledge the incredible community of people who support, or are supported by, Teenage Cancer Trust provides an incredible opportunity for me to be connected to them. I listen to their views on what's working for them, what's not, and what they'd like from us in the future. I also take note of any recurring themes and share these insights within the organisation.

Know your audience

It's so important to understand what the people who follow you engage with and like. I've written tweets that I thought would really engage and been greeted with tumbleweed – often they are the things I have thought about too much – so you need to experiment and give things a go. It means you can suss out where you – and your style - can add value on social as a CEO.

Your audience may come from many different walks of life, so it's vital to draw on your own personal experience to meaningfully engage with all of your followers, not just your peers.

Curiosity is key

Follow people whose opinions can challenge your own and provide a different perspective. Avoid creating an echo chamber as much as you can. It's good to be curious and helpful to get a holistic view of issues that interest you and are important to your organisation.

Know when to switch off

Know when to turn off. Social media is 24-7 but you don't have to be. I have a long commute, so am really active on social then and do keep an eye on things over weekends – especially if there are events happening as it's important for me to engage with supporters in real time, letting them know I am cheering them on virtually if not at an event in person. But likewise, I do delete the app from my phone when on holiday and let people know I'll be quiet for a bit. It's important to give yourself a break.

Written by Kate Collins, chief executive of Teenage Cancer Trust

How powerful can data really be?

The internet was not designed to factor in data security and so now we must consider what the future of the internet should look like, says Kwai San Wong and Josh Sambrook-Smith

People generally understand that data is powerful, but not many realise how powerful. A 2000 study by Carnegie Mellon University reported that simply by using basic 1990 census data (date of birth, gender and zip code), 87% of the US population could be uniquely identified.

With the rise of digitalisation enabled by smartphones, we are leaving our digital footprints everywhere. The internet was once believed to be able to provide true anonymity, as depicted in Peter Steiner's famous cartoon that "on the Internet, nobody knows you're a dog". This is no longer the case.

Most social media companies adopt an advertising funded business model – users surrender their data for targeted advertising in return for free services. Most of the data users share on social media – travel pictures, life updates, their views on current issues, etc. – they might expect others to view.

This data is valuable to the advertising industry, which relies on human psychology – what you see, how you feel, what you believe etc. Data like this cannot be directly collected, but only inferred, and this is where social media comes in. Your likes on Facebook, your comments on Twitter, the photos you share, your internet searches – all of this data helps advertisers to know you better. To track users online, websites deploy silent data collectors or 'trackers'. According to analytics firm Evidon, there are over 4,000 companies in the consumer-tracking ecosystem, with Google and Facebook owning the most popular trackers.

Technology comes at a cost, which we are just beginning to appreciate

A couple of controversies in the technology sector in the past year (most notably Cambridge Analytica) have since exposed some serious issues with technology:

1. False information and virality

   An unintended consequence of the data driven, algorithmic approach to community building is the emergence of distinct divisions within these digital communities. By showing users exclusively what interests them, technology companies have unwittingly engineered a kind of built-in confirmation bias. Increasingly, users only see what the algorithm knows they agree with, and they gravitate towards with those who are like-mind, steadily forming larger groups. As they become progressively more sealed off from alternative opinions, the group's views creep to the extremes. The result is an increasing, and observable, degree of polarisation within some digital communities.

   The process is amplified by the way information spreads across the internet. Sensational, viscerally emotive posts are more likely to be shared. Quite often these posts or news items are from illegitimate sources or proven to be out-right fake. But to users that have disappeared into their own filter-bubbles, dissenting opinion is either de-selected by the algorithm or actively ignored, and false information attains a gigantic distribution across the network. The resulting virality can be negative in that it obviously reinforces confirmation biases, prejudices, anti-social behaviour and it can even be hijacked as a form of manipulation.

The implications extend beyond just the spread of negative sentiment across the social network (a National Academy of Sciences study observed these phenomena in 2014) to an erosion of trust in society's institutions and even a weakening of fundamental democratic principles.

2. State sponsored manipulation and political advertising

   In 2018, the Oxford Internet Institute found evidence of "formally organised social media manipulation campaigns in 48 countries, up from 28 countries [in 2017]… in each country there is at least one political party or government agency using social media to manipulate public opinion domestically". The researchers observed the spreading of pro-government propaganda, attacking of opposition parties and diverting attention away from critical issues Most tactics used bots, a form of automated account. The Intelligencer cited studies suggesting that less than 60% of web traffic is human.

   The institute documented examples of using bots to post and re-share, on a massive scale, stories that were later proven to be false and using bots to artificially inflate the number of likes/shares for a given post, boosting it up search rankings and ensuring it "trends" as a popular topic.

Going forward

Self-regulation has not worked in the technology industry and there is consensus now that we need new regulations. The EU's General Data Protection Regulation, which came into force in May 2018, offers a blueprint as to how citizens' data can be protected. While one could argue that this regulation cannot tame the big technology companies as they have the resources to invest and spend on compliance efforts, it remains to be seen whether the EU will apply the regulation strictly to force these companies to change. In the US, California passed the California Consumer Privacy Act last year. This law will be effective from January 2020 and will be the de facto US national law on data protection. Senator Mark Warner of Virginia has also released a white paper outlining proposals on how to regulate the technology sector.

The internet was not designed with privacy and security in mind. It is time to think about and discuss what the future of the internet should look like that will benefit our societies in the long term.

Written by Kwai San Wong, stewardship analyst and Josh Sambrook-Smith, global technology analyst at Sarasin & Partners

How technology can drive collaboration and efficiency

Technology has the power to revolutionise the grant-making process and help charities and community groups close their funding gaps.

Not-for-profit organisations and charities across the UK have seen a dramatic fall in grant funding in recent years, driven largely by cuts in central and local government funding. Government grants declined by 47 percent from a high of £6.2 billion in 2003/04 (17 percent of total income) to £3.7 billion (eight percent of total income) in 2015/16. Despite a rise in voluntary sector grants over the same period from £2.3 billion to £3.2 billion, according to Almanac 18 income data, grant funding is now £1.6 billion lower than 14 years ago.

Grant-makers typically require charitable causes to apply directly for support. Charities trying to close budget gaps have been forced to make ever more speculative applications to grant-makers for funds, seeking out and requesting funding from every foundation and trust they can find. In 2010, the Directory of Social Change (DSC) found that 36 percent (361,149) of applications to the top 2,500 UK-based grant-making trusts were ineligible.

What can be done to help charities and community groups close their funding gaps and reduce the amount of time and effort spent on customising grant applications, freeing up time to focus on good causes? In much the same way that technology has revolutionised the music and insurance industries, we believe that technology-led collaborative philanthropy can achieve the same for the charitable sector.

Feedback from senior representatives of charitable funding organisations has highlighted some common objections and barriers to the adoption of technologies that could drive transformative collaboration. The first is the view that their digital transformation objectives are complete, with updated websites, grant management and CRM systems in place, and social media platforms up and running. Yet decision-makers may not have the technological background needed to envisage the next steps and identify how technology can be used to make grant applications and giving more effective.

A lack of time and disparate resources also need not be a hurdle. Digital platforms are designed to enable collaboration in an instant, by identifying who is interested in similar projects and providing all the information needed for due diligence.

Others concerned about technology removing their autonomy to reach decisions on which charitable projects to support, also have nothing to fear. Decisions about beneficiaries and timeframes are always managed by funding organisations; digital technology simply facilitates proactivity by instantly identifying all projects meeting grant-making criteria, removing the need to sift through hundreds of ineligible applications.

In a similar vein, for those who may worry that they will lose the personal connection with applicants, quite the opposite is true. Minimising application and shortlisting timescales and effort actually enables funders to spend more time building relationships with the most relevant charitable organisations.

Digital technology underpins 'collaborative funding programmes' – networks of grant-makers, philanthropists, businesses and public donors working together to tackle geographical or theme-based issues while maintaining autonomy over funds, grant-making and disbursement processes.

Through a shared application process, the programmes identify and match eligible charitable organisations to individual grant-makers' criteria. Customised online dashboards instantly show collaborative funding opportunities, funding budgets, donations, and fundraising activities for each application. Digital collaborative funding programmes also enable match funding grants to incentivise public donations and additional grants.

Ultimately, digital technologies will continue to transform the way we live and work, and those managing charitable funding can achieve the same for application processes and sector collaboration. Creating an equal funding and fundraising gateway for every charity, regardless of size or cause, will help grant-makers, donors and fundraisers to give money and resources to those that need it most, drive a measurable impact on social problems and build community engagement, simultaneously encouraging more charitable giving.

Written by Ed Gairdner, COO of The Good Exchange

TRENDS

Digital fundraising tools to look out for

In an increasingly digital world, the possibilities for fundraising and engagement have changed dramatically. ***Charity Times*** **rounds up some of the key digital fundraising trends to keep an eye on.** WRITTEN BY BECKY SLACK AND LAUREN WEYMOUTH

Alexa skills

A number of charities, such as the British Heart Foundation and Breast Cancer Care have launched Amazon Alexa skills, allowing people to donate money through any Alexa-enabled device. Alexa skills can be designed for individual charities and aid fundraising, awareness or both. For the BHF, people can donate through Amazon Pay, as well as arrange for the free collection of furniture and electrical items by speaking to Alexa on devices.

Amazon Smile

Amazon Smile allows customers to donate 0.5% of the price of eligible items to a user's chosen charity. Customers who shop with AmazonSmile can choose a charity to support before they start shopping and that charity will receive donations from Amazon at no additional cost to the customer or the charity.

Virtual reality (VR)

From taking people into refugee camps or chicken farms, such as the UN and AnimalAid have done, through to being able to allow anyone and everyone to ride on a lifeboat in high seas, such as the RNLI does, VR can immerse people into your organisation in ways they would never normally be able to.

Augmented reality (AR)

Ikea uses AR to show customers how furniture would look in their homes; Sephora use AR to help customers understand which colour make-up will suit them, and now AR is bringing charities' work to life. Royal British Legion, for example, is using it to tell the story of the Battle of Passchendaele. Its limited-edition Passchendaele 100 poppy lapel pins come in a commemorative box which, when scanned with the Blippar app, transforms into a muddy trench and tells a story from the battlefield.

Instagram Donate

Instagram has recently announced it will be launching a new tool, allowing people to donate through Instagram stories. The tool hasn't yet been rolled out but is due to be implemented in the coming months. Users of the picture-led social media platform will be able to support a charity by adding a 'donation sticker' to their Instagram stories. The one-click sticker is designed to encourage followers to click through to a charity or non-profit of their choice and donate to a good cause.

Workplace by Facebook

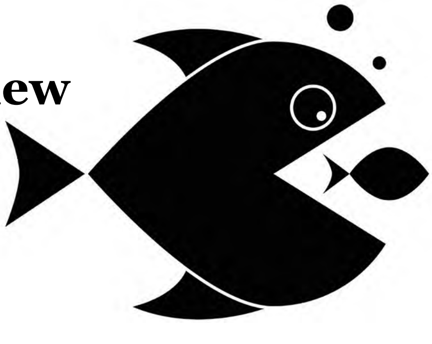
Social media and advertising giant Facebook recently made its Workplace by Facebook online collaboration tool free for all not-for-profits worldwide. Workplace uses familiar tools like groups, instant messaging and News Feed to transform teamwork, communications, and culture among workplaces. A number are already using the technology to help expedite the work they do, such as WWF, Save the Children and Oxfam.

Crowdfunding

It can be time-consuming to do and should only be attempted if you already have a decent social media following and a good story with engaging visuals, but crowdfunding can be a great way to "raise a specific amount of money for a specific project in a specific time period", says Jes Baily of Crowdfund360.

Pay per click

PPC has a reputation of being expensive and difficult to do, but if managed well and Google Ad grants are taken advantage of, it can pay dividends. Jo Walters Trust, for example, used Google Ads to drive sales to its charity ball and to raise money for a Christmas gift campaign. The majority of its website traffic now comes in via targeted Ads and over a third of new visitors from ads clicked on within Google search results. ■



REVIEW

Mergers in the third sector

Charity mergers are still relatively rare among the charity sector, according to new research, but takeovers are becoming increasingly common. WRITTEN BY LAUREN WEYMOUTH

A lot can change in a year, but when it comes to charity collaboration, it seems change is far less present. This time last year, *Charity Times* reported that just 70 mergers had taken place among 142 organisations in 2016/17 - a figure representing just 0.09% of the overall sector.

Since then, not much has changed. In this year's Eastside Primetimers' Good Merger Index, figures revealed 81 mergers had taken place within the sector, but relative to an increasing number of charities in the UK, this accounts for just 0.05% of the sector.

It seems takeovers were more common among charities than 'mergers of equals' over the past year, as the results showed 69% of all transactions were takeovers (an increase of 13% from last year). Subsidiary models accounted for 7% and asset/service transfers and group structures accounted for 1% respectively.

The research also found the quality and rationale for mergers continues to be an issue, with the average profit margin as a percentage of turnover for transferee organisations standing at 3%, while for the average transferor organisation this was -17%.

But despite what appears to be a sector theme of using mergers as a strategic tool, these figures show that financial distress is still the key motivator for charities considering whether to merge, the report claimed.

The statistics found takeovers were likely to be more popular as a result of one of the partner's financial weakness, but enticing because the charity being acquired is still able to play a crucial role in retaining frontline services, which may otherwise have been lost.

Two key 'hotspots' of merger activity highlighted in this year's Index included national medical charities (10%) and infrastructure bodies (11%), with both areas demonstrating that the combined value and productivity of strategic mergers can be significantly more than the sum of their separate parts.

"Although these findings continue to show a sector slow to respond to financial and environmental challenges, we have found exciting examples of successful mergers and change amongst, for example, medical sector charities that are combining research efforts or bringing research and support expertise together in one organisation" Eastside Primetimers CEO, Richard Litchfield explains.

The combined income for all 154 organisations involved in transfers in 2017/18 was just under £1.3bn. The biggest deal was the formation of the Partnership Support Group (PSG) from the merger of Choice Support and mcch, with a combined income of £69.5m.

Despite the low levels of mergers, some are still on the horizon. Last year, Breast Cancer Care and Breast Cancer Now announced plans to merge, citing they will achieve "more together than we can apart".

The two leading breast cancer charities will merge from April 2019, forming the 'UK's first comprehensive breast cancer charity'.

In a statement, Breast Cancer Care said the trustee boards of both charities believe that by uniting their shared ambition, "by 2050, everyone who develops breast cancer will live, and everyone receives the support they need to live now [...] We can achieve more together than we can apart."

Last year, research published by Firetail claimed there is an increasing need for 'mega-charities', formed by mergers of some of the largest charities. It claimed mergers among some of the biggest charities could create "category-leading" charities that could "drive greater impact".

Children & young people, international development and disability were noted as the top areas for consolidation. A large move among one or more of the biggest children's charities (NSPCC, Action for Children, Barnardo's and the Children's Society) was most frequently mentioned among the chief executives surveyed. ■

What is it really like to merge?

For small charities, the concept of a merger can seem a bit daunting, especially if it's with a much larger organisation, but charities that work together have the capacity to be far stronger in the long-run. WRITTEN BY REBECCA PACKWOOD

For small charities like ours, the concept of a merger might seem a bit daunting, especially if it's with a much larger organisation.

Let me share with you how Age Exchange, a small charity in Blackheath, chose to partner with Community Integrated Care, a large charity with a national footprint. Just over two years into my tenure as CEO at Age Exchange, in 2017, I was faced with a challenge. With the positive evidence of the incredible impact of our Reminiscence Arts and dementia intervention, we looked at how we could increase the number of people we support and grow the organisation.

Our trustees had a clear aim: to expand and enable us to reach more people across the whole of the UK, not just in our lovely corner of London. However, we were too small to manage the growth without major investment, which could potentially put the charity at risk in the longer term – so we agreed to start to look formally for a partner.

With the help of a grant from the Office for Civil Society, we teamed up with Eastside Primetimers, a management consultancy firm, that conducted the search for us – identifying organisations to approach, helping us whittle down the selection and setting up meetings with a shortlisted few.

We met at our community hub because we felt it showed what we were about and enabled potential partners to feel the warmth of the organisation.

Contrary to my initial expectations, it became apparent that partnering with small local charities was not the answer. The key to the long-term sustainability and growth of the charity would only come with a larger national organisation, who could offer a much greater scope for expansion without compromising on our values and would help us retain our individual identity.

Our merger with national charity, Community Integrated Care, is the perfect partnership. Age Exchange brings expertise on volunteering and fundraising to Community Integrated Care, not to mention the scope for us to work in their care homes. In return they have an infrastructure that can bring a multitude of benefits to the way we work – from HR to finance. It is a relief that I no longer had to be the expert on everything and could concentrate on the big issues.

For me, there are three reasons why this has been a successful and fulfilling merger; firstly, we did this as a long-term plan, looking at how we can grow the charity whilst securing our future. Secondly, trustees and colleagues kept their eyes firmly on the need to continue to provide services and bring the benefits of our work to more people. Finally, we were clear about our strengths and what we had to offer in a partnership. If you believe and love what you do, you need to be able to get others to believe and love it to – and Community Integrated Care do just that. They get us.

I would whole-heartedly encourage more organisations to join hands with a charity like Community Integrated Care. They understand what makes a partnership work and have the ambition to change the face of social care for the better – over the coming years, I hope to see more charities following our recommendation and partnering with Community Integrated Care.

The social care sector is a changing landscape. The charities that come together, will not only be stronger as a result but will increase the reach of their incredible impact – that's what I'm excited about. ■

Rebecca Packwood is the CEO of Age Exchange

INVESTMENT

How did charity portfolios perform in 2018?

2018 proved to be a volatile year for financial markets and unfortunately for charities, investment portfolios were left to feel the brunt of it. WRITTEN BY GRAHAM HARRISON, MANAGING DIRECTOR, ARC

After several years of seemingly inexorable rises in financial markets, 2018 proved to be one of the toughest years for charity investors since the financial crisis of 2008. The results for 2018 saw portfolios across all risk categories down for the year.

Figure B shows the cumulative returns of the four ARC Charity Indices through 2018 using the daily estimated series.

The year started positively but quickly investors were given the first signs that 2018 would not be a repeat of 2017, with volatility up as mixed asset portfolios recorded losses in Q1.

Quarter two and three saw portfolios recover as tax cuts in the US, strong corporate earnings, positive outlook for global growth and strong performance of US technology firms helped to improve confidence.

However, the year ended with mixed-asset portfolios sharply down as confidence evaporated in the face of warnings of slowing growth, concerns over global trade in light of increasingly protectionist policies and in the UK, the rising risk of a disorderly Brexit.

Indeed, 2018 will have ended for many charity trustees with the unwelcome notification of a 10% depreciation in the value of their charity's portfolio under the newly implemented MIFID II reporting requirements. Data from the ARC Charity universe shows that around 15% of portfolios in the ARC Charity Equity Risk category suffered a 10% fall or more in Q4. The percentile ranges show that whilst headline UK equity market indices fell by around 9% in 2018, it was possible even at higher risk levels to mitigate the impact, with the top quarter of equity risk portfolios achieving a return of (4.3) % or higher.

For charity investors the single most significant factor in determining overall outcomes is the extent to which the portfolio was internationally diversified and specifically the exposure to US markets. Whilst other equity markets ended the year down by between 8 – 12%, despite the falls in Q4, US

Figure A

ARC Charity Index (ACI)	Risk Relative to UK Equities	Return for 12 Months to December 2018	25th Percentile Return	75th Percentile Return
ARC Sterling Cautious ACI	0 – 40%	(2.5)	(0.5)	(4.2)
ARC Sterling Balanced Asset ACI	40 – 60%	(4.0)	(3.4)	(5.3)
ARC Sterling Steady Growth ACI	60 – 80%	(4.9)	(4.3)	(6.7)
ARC Sterling Equity Risk ACI	80 – 120%	(6.0)	(4.3)	(7.4)

Figure B

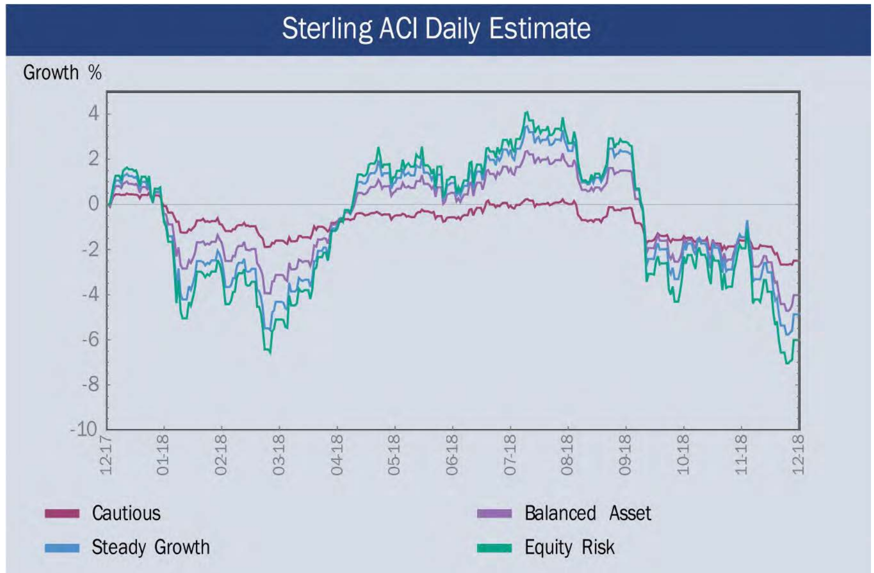
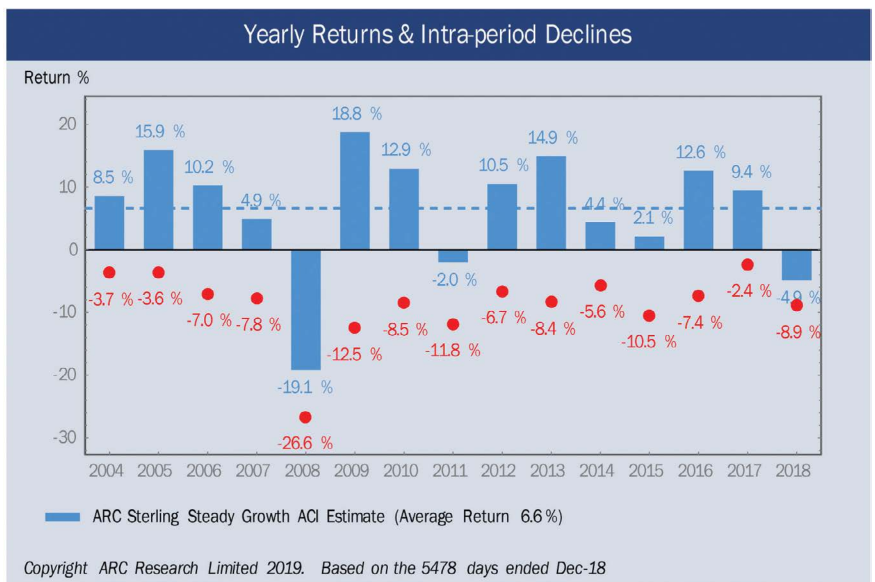


Figure C



equity markets ended up around 1% for the year in Sterling terms, aided by the weakness of Sterling which ended down c. 6% against the US Dollar.

Although gilts did little to add positive returns to portfolios; gold, direct property (rather than listed), and some absolute return funds all provided some relief against the background of disappointing equity returns. However, given the volatility of returns during the year, seeking to time the entry and exit from different asset classes is likely to have been to the net detriment of the overall outcome.

Overall, after many years where strong equity market returns may have tempted investors to take additional equity market exposure, 2018 highlighted the potential benefits from a well-diversified multi-asset portfolio during more challenging market conditions.

So, how does 2018 compare to other years? Utilising the daily estimated series for the ARC Charity Steady Growth Index, the calendar year returns and maximum drawdown in each calendar year since 2004 are plotted in chart C. The chart reveals:

- The calendar year return of -4.9% for 2018 is the largest annual fall since 2008 and only the third negative annual return since the inception date of the ACI series.

- At -8.9%, the maximum drawdown experienced during 2018 is one of seven drawdowns of a similar or greater magnitude in the past 15 years. Interestingly, drawdowns of c.10% in a calendar year are not that unusual, reflecting the fact that equity markets rarely go up in a straight line for more than a few months at a time.

Looking forward, it seems likely that 2019 will prove to be another challenging year for charity trustees to navigate as economic and political factors continue to drive volatility in markets. In these uncertain times, understanding whether your portfolio's performance is consistent with peers can provide valuable insight into what action is required, if any.

For those charity investors who wish to place their 2018 performance into peer group context, or indeed examine a longer period, the ARC Performance QuickCheck tool is a free, simple, independent analytical tool designed to perform a simple 'health check' on the performance of a discretionary charity portfolio. Visit www.suggestus.com or search in your phone's app store for Suggestus to get started. ■

INVESTMENT

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

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

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

INVESTMENT

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

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

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

Source / Asset Risk Consultants

Key

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

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www.charles-stanley.co.uk

A personal service shaped around you

- We currently manage £24.9bn* across a broad range of clients
- Of which our Charity team manage £1.56bn* on behalf of over 800 charities
- We provide a bespoke solution for each client, as well as a direct relationship with a dedicated fund manager
- We use a distinctive investment approach within a robust risk framework as well as offering environmental, social and governance screening
- We work closely with our clients supporting them by providing both policy guidance and trustee training
- With our 20 regional offices we are close by to support your needs

*as at 31/12/17

Investment involves risk, investors may not get back what they originally invested.
Charles Stanley & Co. limited is authorised and regulated by the Financial Conduct Authority.

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INVESTMENT MANAGEMENT

edentree investment management

WINNER TEN TIMES Investment Life & Pensions Moneyfacts Award 2009-2018 Best Ethical Investment Provider

EdenTree Investment Management Ltd

24 Monument Street
London
EC3R 8AJ

Philip Baker
Head of Institutional Business Development
T: 0800 032 3778
E: charities@edentreeim.com
W: edentreeim.com

Profit with principles

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

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

EdenTree Investment Management Ltd is authorised and regulated by the Financial Conduct Authority.

Epworth
Investing with Christian ethics

Epworth Investment Management Limited

9 Bonhill Street, London
EC2A 4PE

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

Christian Ethical Investment – for Churches and Charities

We are dedicated to serving the needs of Churches and Charities and currently manage around £1.3bn.

What makes us different is how we do it. Our Christian ethical approach looks to identify sustainable companies with attractive return prospects. We then engage to positively influence their behaviour and ensure they are acting in a responsible way.

For good returns that faithfully meet your ethical requirements, please get in touch.

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LOMBARD ODIER
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Lombard Odier (Europe) S.A.

Queensberry House,
3 Old Burlington Street,
London, W1S 3AB

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

Investing for impact, with values

Lombard Odier is an independent investment manager with a 200-year history of providing stability and investment innovation. Our team provides specialist advice to charities, as well as:

- Bespoke investment services tailored to the priorities of your charity
- Risk-based investment strategy designed to limit fluctuations in portfolio value
- Custody services, providing online access and transparent reporting on portfolio performance

Disclaimer: The bank is authorised and regulated by the CSSF in Luxembourg and its branch in the UK by the Prudential Regulation Authority and the Financial Conduct Authority

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M&G INVESTMENTS

M&G Investments,
M&G Charities Department

PO Box 9038, Chelmsford CM99 2XF

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

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

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

We've been managing charitable funds for over 55 years and now look after £1.4 billion* for charities – making us one of the largest and most experienced managers of these funds in the UK. The value of investments will fluctuate, which will cause fund prices to fall as well as rise and you may not get back the original amount you invested.

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

NEWTON
Investment Management

Newton Investment Management

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

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

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

We are a committed and trusted-long-term partner to charities, with a track record of helping them achieve their goals. But we do not stand still: innovation and thought leadership in the charity sector are fundamental parts of our business. We use a distinctive, global thematic investment approach, combined with rigorous analysis of environmental, social and governance issues, in our specially designed charity pooled funds, sustainable strategies, and segregated portfolio services.

www.newtonim.com/charities

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INVESTMENT MANAGEMENT

QUILTER CHEVIOT
INVESTMENT MANAGEMENT

Quilter Cheviot

Contact: Charles Mesquita

One Kingsway
London
WC2B 6AN

T: +44 (0)20 7150 4000
E: charities@quiltercheviot.com
W: quiltercheviot.com

How do you navigate investment challenges & opportunities?

When it comes to investment, we help charities by thinking beyond the obvious.

- Over £1.7 billion of charity assets under management (as at 30/06/2017)
- Support for the sector: charity seminars, bespoke investment training, ethical investment expertise and knowledge guides

Quilter Cheviot Limited is authorised and registered by the Financial Conduct Authority

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Rathbones
Look forward

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Recognising leadership and professionalism
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Rathbone Investment Management

8 Finsbury Circus, London EC2M 7AZ

For further information please contact James Brennan:

E: james.brennan@rathbones.com
T: 020 399 0359
W: rathbones.com/

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

Royal London Asset Management

55 Gracechurch Street
London, EC3V 0RL

Contact: Alan Bunce, Head of Institutional Business – Direct

T: +44 (0)20 7506 6570
E: alan.bunce@rlam.co.uk
www.rlam.co.uk

RLAM is authorised and regulated by the Financial Conduct Authority.

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

Ruffer LLP

80 Victoria Street
London
SW1E 5JL

For more information contact:
Christopher Querée, Investment Director – Head of Charities

T: +44 (0)20 7963 8110
F: +44 (0)20 7963 8175
E: cqueree@ruffer.co.uk

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.

Ruffer LLP is authorised and regulated by the FCA

SARASIN
& PARTNERS

Sarasin & Partners LLP

Juxon House
100 St Paul's Churchyard
London EC4M 8BU

Contact: John Handford

T: 020 7038 7268
F: 020 7038 6864
E: john.handford@sarasin.co.uk
W: www.sarasinandpartners.com

Sarasin & Partners manages approximately 410 charities* with over £6.1 billion in charitable funds*, representing over 45% 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 £12.4 billion* (*as at 31.12.2018).

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 4,500 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

25 Moorgate
London
EC2R 6AY

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

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

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

UBS

5 Broadgate

London EC2M 2AN

Helen McDonald - Director
E: helen.mcdonald@ubs.com
T: +44 207 567 0241

W: www.ubs.com/charities-uk

Charity focused, performance driven

Access all the investment insight and guidance your charity needs through our dedicated team of experts, structured and ethical investment process and worldleading research.

The value of your investments may fall as well as rise as a result of market and currency fluctuations. You may not get back the amount you invested.

Authorised and regulated by Financial Market Supervisory Authority in Switzerland. In the United Kingdom, UBS AG is authorised by the Prudential Regulation Authority and is subject to regulation by the Financial Conduct Authority and limited regulation by the Prudential Regulation Authority. Details about the extent of our regulation by the Prudential Regulation Authority are available from us on request.

Waverton Investment Management

16 Babmaes Street
London
SW1Y 6AH

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

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

Advanced Solutions International (Europe) Ltd

Basepoint Shoreham Centre
Little High Street
Shoreham-by-Sea
West Sussex
BN43 5EG

T: 020 3267 0067
E: sales@asieurope.eu
W: www.advsol.com/UKFund

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.

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bluQube

The Hophouse
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7-11 Lodway
Pill
Bristol
BS20 0DH

E: hello@bluqube.co.uk
T: 08456 44 77 88
w: www.bluqube.co.uk

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-devise 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.