charitytimes

February/March 2016

Finance:

Funding focus
How charities can consider the full range of options to build their resilience

Technology:

Mobile apps
How the full potential of mobile technology may have been underexploited to date

Profile:

Dr Rachel Carr
The **Into**University CEO on how the national charity applies its local values

Interview:

David Farnsworth
City Bridge Trust's director on the funder's plans and priorities on its 20th anniversary

Uphill struggle

A campaign has swung into action to reverse the trend of sharply declining public sector grant funding to charities, but bringing about a change in approach promises to be a tough task

Plus:

News round-up

Sector columns

Diary and appointments

www.charitytimes.com

BETTER SOCIETY AWARDS
View the shortlist inside

See page 45 for charity suppliers directory


BEING BROAD-MINDED
WIDENS HORIZONS.
QUILTER CHEVIOT
INVESTMENT MANAGEMENT
WHEN IT COMES TO INVESTMENT,
SEE HOW WE'RE THINKING
BEYOND THE OBVIOUS.
CALL WILLIAM REID
HEAD OF CHARITIES
TEL. +44 (0)20 7150 4000 OR VISIT
WWW.QUILTERCHEVIOT.COM

Editor
Matt Ritchie
matthew.ritchie@charitytimes.com
020 7562 2411

Contributing Writers
Nicky Goulder, Joe Lepper, Oliver Rowe, Antony Savvas, David Stead, Antonia Swinson, Michele Todd

Design & Production
Matt Mills
matt.mills@perspectivepublishing.com
020 7562 2400

Advertising Manager
Sam Ridley
sam.ridley@charitytimes.com
020 7562 4386

Senior Sales Executive
Alessandra Atria
alessandra.atria@charitytimes.com
020 7562 2438

Sales Executive
Hannah Stanton
hannah.stanton@charitytimes.com
020 7562 2424

Subscriptions
perspectivesubs@dynamail.co.uk
01635 588 861

Subscription Rates (6 issues pa)
£79pa registered charities
£119pa rest of UK, £127pa EU
£132pa elsewhere

Printed by Buxton Press

ISSN : 1355-4573

Published by
Perspective Publishing
6th Floor, 3 London Wall Buildings
London EC2M 5PD

www.perspectivepublishing.com

Managing Director
John Woods

Publishing Director
Mark Evans

PERSPECTIVE PUBLISHING

charitytimes

Grants, contracts, gagging

To say that the sector is embroiled in a pitched battle against the Government over the availability and terms of public grants would be to overstate Westminster's interest in such a battle, but charities' access to public money has certainly raised temperatures over the past month.

First, a coordinated campaign to reverse the long-term decline in the availability of grant funding launched. The numbers raised by the campaign are startling. Public grants have plummeted over the past decade. Contract income has dramatically increased over the same period, but as the campaigners argue the inflexibility of contract terms relative to grants means it is not a like-for-like exchange.

And figures from Charity Finance Group as part of their Finance Count benchmarking tool further illustrate how substituting grants for contracts doesn't add up (for charities, at least). More than half of the 52 organisations submitting complete data on their public service contracts revealed they took a loss on the activity.

It's hardly a representative sample, but it's hardly encouraging either.

Be that as it may, the £2.2bn in public grants awarded in 2012/13 is nothing to be sniffed at. Although the Grants for Good campaign warns this funding may have disappeared altogether by the next election, grant agreements are still getting signed.

The trouble now, however, is the content of those agreements.

The announcement of a new clause to be included in all grant agreements precluding the receiving charity from using the funds to lobby policymakers or campaign for further funds predictably sparked outrage, but equally predictably felt very much like a fait accompli. One hopes the many sensible arguments against the proposal find an audience in the corridors of power, but I wouldn't bet on it.

Our cover story (p 23) this issue deals with these challenges. But there is also encouraging news. IntoUniversity chief executive Dr Rachel Carr talks about how the charity grew, carefully and organically, from a community charity to a national organisation helping thousands of children (p18). And City Bridge Trust director David Farnsworth talks about how the grant-making arm of the ancient organisation is adapting to facilitate charitable endeavour across the capital (40).

Matt Ritchie, Editor

recycle
When you have finished with this magazine please recycle it.

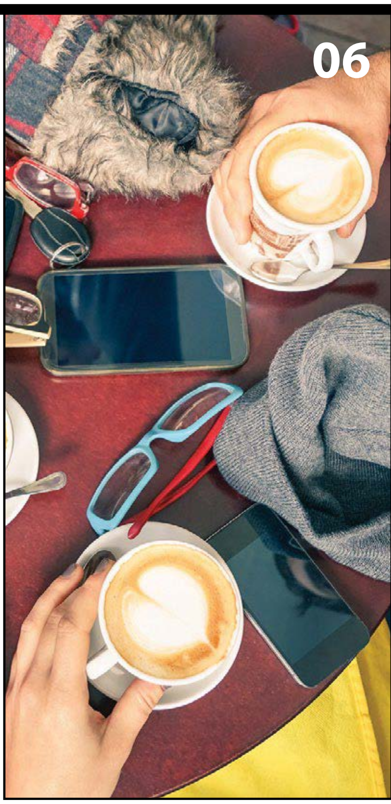
abc
Average net circulation of 9,426 copies for July 13 – June 14

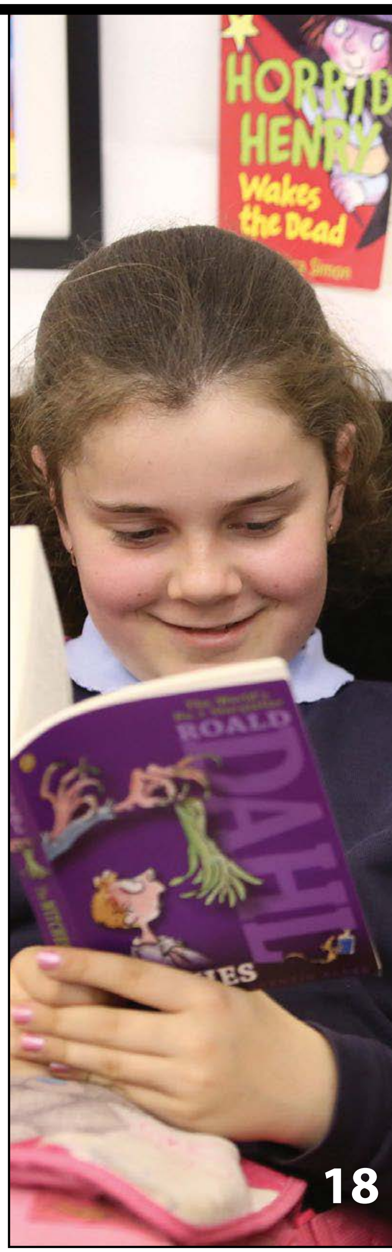
PPA Publisher Member

In this issue

Contents

February/March 2016





Regulars

Interview

Grants

Contents

Finance

Technology

Interview

in brief

A GROUP CAMPAIGNING FOR THE UK TO REMAIN IN THE EUROPEAN UNION has warned British charities could pay a significant financial price if the nation votes to exit in June's referendum. Britain Stronger in Europe said 249 UK charities and third sector organisations benefitted from over £217m in funding from the EU in 2014, and these funds would be put at risk should the UK exit the EU. However, Leave campaigners claimed the EU grants were UK funds in the first place and would be better dispersed by the UK Government.

BIG SOCIETY CAPITAL HAS CALLED FOR SUBMISSIONS for innovative partnerships between corporates and charities or social enterprises. The Business Impact Challenge seeks the best ideas for high-impact investments that generate both strong business and social value in the UK. Investment models Big Society Capital is looking to stimulate include corporates investing directly in social enterprises, social purpose joint ventures between businesses and social sector organisations, and social impact bonds.

THE UK'S TOP 100 FUNDRAISING CHARITIES ACHIEVED RECORD INCOME in 2014/15, according to new research. Overall the top 100 charities saw an average real increase of 15 per cent in fundraising income comparing 2010 and 2015, according to a Charity Financials study. Total income of £9.5bn among the top 100 in in 2014/15 represented a record high, the research showed, and real annual growth of 7 per cent on the previous year. Fundraising income grew by an even higher real 8 per cent. The study found Cancer Research UK and the British Heart Foundation have occupied the top of the fundraising table for five years, raising £446.5m and £263.8m in 2014/15, respectively.

MACMILLAN CANCER SUPPORT'S 25TH WORLD'S BIGGEST COFFEE MORNING FUNDRAISING EVENT brought in a record £27.6m last year, the charity has announced. The charity's flagship fundraiser took place on 25 September. It sees millions of people host coffee and cake mornings where donations are invited. The event has raised more than £165m since officially launching in 1991, but 2015 was the highest ever total. The first official coffee morning saw 2,600 supporters raise £208,000, and last year the number of registered hosts had risen to over 225,000.

THE UK'S FIRST LARGE SCALE SOCIAL INVESTMENT TAX RELIEF FUND has achieved a first close of £1.3m and is intending to make its first three investments in social enterprises in Bristol. The Resonance Bristol SITR Fund will remain open for eligible investors at quarterly intervals through the rest of 2016 with the aim of raising a total of £5m this year. The fund will then grow further in response to both the need for investment from social enterprise and investor demand. The fund launched in August 2015 and has focused on an initial shortlist of 26 Bristol based social enterprises with which it is discussing investment from the fund. The businesses are tackling issues known to be root causes of poverty, such as access to the job market for vulnerable people, affordable accommodation, and youth engagement. They also cover a wide range of sectors from retail and healthcare to arts and media.

"249 UK charities and third sector organisations benefitted from over £217m in funding from the EU in 2014"

TRUST IN CHARITIES IN SCOTLAND HAS LARGELY WITHSTOOD THE NEGATIVE ATTENTION the sector has received over the past year, according to a new survey. An Ipsos MORI survey of more than 1,000 people commissioned by SCVO found 82 per cent of people in Scotland trust charities and believe they act in the public interest. This compares to the 57 per cent who said the same thing in an earlier Charities Aid Foundation survey of more than 2,000 people UK-wide. Levels of trust in fundraising remains high with 73 per cent of respondents to SCVO's poll agreeing that they feel confident donating to charity. Negative coverage appeared to have had an impact with 28 per cent reporting their trust in charities had dipped over the past year. However, this contrasts with the 54 per cent whose trust had remained the same and 16 per cent whose trust had increased.

THE CHARITY COMMISSION AND THE FINANCIAL REPORTING COUNCIL have launched the new taxonomy for charities reporting under the Financial Reporting Standard FRS 102. The taxonomy, applicable in the UK and Republic of Ireland, is the essential pre-requisite to charities choosing to file their accounts digitally with Companies House and the Charity Commission. In filing digitally, charities can make the tagged charity data more accessible. Announcing the release, the regulators said more than 70 per cent of companies file digital accounts with Companies House but charities have previously not had this option.

IMPETUS-PEF IS PROVIDING A THREE-YEAR PACKAGE OF STRATEGIC MANAGEMENT ADVICE, FUNDING OF £1.1M, and pro bono support to current charity partner City Gateway. Announcing the initiative, Impetus-PEF said East London-based City Gateway are a one-stop-shop where young people can re-engage in learning, raise their attainment, develop their skills and get support to find and keep a job. Impetus-PEF's support aims to help the charity improve their programme, strengthen management and monitor impact. Once complete, City Gateway intends to roll out the programme in new sites in the London boroughs of Newham and Hackney with the aim of reaching an additional 220 young people each year.

THE CHARITY COMMISSION HAS REMINDED GRANT-GIVING CHARITIES that they must be able to justify how their funding decisions further their purposes, whether they are funding charities or not. New draft guidance for charities funding non-charitable organisations explains that a charity can only make grants for activities that in principle it could carry out itself. Trustees must comply with the powers and restrictions in their charity's governing document, the draft guidance says, and ensure grant recipients understand and agree the aim of the grant.

THE CABINET OFFICE HAS ANNOUNCED PLANS to insert a clause into all new and renewed grant agreements to ensure groups receiving public funds do not use them to lobby for new regulation or more government funding. The clause to be inserted reads: "The following costs are not Eligible Expenditure: Payments that support activity intended to influence or attempt to influence Parliament, government or political parties, or attempting to influence the awarding or renewal of contracts and grants, or attempting to influence legislative or regulatory action". More than 130 senior charity leaders have written to Prime Minister David Cameron urging him to ditch the proposal.

SOCIAL IMPACT INVESTMENT COMPANY RESONANCE and homelessness charity St Mungo's have launched the National Homelessness Property Fund, expanding the model the pair have used successfully in London for the past three years. The fund will be investing in residential property to let to individuals and families who have been homeless, or are at risk of homelessness. Properties will be managed by St Mungo's social lettings agency Real Lettings. Oxford, Milton Keynes, and Bristol councils have each invested £5m into the NHPF, with matched investment of £15m from Big Society Capital. The fund aims to raise further investment in mid-2016 and achieve a total size of £60m to £100m over the next two years. Resonance and St Mungo's have used this model with the Real Lettings Property Fund in London, which raised investment of £57m. The RLPF will soon complete the acquisition of a portfolio of over 300 properties in London.

SOCIAL ENTERPRISE CAN HAS ANNOUNCED PLANS to create a £50m social investment fund. CAN said the fund has been enabled by growth in its property portfolio. The social enterprise's latest annual accounts show it has increased its net assets 525 per cent to £24m. Where leasehold property is included with owned property, social assets have more than tripled to nearly £70m.

"The Charity Commission has reminded grant-giving charities that they must be able to justify how their funding decisions further their purposes"

in brief

CHARITIES ARE MISSING AN OPPORTUNITY TO BETTER UNDERSTAND THEIR BENEFICIARIES through qualitative research, according to a think tank. New Philanthropy Capital argues that the effectiveness of products and services can suffer due to charities neglecting to conduct high standard qualitative research. The paper, *Listen and learn*, stresses the importance of using research conducted by analysing the views of beneficiaries, staff and other people involved with a charity to complement statistics. NPC argues charities are often already collecting qualitative data through their service provision and staff interaction. However, they are not conducting qualitative research rigorously - with appropriate sampling and analysis - leading to it being dismissed.

MACMILLAN CANCER SUPPORT WAS THE UK'S TOP CHARITY BRAND for the third year in a row in 2015, according to analysis from YouGov. Cancer Research UK remained second in YouGov's 2015 CharityIndex rankings, while Help for Heroes also held its position in third. The top five was rounded off by RNLI, up to fourth from eighth position in 2014, and the British Heart Foundation which dropped one place to fifth. The list features three charities that YouGov tracked for the first time last year. Alzheimer's Research UK and the Alzheimer's Society entered the list for the first time at seventh and ninth, respectively. Battersea Dogs & Cats Home is the other first-time entry into the top 10. YouGov said the charity has reached consumers outside its geographic base in London and the Home Counties through high profile media opportunities such as the Paul O'Grady-hosted primetime ITV programme "For the Love of Dogs."

THE GOVERNMENT IS PLANNING AN OVERHAUL OF ITS PROCESSES FOR AWARDING GRANTS in the wake of the collapse of Kids Company, Treasury documents show. In response to the Public Accounts Committee's review of the Government's funding of Kids Company, Treasury stated a detailed review of grant funding under section 70 of the Charities Act is underway. Treasury's response also said the Grants Efficiency Programme is already developing the Government Grants Information System, which aims to help departments make more informed grant funding decisions. The PAC's report, published in November, strongly criticised the Government's approach to awarding Kids Company non-competitive grant funding and made a series of recommendations aimed at preventing a similar situation arising again. In response, Treasury said the current review of grant funding will take the committee's recommendations into account.

THE BIG LOTTERY FUND IS SUPPORTING TWO ONLINE TOOLS to help voluntary, community, and social enterprise organisations improve their performance and sustainability. The first has been developed with the Cabinet Office following the success of the VCSE diagnostic tool used for the Local Sustainability Fund, administered by the Big Lottery Fund. The VCSE Strength Checker can be used for free by organisations across the UK wishing to develop and improve their resilience. It produces a personalised report highlighting an organisation's key strengths and areas to help them become more effective, including sustainability, marketing, strategy and planning, track record, quality and impact. Organisations are also sign posted to other sources of support and funding including social investment. There will also be in-depth support specifically for third sector organisations in Northern Ireland and Scotland.

"Effectiveness of products and services can suffer due to charities neglecting to conduct high standard qualitative research"

MICROSOFT PHILANTHROPIES IS DONATING $1BN OF CLOUD COMPUTING SERVICES to non-profits and university researchers over the next three years, Microsoft Corp. CEO Satya Nadella has announced. The chief executive said Microsoft's three-part commitment focuses on ensuring the cloud can serve the public good in the broadest sense by providing additional cloud resources to non-profits, increasing access for university researchers, and helping solve last-mile Internet access challenges. Donations will be delivered over the next three years starting this Spring. The initiative will provide 70,000 non-profits with cloud services through donations and discounts, and will include Azure, Office 365, Power BI, CRM Online, and the Enterprise Mobility Suite.

RESEARCH PUBLISHED IN JANUARY REVEALED that 13 per cent of Brits have donated to charity as they have felt under pressure to do so when asked. The research from YouGov reveals street fundraisers and a lack of transparency have put people off donating to charity. The research, commissioned by technology platform company, Activistic, further revealed that 6 per cent of the British public have never donated money to charity, with a lack of transparency on where the money goes (43 per charity, with a lack of transparency on where the money goes (43 per cent) and street fundraisers (31 per cent) putting them off. The survey also found that 60 per cent of Brits said that the reason they have donated money to a charity is because it was close to their hearts.

HELLE THORNING-SCHMIDT, A FORMER PRIME MINISTER OF DENMARK, will become the new head of Save the Children International. Denmark's first female prime minister will take the reins at one of the world's leading charities that works in around 120 countries on April 4, succeeding Jasmine Whitbread, who stepped down last month after five years in the post. Thorning-Schmidt led a Danish coalition government from 2011 to 2015.

CHRISTIAN AID REPORTED A LOWER THAN EXPECTED INCOME last year despite some promising campaigns like the Christmas appeal. It is also stepping up its digital communications strategy to reach new targets. In its latest annual report, the charity says its income was £99.9m in the year to 31 March last year, down 4% from £103.6m in the previous financial year. Both donations and institutional contracts have decreased, while institutional grants have remained static. Other income has risen significantly, albeit from a small base, the numbers show.

ITV'S TEXT SANTA APPEAL RAISED A RECORD £8.5M at the end of 2015. The Christmas fundraising drive raised highest amount since ITV launched the annual appeal five years ago. The money will be shared equally between Macmillan Cancer Support, Save the Children and Make-A-Wish UK. Running from 1 December, the appeal raised £8.4m during a television programme on 18 December and an extra £100,000 since it was broadcast. The total raised in 2014 was £6.2m, which was also the previous high. The total raised by Text Santa since its launch in 2011 is more than £29m.

People on the move...

The latest appointments from around the charity sector

If you have any appointments to announce please contact matthew.ritchie@charitytimes.com

KATE STEELE

Shine, a support charity for those affected by spina bifida and hydrocephalus, has appointed Kate Steele as CEO. Steele has been acting CEO since last May, and was formerly director of Shine CYMRU and of the charity's regional services in England. Steele has also been an Executive Committee Member and Treasurer of the Wales Neurological Alliance since 2013, and has more than 15 years' third sector management experience.

RUTH FREEMAN

Ruth Freeman has been appointed CEO of Warwickshire-based charity **The Myton Hospices**. Freeman joined Myton in 2006 as director of fundraising. She has been acting CEO since November 2015. Freeman has over 30 years' experience in the charity sector, having held the role of head of partnerships at the UK's largest children's charity Barnardo's, prior to joining Myton.

GUS BALDWIN

Bowel Cancer UK has announced the appointment of Gus Baldwin as director of external affairs. Baldwin spent the past nine months at Leonard Cheshire Disability as their managing director - public affairs and engagement. He started his campaigning career working in two public affairs consultancies before moving to Mencap to be their parliamentary officer.

JOHN GEAKE

International development charity **Send a Cow** has appointed John Geake as chair of trustees. Geake has been a supporter of the charity since 1999 and describes himself as having a 'close, personal interest' in Africa. He brings experience in governance, management and finance, having spent many years as chief financial officer of a large Dutch packaging group. His brother Martin Geake was chief executive of Send a Cow from 2000 to 2014.

HAZEL BLEARS

Hazel Blears will be chair of **Social Investment Business** from 1 April. Blears was MP for Salford from 1997 to 2015. She served as Secretary of State for Communities and Local Government, Public Health Minister, and Labour Party chair. Blears sits on the Big Society Capital advisory board, and campaigns for improvements to dementia diagnosis, care, and awareness.

XAVIER BRICE

Sustainable transport charity **Sustrans** has announced Xavier Brice will become its new chief executive from June. Sustrans works with communities, policy-makers and partner organisations to enable people to travel by foot, bike, or public transport for more of their journeys. Brice has worked for the past 10 years in a number of roles for Transport for London.

NEIL LOVELL

The Printing Charity has appointed Neil Lovell as interim chief executive and secretary. Lovell began his 27-year career in an ad agency off Fleet Street, moving to other commercial roles that have included leading corporate communications at T-Mobile and a period as director of corporate communications at RAC plc. He joined the not-for-profit sector in 2009 as director of fundraising and external relations at Kids Company.

ADRIAN HATCH

Adrian Hatch has been appointed chief executive of **Thai Children's Trust**. Hatch joins from his current post as CEO of International Refugee Trust, where he has been for the past nine years. Hatch has extensive experience of development work. He starts the new role from 1 March. He replaces Andrew Scadding, who departs Thai Children's Trust after 17 years.

LORD GUS O'DONNELL

Pro Bono Economics has announced that Lord Gus O'Donnell will be joining its board of trustees as chair. O'Donnell was Cabinet Secretary and Head of the Civil Service between 2005 and 2011, serving three Prime Ministers. Before this, he held several positions at the Treasury, British Embassy in Washington, International Monetary Fund and World Bank.

KATE HAMPTON

Kate Hampton has been appointed CEO of **Children's Investment Fund Foundation**. Hampton was CIFF's executive director for climate change for the past seven years. She takes over from Michael Anderson who led the charity for two and a half years. The charity said the change is part of a transition at the CIFF that will include a review of its mission, approach and focus areas, led by a new board, chair and CEO.

ALEX SKAILES

Cass Centre for Charity Effectiveness has appointed Alex Skailes as CEO-elect of its Consultancy and Talent Development practice. Skailes takes over from Denise Fellows, the founder CEO of the practice, who will retire from the role at the end of March. A consultant at Cass CCE since 2013, Skailes' background is in consultancy and finance.

March 2016

BETTER SOCIETY AWARDS 2016
12 May 2016
Millennium Hotel Mayfair, London
The Better Society Awards are designed to recognise the efforts commercial companies make to help create a better society. With every effort the world becomes a safer, fairer place, and it is time to recognise the work commercial enterprises do to help towards this goal. Back for the second year, awards are presented across almost 25 categories, including recognition for staff fundraising schemes, commitment to the community, and charity partnerships.
http://bettersociety.net/awards/

CHARITY TIMES ANNUAL CONFERENCE
9 June 2016
Waldorf Hilton, London
Charity Times is launching its annual conference in summer 2016, creating a forum for sector leaders to get an overview of the key risks and opportunities ahead. Whether it is dealing with the shifting sands of regulation around governance and fundraising, or finding new and stable sources of income, or attracting and retaining staff and volunteers in a crowded marketplace, sharing knowledge is an important tool for ensuring continued success.
charitytimes.com/conference

CHARITY TIMES AWARDS 2016
28 September 2016
Park Plaza Westminster Bridge, London
The Charity Times Awards reaches its 17th year in 2016 and this highly successful, popular, and growing annual gala event will be bigger and better than ever. The Charity Times Awards continue to be the pre-eminent celebration of best practice in the UK charity and not-for-profit sector, and a key annual event in recognising and celebrating the best of the charity sector. Rewarding excellence across almost 30 categories, entries are open now.
charitytimes.com/awards/

Not to miss...

CAN CHARITIES WIN BACK PUBLIC TRUST?
15 April 2016
1st floor, 2 New Street Square, London
http://bit.ly/1LQ5rHr

SOCIAL INVESTMENT FOR FOUNDATIONS
4 May 2016
Acorn House, 314-320 Gray's Inn Road, London
http://bit.ly/1ScPUYV

FUNDRAISING CONVENTION 2016
4th - 6th July 2016
Barbican Centre, London
http://bit.ly/1OIuzjt

IFC 2016
18 - 21 October
The Netherlands
http://bit.ly/1VNahLn

Income

NICKY GOULDER ON HOW CHARITIES CAN BUILD RESILIENCE IN THE FACE OF CUTS

NICKY GOULDER IS CHIEF EXECUTIVE OF CREATE

With the Grants for Good campaign in full flow, articles reporting the decline in public sector grants are filling the headlines. In 2004 these grants made up 13.75% of charity sector income. Eleven years later, the figure has fallen by 60% to a mere 5.5%. If this wasn't enough, local councils are looking at a 29% funding cut over the next five years. It is going to be increasingly difficult for charities to rely on public sector grants to deliver the crucial programmes and services that they are specialists in providing.

Although campaigns are aiming to influence government spending and encourage increased levels of funding in grants to the not-for-profit sector, charities need to look closely at their funding models and focus on strengthening their resilience to ensure their survival. Charities serve and protect disadvantaged, vulnerable and marginalised people and we need to ensure that these people are not put at risk as a result of a reduction in support.

On 17 February, I opened Akolade's NFP Income Generation conference in Sydney, Australia, with my keynote speech 'Strategic Governance for Income Generation'. My presentation outlined the ways in which Create, the charity of which I am chief executive, developed a diverse funding portfolio to ensure the sustained delivery of our creative arts programmes with disadvantaged and vulnerable people across the UK. The conference brought together professionals from the not-for-profit sector in Australia to encourage innovation and provide them with tools to become more financially resilient. It was a huge privilege for Create to have been singled out from the UK's 165,000+ registered charities to demonstrate best practice in achieving sustainable funding.

Only 2% of Create's income is generated from public funding and, having reached more than 30,000 carers, disabled people and other vulnerable children and adults, we have been able to demonstrate that it is possible to thrive in the face of cuts to public sector grants.

Create delivers more than 850 workshops a year – many in remote locations or areas of high deprivation – so it is vital for us to raise funds to ensure that we can support our participants sustainably. Key to our success is having a diverse funding portfolio and many income streams, rather than relying on large grants from a small number of sources. Through our model of tailored programmes, partnership working, high quality stewardship and rigorous evaluation, we have developed longstanding relationships with many of our funders and continue to bring on board new partnerships year on year. Taking our funders to see the work that they make possible further strengthens trust and commitment, enabling them to witness first-hand the life-changing programmes that they have made possible.

It is Create's long-term partnerships with a wide range of stakeholders including The Breakfast Club, British Land, The Queen's Trust, Reed Smith LLP and individual donors that have made it possible for us to help transform the lives of so many participants over the past thirteen years since starting the charity. Sixty-two percent of our income currently derives from grants from trusts and foundations and, with a strategic three-year grant from The Queen's Trust, we have been able to demonstrate what we can achieve with funding that is sustained year on year. Fourteen per cent comes from uniquely tailored corporate responsibility partnerships that enable organisations to meet their specific objectives including opportunities for staff to get involved; 11% comes from individual giving (a strand that we're currently expanding); and 10% from fundraising events like our annual gala dinner and auction at Mosimann's fine dining club. In-kind support has also been crucial to our success over the years, in the form of branding, reduced rental costs, legal work and training, saving us an estimated £30k-£50k per annum.

As the demand for our work increases, so does our need to raise more funding and it is strong partnerships reinforced with evidence that our work is vital and effective that are at the heart of our diverse and sustainable funding model. ■

Regulation

MICHELE TODD SAYS SELF-REGULATION HAS NOT WORKED

The recent warning to charities from the head of the Charity Commission not to 'hound' people for money is long overdue if the sector is to win back public trust and respect.

William Shawcross has highlighted particular causes for public concern – aggressive targeting of the elderly, vulnerable and known benefactors by letters, nuisance calls and emails - and street fundraisers ('chuggers').

According to Mr Shawcross, such practices have generated the widespread opinion that charities have lost sight of their values. Add the recent scandals surrounding Kids Company's alleged financial mismanagement and scrutiny of Age UK's commercial partnership with E.ON and it is plain to see why the sector's reputation is at its lowest ebb for many years.

What is needed is not just decisive action to address the concerns of those who support charities, but *for this to be seen to be done*.

With this in mind, there is no choice but to take a tougher line to prevent people being hounded on the street or in their own homes. Quite simply, self-regulation has not worked and to blame the media for charities being in the news for all the wrong reasons is mistaken.

While misbehaviour is confined to "a few bad eggs", as Mr Shawcross describes them, their actions have impacted on and tainted everyone – including organisations with scrupulously high standards. Unfortunately, smaller charities, or those less immediately attractive to donors, might be disproportionately hit by public antipathy.

At the very least, charities must be banned from certain forms of fundraising - notably cold-calling, street fundraising and other uninvited approaches, if they break much-needed stricter rules on their delivery.

Repeat offenders should be shut down, with greater personal liability for negligent trustees. This is not said lightly, as I have been a charity trustee myself for many years, but public protection must be top priority.

Beyond this, serious consideration should be given to prohibiting some practices altogether. Despite there being many calls for it to be outlawed, fundraisers continue to ply our high streets. They wouldn't be there if they weren't commercially viable, short-term – which probably means that, to a greater or lesser extent, they are pressuring people into handing over their details. However, their presence is a toxic one for charities long-term - and everyone will win if this 'highway robbery' is stopped or, at least, severely curtailed.

Visibly stricter regulation is needed as a priority - ideally following a high profile public consultation to establish exactly which fundraising techniques are acceptable.

The organisation and subsequent inspection, administration and enforcement of any new rules demand a robust, properly-funded, independent regulator. The big question is who would take on the responsibility?

Even if given the greater powers required, our almost nominal charity regulator, the Charity Commission, is too overextended to exercise them in its present form. The commission's website says: "We register and regulate charities in England and Wales, to ensure that the public can support charities with confidence", but this is clearly not being achieved.

Successive governments have underfunded, undermined, overruled and overstretched the commission to the point where it struggles to fulfil its brief. Meanwhile, the sector has been forced to deliver previously publicly-financed services - hence more aggressive fundraising. This contradiction was always going to lead to less effective supervision at the very time it was required most.

To ensure control, the commission should be re-equipped, empowered and properly funded as an effective regulator – guiding and advising, enforcing standards and imposing proper sanctions - independent of political concerns.

This would lead to widespread complaints but only organisations that have anything to fear from a stricter regulatory regime are the 'bad eggs' Mr Shawcross' refers to - while those that already operate transparently and with high standards will reap enormous benefits. ■

MICHELE TODD IS A PARTNER AND SPECIALIST CHARITY AND WILLS LAWYER WITH HLW KEEBLE HAWSON

Reputation

OLIVER ROWE ON THE IMPACT OF 2015'S CONTROVERSIES ON THE SECTOR

OLIVER ROWE IS DIRECTOR OF REPUTATION RESEARCH AT YOUGOV

There has been intense media interest in the charitable sector in the past few years.

Never before has it come under such media scrutiny. A wide range of stories – from executive pay to organisations becoming "political", and allegations of "cold-calling" vulnerable people to supposedly questionable relationships with commercial organisations – have unflatteringly examined how the sector operates.

But what has been the overall impact on how the public views charities?

YouGov recently hosted an event where we presented new research about public attitudes towards the sector to an audience representing a wide range of organisations. Given that charitable bodies cover a very broad church – diverse in size, varied in focus, and working off radically different incomes – the research was not meant to be comprehensive. Instead it intended to establish the outline of attitudes in 2016.

First, the good news – the public think positively about charities.

We asked about the reputations of various sectors and found that only technology companies score better. Four in ten (41%) people rate the charity sectors reputation as either good or very good and only one in five (20%) think the sector's reputation is bad or very bad. This places the sector ahead of the civil service (23% good or very good, 27% bad or very bad).

Compared with other sectors that have been through the mill in recent times, charities are doing especially well from a reputational perspective. Over half of survey respondents think banking had a bad or very bad reputation compared to just one in six (16%) that believe it has a good or very good one. For the utilities sector, it is even worse – with almost six in ten (59%) believing it has a negative reputation compared to just one in ten (10%) that think it has a positive one.

Clearly, then, despite the negative press for charities over the past couple of years the sector has not been dragged down to anywhere near the same extent as other sectors placed under the spotlight.

Our research does though show, particularly in many of the open ended comments left by respondents, that the public feels the sector has suffered from an element of hypocrisy and that some charities have not been demonstrating the values expected of them.

Yet despite this people still believe the sector is a positive force for good which is why its general approval levels have remained positive. In 2013, before a great many of the sector's problems were brought to the public's attention, 68% believed the charity sector "improves peoples' lives and is socially useful". When we asked the same question again recently we found this figure was almost unchanged at 66% (which is a statistically insignificant difference).

However, this is not to say recent events have not taken their toll on the public's view of charities.

Since 2013 two areas have seen notable slumps. Three years ago, well over half (56%) believed the sector had "high ethical and moral standards". Today this has fallen to 45% - down eleven percentage points. When it comes to trustworthiness, the slide is even more pronounced – from 54% in 2013 to 38% in the latest survey.

Clearly such figures do not make for welcome reading.

A lot of the negative feeling is driven by unflattering media coverage and our previous reputation work in many other sectors suggests that the stories only stop under two circumstances. Firstly, if journalists and editors lose interest in them. Or secondly, if the sector fixes whatever issues helped develop those stories in the first place meaning the well runs dry as there are no more stories to report.

But creating such 'full stops' and communicating them effectively is difficult, which is where deeper research comes in. However, given the clear impact of the events of the past few years, it is vital to the sector that it is done. ■

YOUGOV'S WHITE PAPER INTO THE CHARITABLE SECTOR IS AVAILABLE FROM: Y-G.CO/CHARITYWP

Property survey

IF YOU HAVEN'T GOT IT, FLAUNT IT! WHY THE UK'S VOLUNTARY SECTOR'S £22BN + PROPERTY ESTATE NEEDS A SURVEY

Every week at the Ethical Property Foundation we advise charities, social enterprises and community groups on their property issues. Our advice is always free at the point of access and we offer reasonably priced consultancy for larger organisations. So today on this bright spring morning, one of my colleagues is advising a sports club about renewing a 1950s lease with the local council, while on the other side of the office, another colleague soothes the manager of animal refuge with an angina inducing dilapidations bill.

Yet amongst the human drama, it is easy to lose sight of the big picture of our sector's property estate. What are the hard issues facing us, the next trends, the opportunities and threats coming round the corner? These things lie at the very heart of our sector's sustainability.

According to the NCVO Civil Society 2015 Almanac – the sector's 820,000 employees are hardly working in the middle of a field. There are 160,000 voluntary sector organisations owning around £22bn worth of operating premises; and within its £39bn general annual expenditure, our sector pays millions in rent to landlords, many to local authorities. This is a BIG estate, a property lobby no less, which deserves to be taken seriously by the property industry, the Government and local authorities.

Our challenge is to find out what is going on

Hence I am delighted that from March 1st the Ethical Property Foundation in partnership with the Charity Commission launched its 3rd bi-annual Charity Property Matters Survey. This year we have been fortunate to receive expert in-kind support on updating the questionnaire from the Royal Society of Chartered Surveyors, plus sponsorship to make it possible from leading charity experts, IT company JADe/ Ethical IT and legal partnership Steeles Law.

The survey takes under eight minutes to complete yet represents a unique piece of research on the property needs of the voluntary sector in England and Wales. In 2014 when we published the last survey, the big news was that close to half the respondents considered their property was the biggest threat to their sustainability; yet 40% used friends and family for property advice – a really smart move - the results of which we see in our office every week. Plus, one third of charities had not paid for any property advice in the last three years.

Our 2014 survey made challenging reading for everyone, and not least for grant funders regrettably increasingly focused on ring-fenced project funding, and little understanding of the concomitant risks to their investment. What we also learned was that bigger charities had just the same problems as smaller charities, equally complex, just with more noughts attached.

However the good news were all the examples of best practice and new thinking, particularly around co-location, a trend which we see increasing as the sector's very own industrial revolution grinds on.

The challenge is that the most charities have turnovers of less than £250,000 p.a. and rent their premises. They are therefore of no interest to the property industry and are the first victims of local authority retrenchment and private landlord aspirations. They also serve on the front line in areas of greatest poverty – ironically often where developers move in to take advantage before prices rise. Hence we see how market rents fight social rents with predictable results.

This is the time for some solidarity. Whatever your size, location or cause, may I appeal to every Charity Times reader to fill in this survey for the good of our hard pressed sector, to help us achieve a collective voice and take a set of messages backed up by evidence, to policy makers this autumn.

We all know we work in this sector because we care about causes and people more than money, but it's important too to remember that we do matter in the market economy as well. We count and must be taken account of: for the economic activity of our 820,000 colleagues; our multi-million pound rental spend and oh, the big slap up £22bn+ slice of property wealth. ■

ANTONIA SWINSON IS CHIEF EXECUTIVE OF THE ETHICAL PROPERTY FOUNDATION, WHICH SUPPORTS CHARITIES AND COMMUNITY GROUPS WITH PROPERTY ADVICE

ETHICALPROPERTY.ORG.UK

Profile: Dr Rachel Carr

National reach, local values

INTOUNIVERSITY WON THE CHARITY TIMES CHARITY OF THE YEAR (£1-£5M INCOME) IN 2015, RECOGNISED FOR ITS EXCELLENT MODEL AND APPROACH TO TARGETING AREAS OF GREATEST NEED. CHIEF EXECUTIVE DR RACHEL CARR TOLD MATT RITCHIE HOW THE ORGANISATION GREW FROM A COMMUNITY CENTRE PROJECT TO A NATIONAL CHARITY HELPING THOUSANDS OF CHILDREN A YEAR

Like so many good ideas, **Into**University's award-winning programme started small. While its income puts it in the top 20 per cent of registered charities and its increasing footprint qualifies it as a national charity, **Into**University started with a conversation between three friends who had spotted a problem through their involvement in a North Kensington community centre.

Dr Rachel Carr was one of those three, and is now the charity's chief executive.

IntoUniversity runs a multi-faceted programme that aims to provide under-privileged children with pathways into university. The social and economic benefits of widening university participation are manifold and well documented, but former lecturer Carr has a personal connection to the initiative too.

"I was the first person in my family to go to university – my father was given a place to read Chemistry but he didn't win a scholarship and his parents couldn't afford to let him go," she says. "My mother left school at 14 – my parents were determined that I would have the opportunity they didn't have so I grew up in a very aspirational home with high expectations of what I would achieve. Giving this to young people today is quite personal for me!"

Programme

IntoUniversity runs local learning centres in deprived grassroots communities where there is not a history of young people going on to higher education. The programme currently has waiting lists, and in order to be eligible students have to be on free school meals or meet equivalent criteria around household income and social housing occupation. Another eligibility criterion is children who will be the first generation in their family to apply to university.

The programme starts at seven with widening participation projects starting at primary school. As a result, children can come into the programme at a young age and work with the charity through primary and secondary school and into university.

Support takes a number of forms. **Into**University provides after school academic support and a mentoring programme, and aspirational workshops and university visits for primary school children.

"We're a pastoral model, so we spend a lot of time looking after the children that we work with to make sure that all their needs are being met," Carr says.

The programme is delivered through centres based in the heart of each community

IntoUniversity operates in.

Students come to the centres individually and receive high-quality tuition in small groups, delivered by the charity's staff team and trained volunteers. They are provided with resources they may not have access to at home such as laptops, university prospectuses, and books.

There is also the FOCUS programme, in which students in the last two years of primary school come to the centre as a class with their teachers and participate in activities run by **Into**University staff.

"The idea for us is that we're working with the school to give them a different education experience. So on a Focus Week the school might say 'can you run a Focus Week on Shakespeare or on biology', and they'll spend the whole week on interactive, hands-on activities connected to that national curriculum topic. Then throughout the week they'll also have workshops about university and on the last day they'll have a university visit and a graduation with mini mortar boards and gowns. The idea is that we introduce primary school children to the idea of what a university is, what benefits they'll gain from studying hard to get there, then we give them a really good positive experience of visiting a university," Carr explains.

Scale

Department of Business, Innovation, and Skills data shows that completion of an undergraduate degree increases the probability of being employed at any point in time by 3.3 per cent. In the first quarter of 2015, 87 per cent of graduates aged 21 to 30 were employed, compared to 70 per cent of non-graduates.

There are also a range of non-market benefits associated with social and political participation, lifestyle, and wellbeing.

So, when Carr and colleague Dr Hugh Rayment-Pickard noticed through their work with a North Kensington community centre that a section of society seemed not to have an avenue to enjoying these benefits the decision came to do something about it.

"I was a university lecturer at the time," Carr says. "We were running some small education projects at the community centre and I'd realised that the students that were in my lecture theatre weren't the students that were living near to the community centre. We did some research and realised that the underachievement of young people from disadvantaged backgrounds was much higher compared to children from more affluent backgrounds. We were really trying to address a local problem, that's how the programme started. Almost instinctively thinking we really needed to start when the children were still at primary school, and start demystifying university before they'd already got into patterns of behaviour or ideas about their future that didn't include that ambition."

IntoUniversity started as a one-site programme in 2002. Then Carr, Rayment-Pickard and ClementJames Centre chief executive Clare Richards began looking into whether the initiative could be expanded into other communities.

The project attracted seed funding from the Sutton Trust, and **Into**University's expansion began.

Today **Into**University operates 21 centres across London, Nottingham, Bristol, Oxford, Brighton, Leeds, and Southampton. Each centre has four full-time staff running the programme and between 60 and 80 volunteers working with the children.

The charity's growth saw it reach around

21,000 children last year. Considering the programme's success, this reach has considerable impact. Some 79 per cent of school leavers who have participated in the **Into**University programme progress to higher education, compared with 23 per cent of all free school meals students.

Partnerships and finance

IntoUniversity's growth, while substantial, has been pursued in a measured way and the charity has been careful not to run before it can walk.

"We're quite cautious," Carr says. "Our expansion to date has been quite big but it's been slow and steady. We've done it carefully ."

Regional centres are run in partnership with their local universities – with the first partnership being with the University of Nottingham. The universities provide half of the funding, with the rest raised from corporates, trusts and foundations, and individual donors.

"All our partnerships with universities are five years," Carr says, "so there's a degree of risk mitigation there. Five years is still a relatively long time in the charity sector. We're quite cautious."

The Queen's Trust is a key partner, alongside a long list of funders including Esmée Fairbairn Foundation, Paul Hamlyn Foundation, The Tedworth Charitable Trust, and John Lyon's Charity. Corporate supporters include high profile names such as Goldman Sachs, UBS, and Franklin Templeton Investments.

IntoUniversity have also had some "rather generous" funding towards volunteering from the Social Action Fund, and "bits and pieces" of other Government funding along the way.

But diversification is a key priority, with spreading risk across a number of funders sitting alongside a strong reserves policy acting as ballast against any potential income issues arising.

"We want to spread our risk across different funders, we don't want to be reliant on Government or local authority funding," Carr says. "The funding climate is very tough for local authorities. That said, if Government funding was available we wouldn't be sniffy about it!"

Growth

IntoUniversity aims to reach 30,000 children a year, through its existing centres, new centres, and through expansions to its programme.

Building on the existing offering is a work in progress, and work on how **Into**University could add additional valuable services is in its early stages.

As well as thinking creatively in-house, Carr says **Into**University works with its school partners, universities, and corporate supporters towards coming up with new ideas. It can also draw on the knowledge and experience of its network of staff and volunteers for input into how the service it offers could be expanded.

Impetus-PEF and The Queen's Trust both provide access to a network of expert advice alongside the funding the charity receives from them.

"We'll be taking advantage of that when we're looking at how to develop the programme," Carr says. "We've also got an incredibly talented team of young, passionate and ambitious graduates. They're full of excitement and passion about what we do. Some of them are teachers, some of them have got degrees in early years, so we've got a lot of in-house and external expertise we can draw on."

Carr says **Into**University is considering whether it could do more with the children coming into the programme at age seven, and

IntoUniversity factfile	
Chief executive	Dr Rachel Carr
Chair	James Lambert
Board of trustees	Patrick Derham (vice chair), Steve Windsor, Oliver Haarmann, Sarah Havens, Sophie Lewisohn, Clare Richards, Sir Eric Thomas, Nilufer von Bismarck, Christoph Henkel
Income (FYE Aug 2015)	£4,456,191
Staff	c120
Volunteers	c1,500
Centres	21
Service users	c21,000

with those at the other end of the spectrum who may require more support once they have reached higher education.

"The evidence shows that students from disadvantaged backgrounds who get to university are less likely to do well when they leave. We already offer some support for students at university through a corporate mentoring scheme. We're looking at how we can expand what we do with that group to support them through their university path."

The future

However the charity develops, Carr is adamant that **Into**University keeps its core principles at the heart of its approach.

Refreshingly reluctant to wheel out clichés about **Into**University being a 'values-based' charity, Carr nonetheless stresses the importance of the organisation staying focused on what it exists for and ensuring this focus is maintained across the charity.

"I mean that in a really tough way. Thinking about what the charity's values mean, in terms of how we embed them throughout the organisation, is hugely important to us."

IntoUniversity was born out of a few people trying to meet a local need, and while it is now a national charity, it is still very local in its approach to helping its service users.

Befitting someone who never set out to be the chief executive of a relatively large charity, Dr Rachel Carr does not see herself in the role forever.

A time will come to step away, but first, Carr wants to ensure that **Into**University is well placed to continue delivering its important work into the future, benefiting many more generations of children.

"I'd definitely like to hand it over at some point," Carr says. "We need to consolidate what we've done and make sure all of our centres are continuing to be embedded in the local community - but it's really important we're able to hand it over. It's not about me, it's about the young people. The charity isn't about the one or two people who started it, it's about all of our staff teams delivering a quality programme." ■

"THINKING ABOUT WHAT THE CHARITY'S VALUES MEAN, IN TERMS OF HOW WE EMBED THEM THROUGHOUT THE ORGANISATION, IS HUGELY IMPORTANT TO US"

GRANTS

Uphill struggle

A campaign has swung into action to reverse the trend of sharply declining public sector grant funding to charities, but bringing about a change in approach promises to be a tough task

WRITTEN BY JOE LEPPER, A FREELANCE JOURNALIST

Public sector grants to charities could disappear completely by 2020 if their rapid rate of decline continues, a group of leading voluntary sector organisations has warned.

Formed under the Grants for Good campaign slogan, the group, which includes the NCVO and Directory of Social Change (DSC), is looking to persuade councils and Whitehall departments that grant giving should once again be a staple part of their relationship with charities.

But latest figures show the tough task facing the group. Between 2003 and 2013 the total value of public sector grant making to charities fell from £6 billion to just £2.2 billion.

In addition, the proportion of charity income from public sector grants now stands at just 5.5%, a decline of more than 60% since 2004, according to the National Council for Voluntary Organisations' Civil Society Almanac of 2015.

A key challenge the group needs to overcome is councils' and Whitehall's focus on contracting, which now dominates how their money is handed to the charity sector. The NCVO Almanac shows that of the £13.3 billion given to charities by government bodies in 2012/13, 83% was through contracts or fees.

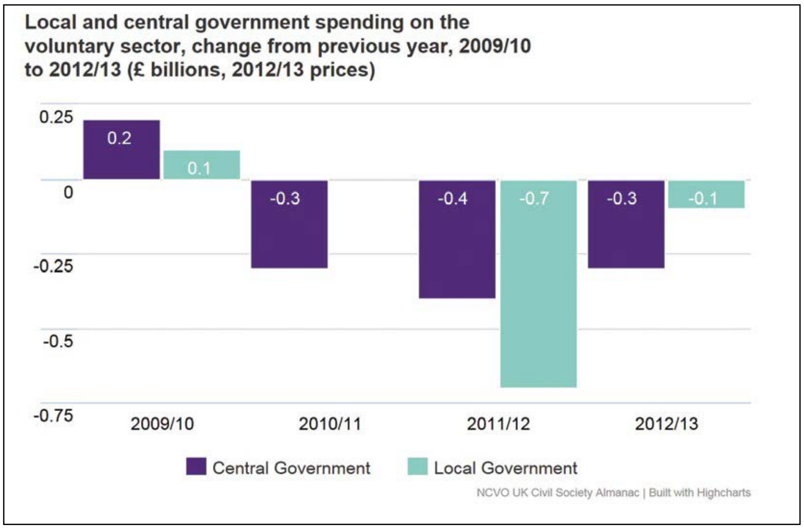
Changing minds

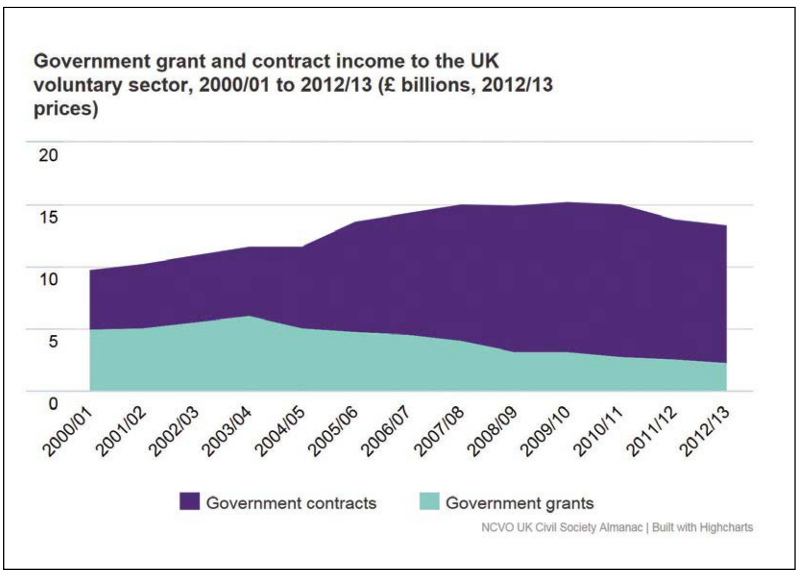
Kathy Evans, chief executive of Children England, another group involved in the Grants for Good campaign, accepts that persuading councils and government to focus on grants rather than contracts represents a significant shift in their thinking.

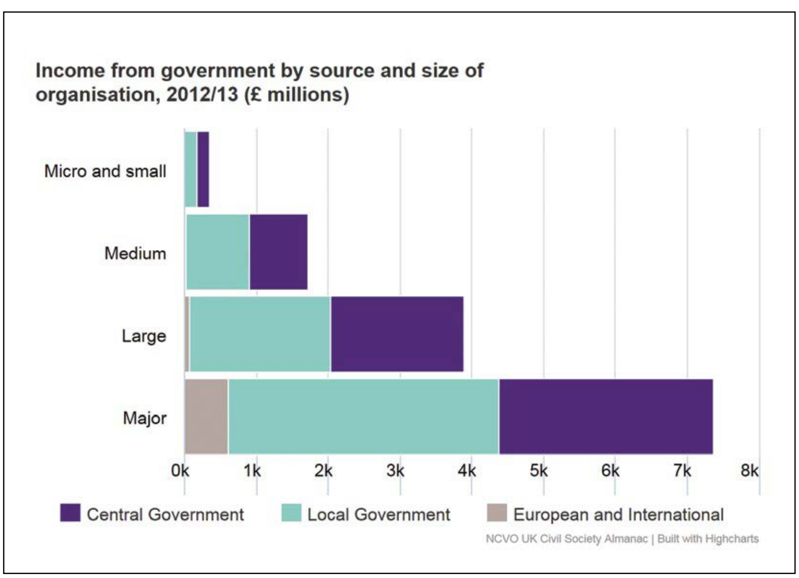
"A few years ago the public sector would look at commissioning services as well as funding charities through grants. Now we are encountering the view that grants are out-dated, unaccountable and a sloppy way of spending money," says Evans.

Austerity is another hurdle to overcome, with commissioners seeing the amalgamation of funds within contracts, which lock charities into specific measureable outcomes, as the most efficient way of stretching their meagre finances.

To counter this the group is







Graphs reproduced with permission of NCVO

meeting in March to start gathering case studies of grants to charities that have helped public organisations get "more bang for their buck." It is hoped this will be available online and form a central part of their lobbying efforts.

Other benefits of grant giving over contracting, says Evans, is that "it can be given on a discretionary basis so you can avoid the whole costly procurement process."

Grant giving over contracting can also be a "lever to help bring in additional resources", says Evans. Public sector organisations can even stipulate that match funding is expected to be raised by the charity, through local fundraising, the Big Lottery or other charitable foundations, she adds.

Flexibility

Anjelica Finnegan, senior policy and public affairs officer at the Charity Finance Group, says grants, rather than contracts, also give charities "greater flexibility" to "respond quickly to the needs of their beneficiaries and adapt their services correspondingly".

"But under a contract it is spelt out that they must deliver a service in a particular way, even if it is not working," she adds.

DSC policy officer Ciaran Price hopes councils, which have been hit particularly hard by shrinking central government grants since 2010, will find the group's argument around cost efficiency particularly attractive, citing latest Local Government Association estimates that councils will face a further 29% funding cut in real terms by 2019/2020.

"Grant-making is easier, quicker, and better value for money. Without the need for complicated terms and conditions, lots of legal advice or long tendering processes services can be implemented quicker at less of an administrative cost," says Price.

The Labour Party's shadow charities minister Anna Turley backs the campaign's call for more grant giving.

She says: "Current contract funding looks at specific projects or outcomes but that doesn't give charities the room to breathe or the ability to pay for the core functions.

"There is something important in telling the sector through grants to carry on what it has always done well – to innovate, be creative and solve problems on the frontline in a way that the public sector can't."

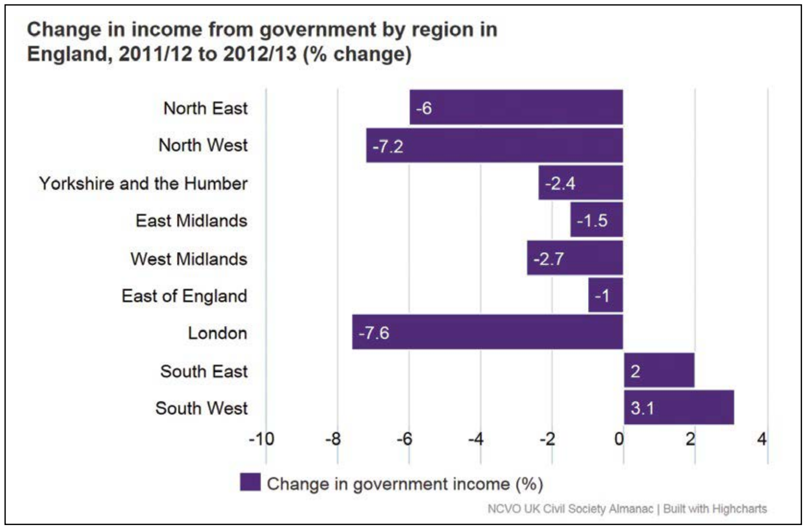
Already evidence is emerging that some public service funders are seeing the benefits of grant giving over contracting.

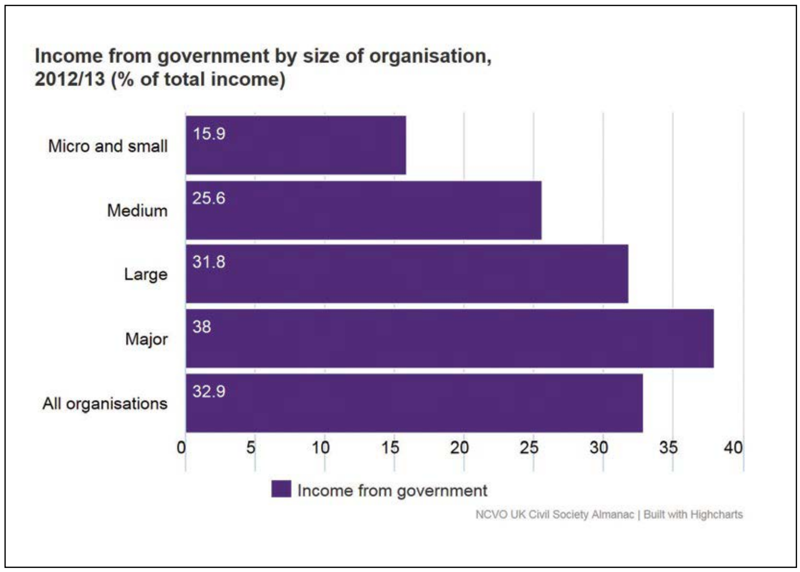
Evans is particularly heartened by a move by Labour controlled Camden Council to focus its funding to local charities on a seven-year package of grants rather than specific contracts that are put out to tender to all providers across a range of sectors.

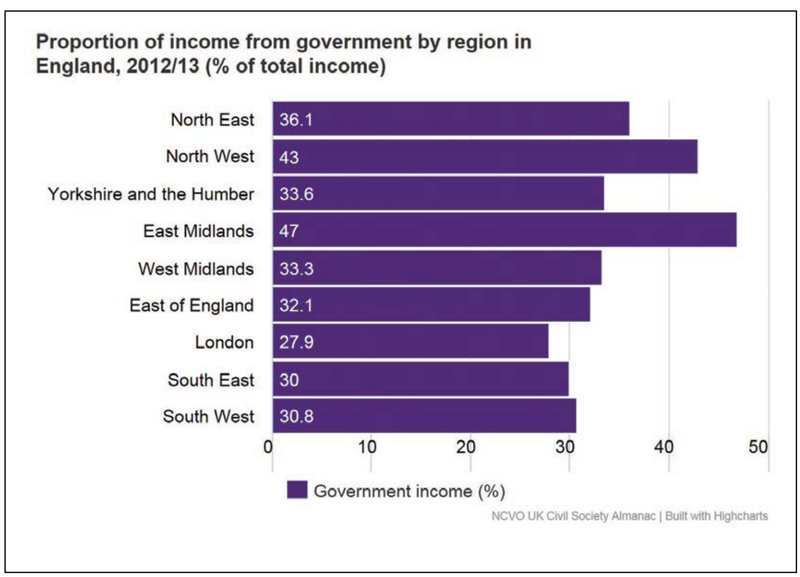
The package called the Strategic Partners Fund is in two parts, one called neighbourhoods and another focusing on equalities. In total it is worth £2 million a year from 2017 to 2021, with a smaller amount on offer for the last three years.

Evans says: "This is a council saying that over the next seven years the problems they are going to encounter will be varied and changing and that they want to know that they have partnerships in place with local charities so that they can build the capacity to support that work."

Such a relationship also requires trust from funders that a charity will use a grant wisely without the need to guarantee this by putting in place restrictive contract agreements.







Graphs reproduced with permission of NCVO

because they speak up on behalf of their service users, who have their trust, in a way others can't," he adds.

Turley has already guaranteed that Labour "would revoke" the clause "100 per cent". She adds: "It smacks of insecurity and an unwillingness to appreciate what the sector can provide in improving the quality of policy making."

With austerity, restrictions on campaigning and a focus on contracting now dominating how public sector organisations work with charities it is clear the Grants for Good group may face an uphill struggle to convince councils and Whitehall departments that grant giving should come back into fashion.

In the meantime charities are battling to find alternative sources of income to ensure they can carry on supporting their beneficiaries.

Finnegan says many are "diversifying, looking to increase donations and charging for some services where appropriate, but it is difficult".

Charitable trust funding is another source the sector is increasingly turning to.

According to the Association of Charitable Foundations' Giving Trends 2015 report, grant giving by the top 300 Foundations rose 2% to £2.5 billion between 2012/13 and 2013/14. Of these foundations, which account for 90 per cent of independent charitable foundation giving, two-thirds saw a real terms increase in grant giving.

However, Finnegan says that such alternative forms of income are "still not coming in at the same pace as the government cuts to grants".

Cleeveley warns that unless public sector funders see charities as "an investment" through grant giving then many will continue to face an uncertain future. ■

Advocacy

But many of those involved in Grants for Good are concerned this trust is being undermined by the Cabinet Office's announcement in February that charities will be banned from using government grants for campaigning or lobbying.

Cabinet Office minister Matthew Hancock, says the move has been made so that "taxpayers' money must be spent on improving people's lives and spread opportunities, not wasted on the farce of government lobbying government".

But Evans has branded the move as "deeply clumsy" and "very anti-charity in a nasty way in terms of its language".

She also questions how workable it will be as it would be difficult for government to prove grant money had been used for lobbying or for a charity to prove it hadn't.

In addition, she believes some Whitehall departments may be forced to resist the move as they have financial arrangements with charities in place specifically to influence their policy.

One example is the Children's Strategic Partnership, which the Department for Education created to help improve policy making and involves NSPCC and 4Children. "It is work in shaping policy. That is not incidental to the funding for those involved, it is the very reason for it," says Evans.

National Association for Voluntary and Community Action chief executive Neil Cleeveley says by attempting to impose the clause, public sector funders will lose "an opportunity to better understand how money is being spent".

"One of the reasons government works with charities in this way is

Financial resilience focus:
DIVERSIFICATION & GROWTH

Towards the right funding mix for charities

David Stead of Charities Aid Foundation looks at how charities need to consider the full range of options to build their resilience

PAGE 28

Preparing for growth

Matt Ritchie of Charity Times covers some of the considerations for charities looking to diversify their funding mix

PAGE 30

FINANCE

Towards the right funding mix for charities

How charities need to consider the full range of options to build their resilience

WRITTEN BY DAVID STEAD, EXECUTIVE DIRECTOR, PHILANTHROPY & DEVELOPMENT AT CHARITIES AID FOUNDATION

If charities are to fulfil their ambitions and remain sustainable it is important for them to diversify their funding sources and consider the full menu of options now available.

Evidence shows that funding is the biggest issue for charities especially those of small to medium size. How to fund core activities is keeping CEOs awake at night. Government financing is in shorter supply, contracts are more difficult to win, and traditional donations, often tied to specific programmes, can dry up at any time. When income is taken away charities have to look at an immediate reduction in core costs. They may advertise for "fundraising trustees" in the hope of new funds, or keep going back to the same pool of donors or grant-making organisations, but is that enough and is it sustainable?

It may not always be possible but I would suggest this damaging cycle of income and cost reduction could be smoothed over with a more diverse funding approach. The entrepreneur behind an ambitious early stage business venture would explore as many sources of finance as possible. In fact, that is often the priority activity until the right funding is secured. Charity leaders may find it extremely difficult to free up the time to do this but if well focused it could be time very well spent. Even if the funding isn't right for the charity or the investor it could help prepare the ground down the line. One contact leads to more contacts and it's the start of building a healthy network of possible funders and social investors.

Understanding and investigating new sources of finance is a vital step towards addressing the growing gap between the rising demand for a charity's services and their increasingly stretched funding. And there is now a good menu of options. To name just a few: crowd-funding communities and platforms are growing, more social investors are supporting early stage ventures, charity banks are providing substantial loans and there are a number of grant-making bodies with programmes designed to fund and support small to medium sized charities across the UK.

Corporate social investment is getting more sophisticated. As part of a longer term CSR strategy, businesses are looking to fund effective multi-year partnerships with charities of all sizes through collaborative structures. These can work in many ways. For example, there are structures which are designed to help the local communities around a business's offices, and engage their own employees in mentoring and skill sharing. Company foundations are also being formed to create the creative space, skills and structures required to focus on social returns rather than profit.

Lending is another source. Charities may be reluctant to consider loans if they have always relied on grants or contracted work. Of course, stringent due diligence needs to be passed, but lending is an option which could be explored by a greater number of charities.

Social investment in the form of unsecured loans could be used to finance many situations including bridging loans (for example to plug the gap ahead of a grant being available), growth capital to build core operations or scale, match funding, or simply helping a charity through a cashflow shortage. If the charity needs support there are many organisations providing access and investment readiness advice.

Wealthy private donors are also an important part of the mix. Rather than being the big cheque writers at fundraising events, many see

CASE STUDY

Rekindling community spirit through a church building project
For centuries, St Michael's Church has served the small rural parish of Stoke Gifford, on the outskirts of Bristol. As this community has expanded into a substantial conurbation with more than 20,000 people, the church congregation has grown to 300. With upwards of 4,000 new homes due to be built in the area over the next decade, the growth of the local population is set to continue.

St Michael's identified a pressing need, not only to serve an expanding congregation, but also to provide a hub where the wider community can come together.

To achieve this vision, plans were drawn up to build a new church and community centre, restore the 14th Century St Michael's Church and refurbish existing meeting spaces. The church launched its 'Heart of the Community' project in 2012 to raise the £5.5 million required.

St Michael's raised the bulk of the money required from gifts, pledges, grants, fundraising events and interest-free loans from members and friends of the church. Loan finance, provided by CAF Bank and another lender, helped St Michael's to meet its funding target for the first phase of the project.

Working with a supportive lending partner has helped St Michael's to begin realising its ambition of building community spirit, as Chris Bradley, Treasurer, St Michael's Church Centre Ltd explains: "From our first contact, CAF Bank was very supportive of our project - the centrepiece of which was the construction of a new church and community centre. Receiving the loan enabled us to open the first phase of the centre, providing a 300 seat ground floor auditorium, meeting and seminar rooms for use by the church and community."

For more information on the types of charity loan finance available download CAF's new Financing the Future guide.

www.cafonline.org/charitytimes

Case study provided by CAF Bank. CAF Bank is owned by a charity – Charities Aid Foundation and we lend to charitable organisations. We can help bridge a funding gap, provide capital to make major plans a reality, or simply support your cash flow so you can focus on what's important: your mission.

themselves as investors and entrepreneurs. Wealthy donors are looking for exciting opportunities to make a real difference and get some kind of multiple payback on their investment. This is not in the form of pure financial ROI but in terms of understanding the difference their funds have made to the organisation or its beneficiaries. These entrepreneurial investors are attracted by greater bang for the buck and a strong multiplier effect. For example, by using their funding to generate additional finance from others, making improvements to a charity's efficiency or its core capabilities, and seeing evidence through impact stories and key data.

New funding doesn't have to come from external sources. What does the charity own or have access to, in terms of services, knowledge or other assets, which could be of value to potential buyers? New revenue streams could be untapped by thinking creatively about matching a charity's strengths to different market opportunities.

It may help charities, and to some extent social enterprises, to pay more attention to longer-term financial strategy and business planning rather than just short term budgeting. Time is always scarce but inadequate funding soaks up this scarce time even more. All stakeholders want to see high impact but how will that impact be financed over time? What is the optimal funding mix both now and in the future, and in terms of core and programme activities? What are the right sources for this optimal mix? This is an important part of good strategy and governance and a topic which a Board should drive and be able to contribute to.

In summary, charities should investigate the full menu of financing options available so they can diversify income sources, reduce risk and establish a more sustainable operation. The unpredictable income which comes with the territory of being a charity makes efforts towards more predictable funding even more important.

In association with

CAF Charities Aid Foundation

FINANCE

Preparing for growth

Considerations for charities looking to diversify their funding mix

WRITTEN BY MATT RITCHIE, EDITOR OF CHARITY TIMES

The way charities generate the funds needed to deliver their mission is changing, and the data points to a more complex funding environment persisting. This will require new ways of working and the development of new capabilities, and experts stress that ensuring organisations are in the right shape to take advantage of emerging opportunities is key.

Last year, a Charities Aid Foundation and Acevo survey asked third sector chief executives what challenges their organisations face. Generating income and achieving financial sustainability was among the three most pressing concerns for 60 per cent of the 572 respondents. Nearly 30 per cent of organisations highlighted reduced government funding as a key issue for their charity.

Meanwhile, 78 per cent of chief executives reported increased demand for their services over the previous year, and 83 per cent were expecting a further increase in demand over the next 12 months. In response, almost 80 per cent of respondents either have or intend to diversify their income streams.

"We are meeting lots of charities who face a challenge of generating more income and being more commercial about the way they do that," says Dina Henry, chief operating officer at CAF Bank. "Charities face enormous challenges at the moment because they are trying to increase awareness, bring in donors, and raise funds."

Income

The Grants for Good campaign, recently launched by a coalition of third sector groups, has highlighted the sharp decline in public funding for charities. The campaign points to data that shows grants declined from £6 billion in 2003 to £2.2 billion in 2012/13. Over that time income from government contracts has followed the opposite trajectory, increasing from £4.8 billion in 2000/01 to £11.1 billion in 2012/13.

NCVO's Civil Society Almanac 2015 revealed an increase in trading emerging as a key trend, due to charities responding to the prevailing financial pressures.

The sector generated £22.7 billion through trading in 2012/13, nearly double the £11.9 billion earned in 2000/01. Organisations are now also securing more earned income from individuals than from donations or legacies.

An increased focus on trading is a trend Will Prochaska, head of access to capital at consultancy Baxendale, has witnessed first-hand.

"Charities are increasingly coming to us looking for help to grow their trading income," Prochaska says. "They may be looking for support to run their services more profitably, secure new contracts, or to launch new business streams altogether. Our clients have already identified areas where they can grow or make savings and they want help to test their assumptions and develop their business plans."

Finance

Whether a charity looks to branch out or ramp up activities there will be a range of factors to consider. How the new or expanded activity will be paid for is a critical factor.

Grants, whether public or through trusts and foundations, remain an option, or charities may be fortunate to have sufficient reserves in cash or investments to draw upon. And of course UK charities are fortunate to operate in one of the most generous nations in the world, illustrated by CAF's annual World Giving Index repeatedly placing the British public among the most generous worldwide.

And increasingly charities look to finance facilities to fund a project or activity, which opens up a range of considerations. While relatively unchartered territory in the past, Cogent Ventures director Jim Brooks says many charities are now well equipped to understand their options.

"Going back three to five years, a lot of trustees wouldn't have considered taking on repayable finance but it's not the taboo subject it used to be," he says. "Charities really do get the commercial sector, they've been facing the harsh realities of this funding environment for some time."

The options vary. Secured and unsecured lending is available through 'conventional' banks and lenders, and alternative finance options are being developed elsewhere.

There is an increasing drive from

the government among others to build momentum behind social investment – where a lender or lenders invest in institutions for social as well as financial returns. Instruments to connect social investors with third sector organisations are being developed all the time, by specialist and more diverse financial institutions and investment houses.

Planning and preparation

New income streams bring new challenges and require different capabilities, so charities are urged to ensure their organisations and processes are properly equipped to cope with and thrive in the new normal.

Whether considering approaching grant funders or lenders, increasing fundraising activity or taking on contracts, experts suggest investment readiness principles can be usefully applied to increase the chance of success and make for a smooth process.

For charities, Brooks says this starts with impact.
"It's really important because it needs to drive strategy," he says. "If we're working with organisations on a business plan the very first thing we do is help them to articulate their theory of change, because then you understand how the organisation benefits people and the strategy becomes about how you maximise outcomes."

Prochaska agrees that keeping the charity's mission at the forefront of all planning and decision making is crucial. Doing so will guide what sort of activities the charity should be undertaking in terms of its public benefit and exposure to risk.

And while diversification of activities and income streams takes on increasing importance in the current climate, Prochaska says charities have a greater chance of combining growth of revenue with increased impact when operating in markets within which they have existing experience.

"Launching a new business in an area in which you don't have a track record carries risk, and when doing so charities should be realistic about their ability to achieve both profits and impact from day one. A charity's social mission must be prioritised. Expansion or diversification should always be designed to support an organisation's impact, whether directly or indirectly."

Brooks says that charities should think "very carefully" about the information that potential investors will need to make decisions when approaching potential funders.

"Business plans that some charities have produced in the past tend to be internally focused, rather than specifically investment focused. We always recommend to our clients that they keep business plans focused on impact, market and the finances, and also try to condense to below 40 pages rather than writing War and Peace."

Cost

Cost will naturally be a major factor in deciding on whether and how to grow and diversify, and how the activities will be paid for.

Delivering contracted services carries a cost, and application processes can too. In terms of finance, rates vary widely between secured and unsecured options, and based on the risk appetite of the lender.

Henry says that the affordability for the charity and the impact on its ability to deliver on its mission is an important consideration from CAF Bank's perspective as a lender.

"One of the key things for us when we're lending is affordability for the charity – that it's not going to stretch them. Another is that if for any reason it wasn't viable or working for them, as best we can, making sure the security for that particular loan wouldn't mean that the charity couldn't continue."

Many charities will have the expertise in house to consider these options and put them into practice via a business plan or theory of change. Henry says very often charities will have someone with financial experience on the board, alongside trustees with specialist knowledge of the mission and the sector.

Henry says CAF Bank itself has published material to help charities through the decision-making process and demystify the financial options available.

Consultancy services are available, and there are grants on offer to help organisations get themselves into shape to access the funds they need for expansion. Overall, Prochaska says charities looking to diversify or expand should try to start the process earlier rather than later.

"Charities should ensure that they devote enough resource to planning their growth or diversification. Understanding the skills that are needed to operate a new or expanded venture is critical, and if you're looking at finance for growth then you need to be speaking to investors early."

In association with

CAF Charities Aid Foundation

TECHNOLOGY

Mobilising the sector

The charity sector is host to many innovative uses of mobile technology, but its full potential may have been underexploited to date

WRITTEN BY ANTONY SAVVAS, A FREELANCE JOURNALIST

That most 21st century of idioms "there's an app for that" certainly applies to charity fundraising. Either through third party platforms or bespoke products many charities are benefiting from the revenue-raising potential of mobile apps.

But apps have the potential to offer more than just provide another channel for generating income, as useful as that function is. Charities are using the unique potential of mobile apps for a range of uses, from raising awareness, spreading information among service users, attracting volunteers and more.

There are of course barriers for some charities when it comes to deploying mobile apps, particularly when finding assistance in developing the technology at a time when budgets are under strain.

Peter McQude, VP, CSR at visual analytics company Qlik, says: "We're finding it increasingly prevalent for charities around the world to create apps which allow them to analyse their own data for all kinds of outcomes. For example, Medair, a charity which goes to remote areas after national disasters and aids humanitarian efforts, uses data analysis to help them with operations on the ground."

Currently based in a Syrian refugee camp in Lebanon, Medair uses a mobile application to register important information on each refugee, from their medical conditions to who their relatives are. They then share their data with NGOs and volunteer groups so they can better provide for the people in those camps. In addition, they use this data to optimise the way the camp is run, better serving and providing for the refugees that live there.

"It's great to see charities thinking smarter about how they can use apps like this to improve operations," says McQude.

Integration

Rob Finley, business development director at Cybertill, providers of technology solutions to the charity retail sector, says: "There are lots of situations where a supporter app could be very useful and this would help charities combine the retail and fundraising sides of the operation."

Finley cites some examples. For instance, on the volunteer front volunteers could be given an app that lets them see into their "volunteer world". It could tell them how many hours they had given to the charity and what value they represented.

They could look at the Gift Aid income that the charity had generated and what revenue the charity had made from goods. Such an app could also have HR functions from holiday planning to specialist resource requirements.

Finley says: "Charities are now selling collectable and specialist goods not only in their shops but also online and via channels such as eBay, and there is always a need for specialist knowledge - appeals for this knowledge through an app could be done."

In the shopping area, Cybertill says it has already issued nearly 2 million loyalty and supporter cards to the charity sector. It says giving loyalty can increase customer spend.

Stephen Morgan, co-founder at digital transformation business Squiz, says integration is key when it comes to mobile apps. He says: "Going mobile offers charities a great many opportunities to exploit, including relationship building. If you are able to integrate your mobile systems with your website you can deliver even more personalised experiences to fundraisers.

"For instance, charities could use location targeting on mobile devices to inform supporters of upcoming events or volunteering options in the local area, so that they don't have to scan through pages of information."

On obstacles to mobile deployments, he says: "Some charities have found becoming more mobile difficult, but this tends to occur when mobile is treated as a separate channel, away from all of the existing systems and processes within the organisation, or if mobile apps and websites provide a poorer, 'website-lite' experience."

Morgan says: "To get the most out of mobile, charities should take a holistic approach to developing strategies for campaigns, considering how mobile can interact with other channels or connect with users at the very core in order to take full advantage of the channel.

"An easy shortcut is if charities create websites that are designed responsively, this means that your website will automatically format itself to the device it's being accessed through - this ensures consistently good, multi-channel experiences to all your users."

The Ramblers Association is one organisation that works to this formula to get the most out of mobile apps. Using Advanced Business Solutions (NFP) as a provider, it has overcome many of the challenges and demonstrated success from its investment in mobile apps, whilst linking the technology to its existing infrastructure to achieve "one view" of its donors.

Simon Fowler, managing director, Advanced Business Solutions (NFP), says: "Apps give donors more freedom to give when it suits them whilst being able to follow the progress of a charity and hear about its latest news and upcoming events.

"But most charities would absolutely agree that the use of mobile technology and apps have not yet reached their full potential – this is due to a combination of challenges, from costs and the traditional culture of some charities still needing to understand the benefits of these changes, to the speed of change in technology, meaning it's a steep learning curve for some to keep track."

They also need to invest in the right skills to ensure mobile technology and apps can effectively deliver the benefits and associated ROI (return on investment), he says.

Fowler says it is equally important that mobile apps integrate all data with the charity's core CRM (customer relationship management) system, to ensure that they gain that all-important single view of the donor, so the charity can track and monitor exactly how each donor wants to be engaged with.

This is critical, he says, in light of the forthcoming EU Data Protection Act as well as the potential implications of the Etherington Review. But this can often be a barrier for charities, said Fowler, as they may not have a suitable system in place to do it.

Underused

Despite a mobile app roadmap being laid out for the third sector to follow, it isn't clear cut that charities will follow it through, says Paul Swaddle, CEO of app developer Pocket App. Pocket App has created mobile solutions for a number of charities such as Breast Cancer Care and the Royal British Legion.

Swaddle says: "Apps are a great way for charitable organisations to increase the size of their audience and boost their potential to receive donations, but I've seen recent

research that shows 20 per cent of UK charities still do not have facilities to accept online donations, and that almost 90 per cent of those that do use third party sites to process donations, not their own.

"With the UK being a world leader in e-commerce, it is very surprising that the transformative power of digital seems to have bypassed the charity sector."

He adds: "This isn't to say that the entire sector is behind the digital transformation curve. Some of the larger and more forward-thinking charities are embarking on digital programmes that include creating a multichannel supporter experience, increasing business efficiencies through automation and personalising communications and supporters' online experiences.

"However, for the vast majority, it pains me to say that that they are still very much in their infancy in their acceptance and use of digital."

Going back to the international aspect of mobile apps, more is happening on the refugee front, although even here some of Swaddle's concerns are shared.

Shelley Taylor is the founder/CEO of www.trellyz.com. Earlier this year, it launched an app and content management system for NGOs and charities involved in giving aid to refugees.

RefAid is an app to help refugees find water, health care, legal aid, food and more. Taylor says: "I'm currently working with the Red Cross and many other NGOs, and we now have places to get these things listed on the app, which is available through Google Play and iTunes."

Save the Children, the British Red Cross, the Italian Red Cross, Caritas and others are early users of RefAid. As refugees themselves are given access to the apps, aid organisations can use the app's geo-location system to send them urgent aid communications about weather warnings, closed borders or impending food trucks.

Taylor is originally from Palo Alto, California and has been working in technology in Silicon Valley for 20 years as a consultant to many of the world's largest technology businesses.

Despite getting RefAid off the ground though, she does share some of Swaddle's concern. Taylor says: "I believe that technology has been way under exploited to date. I have been really shocked to see how few organisations have an actual database or even an Excel document that shows them, for internal purposes, what type of aid they have available where.

"One of the challenges I have seen when attending some of the recent conferences about finding technology solutions for the refugee crisis is that the aid organisations want solutions but do not have any budget for innovation or technology."

She says: "We were able to launch RefAid quickly because we are a technology company and a small organisation so we can make decisions quickly. This is in contrast to some of the large organisations that don't have deep technology experience, or the agility to create solutions."

Taylor says charities should consider working closely with tech startups that may already have solutions that can be adapted for charitable purposes, to enable them to get their apps up and running more quickly and potentially more cheaply.

She says: "My company had already created apps and content management systems for other uses, so we only needed to use our existing solutions for another challenge. We were able to contribute the technology, and I have hired people to work with bringing on board the charities but we cannot provide enough personnel to service all of Europe and 5 million refugees."

While many charities have already gone down the mobile app route for fundraising, perhaps there is still much more to come when delivering extra functionality. ■

charitytimes

To sign up, visit www.charitytimes.com

Charity Times magazine is also available as an e-edition for tablets (iPad and Android devices), and can also be read on a PC.

The interactive digital format allows readers to easily search, browse and navigate the latest news stories, in-depth analysis, features and commentary.

All content is hyperlinked for a richer online experience.

Through the print magazine, website, Twitter, videos and now the digital edition, Charity Times ensures that you always receive the latest news from the charity sector, in the most convenient format for you.

Better Society 2016 AWARDS

Better Society Awards

The Shortlist

Pro Bono Company of the Year

- Aimia
- ais London
- CIL Consultancy for Missing People
- EY
- Hogan Lovells International LLP
- Latham and Watkins
- Sayer Vincent LLP

Ethical Business Award

- Barclays Bank
- Columbia Threadneedle
- Ethicall
- Thomson Reuters Foundation

Diversity Award

- Columbia Threadneedle
- Livity UK
- Schroders and Cazenove Charities

Transparent Reporting of the Year

- The Crown Estate
- PwC UK

Best Scheme to Encourage Staff Fundraising

- Barclays for Missing People
- Berkeley Group
- BlackRock
- CBRE
- Ecclesiastical Insurance
- Horwich Farrelly
- Shoosmiths LLP

Ethical Investment Fund of the Year

- Abundance Investment
- EQ Investors

Consultancy of the Year

- CIL Consultancy
- ClimateCare
- Tarnside Consulting

Accountancy Company of the Year

- Buzzacott
- Goldwins
- Price Bailey
- Sayer Vincent LLP

Bank of the Year

- Barclays Bank PLC
- C. Hoare & Co.
- Triodos Bank

Insurance Company of the Year

- Bought By Many
- Ecclesiastical Insurance

Asset Manager of the Year

- Columbia Threadneedle
- Impax Asset Management
- Rathbone Investment Management
- Schroders

Commitment to the Local Community Award

- Berkeley Group
- Clydesdale and Yorkshire Banks
- Dubai Police
- E.ON UK
- Manchester Airports Group
- Premiership Rugby
- Skipton Building Society

National Commitment to the Community Award

- Everton in the Community
- Hoseasons Holidays
- Land Securities Group PLC
- National Grid

Partnership with a Children's Charity

- Dove (Unilever) and World Association of Girl Guides and Scouts
- The Fragrance Shop and Rays of Sunshine
- Frankie & Benny's and Rays of Sunshine

12 May 2016, London

Better Society 2016 AWARDS

The Shortlist

Continued...

- Octopus Investments and Youth at Risk
- Ogilvy & Mather, Aimia, Sky Badger and Baking Mad
- Specsavers and Kidscape

Partnership with a National Charity

- ALDI UK and RSPB
- EMCOR UK and Ethical Property Foundation
- BHS and Missing People
- O2 and NSPCC
- Royal Mail and Missing People
- RSA Insurance Group and School for Social Entrepreneurs
- Six Degrees and WeSeeHope
- Time Inc and The Silver Line
- UBS and IntoUniversity
- Yorkshire Building Society and Marie Curie

Partnership with an International Charity

- Amazon.co.uk and In Kind Direct
- British Airways Plc. and the Haller Foundation
- Dentsu Aegis Network and GlobalGiving
- Hogan Lovells International LLP and CARE International
- SHoP Architects, Kids of Kathmandu and Asia Friendship Network

Innovation Award

- Everton Free School and Sixth Form College
- Hogan Lovells International LLP
- Nationwide Building Society
- Schroders
- Thomson Reuters Foundation

Carbon Reduction/Offset Programme of the year

- Columbia Threadneedle's Low Carbon Workplace Partnership
- Marks and Spencer
- RSA Insurance Group

Staff Education Award

- East of England Co-op
- Melton Foods in partnership with Veris Strategies

Efficient Energy Use Award

- ALDI UK
- BPP and Karlson UK
- Santander UK

Built Environment Award

- Columbia Threadneedle's Low Carbon Workplace Partnership
- The Crown Estate
- Dubai Municipality
- SHoP Architects

Communications Award

- Everton in the Community
- Livity UK

Waste Management & Recycling Programme of the Year

- Braiform
- Dubai Municipality
- Greggs
- Melton Foods in partnership with Veris Strategies

Book your table today to see the winners exclusively announced: www.bettersociety.net/awards

Sponsors and supporters

ansvar Insuring the heart of your community · Better Society Network · charitytimes · DEC · Heart of the City · UKSIF UK Sustainable Investment and Finance Association

Contact us

Sponsorship enquiries
Sam Ridley
Advertising Manager
+44 (0)20 7562 4386
sam.ridley@perspectivepublishing.com

General event enquiries
Hayley Kempen
Head of Events
+44 (0)20 7562 2414
hayley.kempen@perspectivepublishing.com

Media partnerships/marketing enquiries
Sarah Whittington
Marketing Manager
+44 (0)20 7562 2426
sarah.whittington@perspectivepublishing.com

INTERVIEW

Building bridges

City Bridge Trust director David Farnsworth spoke to Matt Ritchie about the organisation's plans and priorities on the eve of its 20th anniversary

WRITTEN BY MATT RITCHIE, EDITOR OF CHARITY TIMES

The City Bridge Trust marked its 20th year by increasing its annual giving to £20 million from around £15 million, meaning an extra £5 million a year benefitting charitable activities around greater London.

The trust is the grant-making arm of the Bridge House Estates, whose sole trustee is the City of London Corporation. Bridge House Estates owns and maintains the five bridges crossing the Thames into the City. CBT makes use of surplus income not required to maintain the five bridges to the benefit of the whole of London.

The Bridge House Estates has its roots in truly ancient times, dating back to the 12th century when funds needed to be raised for the construction of London Bridge.

City Bridge Trust marked its 20th anniversary in early March, representing two decades of facilitating charitable activity around the capital.

City Bridge Trust is uniquely placed to enable charitable activity across London, and not only through the grants it provides. Through its trustee the City of London Corporation the trust has connections into statutory bodies across the capital, and by nature of its location its networks within the finance world are similarly strong.

The trust has further broadened its support through the £1 million Stepping Stones Fund, aimed at capacity-building and providing strategic support and access to intermediaries for organisations looking at social investment.

How does the trust set its grant making strategy?
We run on a five year cycle. Every five years we go out to London and have a big conversation/diagnostic which involves primary research, secondary research, focus groups, speaking to all of the charities that we support and different stakeholders. We're halfway through one of those cycles.

When is the strategy up for review?
We're firing the starting gun on the next review now, which I know is over two years out from when we actually implement, but we need to initiate it early to do it properly and ensure the quality of the collaborative conversations we want to have. We hope the review will be helpful in itself to a lot of people. The diagnostic, in terms of what London needs, is relevant to a lot of people and a lot of people are already doing good things on that. The London Fairness Commission is one of the inputs, along with data from City Hall. We look at the information available through the umbrella group London Funders, which we think is very important in bringing together the statutory funders and the trust and foundation funders including Big Lottery.

You announced last year that the trust is branching out into social

investment via the Stepping Stones Fund, what role does this form of finance play in the overall strategy?
We don't think social investment is the answer to everything, and some of the rhetoric around social investment has been hyperbolic, but it's another strand of funding that for some people may support a more diverse funding base. So we set up the Stepping Stones Fund to provide charities who want to think about social investment with some consultancy time and expertise to think about it in a considered way. We've been doing it in partnership with UBS, and they have committed £300,000 to contribute to a second round of that. Again it's part of this bigger piece of reflecting diminishing traditional funding through government or local authority grants. Trying to increase the pot, thinking laterally about where that money could come from.

Has the 20th anniversary had an impact on how the trust reflects on its activities?
Two things happened around the 20th anniversary specifically. First, we were able to use it as a catalyst to get more money out of the underlying endowment because of the successful management of the assets by the teams of surveyors and our trustee the Corporation of London. That will continue for the rest of this Investing in Londoners grant cycle. There'll be more money going to those same criteria over this remaining period.

The other thing attached to the anniversary were a couple of particular themes which aren't pieces of work that people can apply against, it's more us reflecting on some of the learning from our reactive grants to see if we can work

with some charities to progress a couple of areas. One of those is around employment and people who are disabled – particularly young people – and we're just at the early stages of framing how we're going to work with that. We're going to be speaking to various people. The other theme is around, and there's some potential overlap here, employability and attitudes around mental health. Practical ways where people who've suffered mental health problems can be supported into employment, also supporting employers to deal better with potential employees. There are people doing really good things in both areas at the moment. That's why we happened upon them, because we've got some knowledge from people we already fund.

What about support for organisations themselves? The impact of reduced Government and local authority funding has been a high profile theme lately, what approach does City Bridge Trust take to offering support in this area?
We have a strand called 'Supporting the Voluntary Sector' which undercuts or cross cuts all of the other funding strands. We think it's hugely important and particularly important at the moment within the context of 40 per cent cuts to London borough budgets, the increased demand on charities, statutory services receding, and Central Government funding being dramatically reduced. That 'Supporting the Voluntary Sector' strand has been used for things like trying to strengthen financial procedures in a charity, or the governance structures, or enabling a charity to get better at diversifying its funding base or evaluating its impact. We're also working quite hard with other funders, again through London Funders, to think about how London charities can be better supported when there's less money available.

Aside from other funders, how does City Bridge Trust work with other organisations?
An important piece of work around our 20th anniversary is trying to

encourage more philanthropy. At a time when you've got this retrenchment of state funding and London borough cuts, the reality is that there needs to be more given in terms of individual philanthropy and also corporate philanthropy. Giving time, money, talent – skills based volunteering. Giving money in the sense that you don't have to be a multi-millionaire, it can be the price of a cappuccino, but getting more money into the pot in a considered way. Not just throwing money at something, actually trying to do it as intelligently as possible. We occupy a space and our trustee occupies a space between sectors so the community and voluntary network is quite key. Our sole corporate trustee is the City of London Corporation, which has a local authority function for the square mile, but by dint of its politicians being apolitical it's often asked to convene meetings across all the boroughs in London. So there's quite a deep reach into statutory networks. There's also a lot of reach into the financial networks and SME networks etcetera.

Does that extend to supporting the sustainability of particular organisations?

We remain deeply committed to funding full cost recovery and funding core costs is absolutely possible for us. There's none of that project-based funding only without full cost recovery. It's really important for funders to be aware of the true cost of a project. There's also a humility which is needed from funders, in that you can't pretend to know all of what's needed across London and who's doing what. It's a massive spread.

There's a role for funders to support and consider buying capacity for directors and chief executives to think about what the future looks like. For example, at the moment we're thinking about funding some time for the senior team for an organisation to really reflect on models for the future and some consultancy time to give them some expertise on financial modelling and impact so they can consider in a measured way whether they should scale up, get some more funding in, merge back office functions, fall on their swords and gift their best projects to another organisation. But do that in a way that isn't just a fire sale, or done on the hoof. Funders can buy time for leaders to help them have the space to do the analysis and make the decisions with their boards that they need to make.

How would a grant maker determine whether there is a need for that, or whether meeting it should be a funding priority?

At the heart of the funder/grantee relationship is the people contact. Apart from some of our very smallest grants every application - after it's through the first filter - has a grants manager go out to visit that organisation. You shouldn't underplay the quality and importance of that human interaction - getting away from the idea of 'them and us', the funder and the grantee. It's a symbiotic relationship which can be mutually beneficial. This current environment necessitates that we have even more of that. ■

charitytimes

FIRST CHOICE FOR NON-PROFIT MANAGEMENT

ROUNDTABLE EVENTS WITH CHARITY TIMES

Charity Times hosts a series of individually sponsored roundtables at the discretion of participating sponsor companies.

The topics under discussion will be set according to specific areas of importance to the respective sponsor company.

Participation in this in-depth discussion will present your speakers and company as market-leaders in your chosen area to our readership of over 8,500 Senior Managers and Directors in the UK Charity & Not-For-Profit sector. The roundtable event will be written up as an extended feature in Charity Times which will include your company branding on each page.

The independently chaired evening or afternoon discussion will include approximately 6-7 individually selected high level delegates from organisations relevant to your chosen topic area with your feedback and input. These delegates will be experts in the subject from medium to large UK charities. The high level of knowledge will show your company to be a true thought leader in the sector.

The evening/lunch will begin with networking drinks at 12 or 6pm and the discussion itself will begin at 12:30 or 6.30pm and last for around 90 minutes. This is then followed by a three course dinner and drinks for all participants as a less formal networking opportunity.

The full sponsorship package available to you includes the following:

- Two of your chosen delegates on the discussion panel
- Charity Times to invite delegates while working closely with you to ensure a highly relevant and expert panel on the day
- The opportunity to shape the agenda to be discussed at the event with the independent Chairperson
- Panelist profile in Charity Times magazine
- Company logo on every page of the six-page review in Charity Times magazine
- A full dinner and refreshments at the event
- Extensive branding in promotion of the event
- Your branded PDF available for download on the web page for 1 year
- You will retain the PDF of the 6 page branded feature to use as you wish in your own promotion

We use a selection of prestigious venues in London to host these events such as The Gherkin or Tower 42. We can host these events in other locations around the UK and the price quote would be individually quoted according to location.

Sponsoring this event is a great opportunity to promote your services, products and expertise to senior-level executives in your target market and to your fellow suppliers, while gaining further access to our extremely relevant circulation.

Bespoke package available on request

For further information please contact
Sam Ridley on +44 (0)20 7562 4386 or sam.ridley@charitytimes.com

Suppliers Directory

To advertise in Suppliers Directory contact Sam Ridley +44 (0)20 7562 4386

ACCOUNTANTS AND AUDITORS

Griffin Stone Moscrop & CO

21-27 Lamb's Conduit Street
London WC1N 3GS

Contact: Richard Hill

T: 020 7935 3793
E: rhill@gsmaccountants.co.uk
W: www.gsmaccountants.co.uk

Doing the right thing since 1918

From a single office in Central London, our team of Charity experts advise more than 70 NFP and Charity organisations on their financial reporting and performance.

Year after year they know GSM will always do the right thing by them, their supporters and beneficiaries.

Renowned for our wise counsel in your sector, we provide value for money, auditing excellence, charity accounting expertise and the highest levels of partner-led service, giving every good cause reason to review their accountancy provision.

Contact us now to arrange a meeting.

ASSOCIATIONS

ACEVO

Regent's Wharf
8 All Saints Street
London
N1 9RL

T: +44 (0) 20 7280 4960
F: +44 (0) 20 7280 4989
E: info@acevo.org.uk

The Association of Chief Executives of Voluntary Organisations (ACEVO) supports members by providing access to:

- Third sector leadership and governance resources to support boards and senior management teams
- Information, publications and reports on key third sector issues
- Conferences, courses and networking opportunities to enhance skills and build knowledge
- Dedicated helplines and support services such as CEO in Crisis - a service for third sector CEOs facing disputes with their board.

ACEVO also acts on behalf of members; connecting members to key contacts in government.

Charity Finance Group

15-18 White Lion Street
London
N1 9PG

T: 0845 345 3192
F: 0845 345 3193

Company Registration No. 3182826

Charity Registration No. 1054914

Charity Finance Group (CFG) is the charity that champions best practice in finance management in the charity and voluntary sector. Our vision is of a financially confident, dynamic and trustworthy charity sector. With this aim in sight, CFG delivers services to its charity members and the sector at large which enable those with financial responsibility to develop and adopt best practice.

With more than 1,300 member charities, managing over £19.3 billion, we are uniquely placed to challenge regulation which threatens the effective use of charity funds, drive efficiency and help charities to make the most out of their money.

For more information please visit **www.cfg.org.uk**

Institute of Fundraising

Charter House
13-15 Carteret Street
London SW1H 9DJ

T: +44 (0) 20 7840 1000
Twitter: @ioftweets

Facebook: www.facebook.com/instituteoffundraising

www.institute-of-fundraising.org.uk

The Institute of Fundraising (IoF) is the professional membership body for UK fundraising and is the largest individual representative body in the voluntary sector. We enable fundraisers to be the best they can be.

Our vision: Excellent fundraising for a better world

Our mission: Creating the environment and understanding for fundraisers to excel

We support fundraisers through representation, standards-setting and professional development' and we champion and promote fundraising as a career choice.

We support members and the wider fundraising community to reach their potential through:

- Setting the standards through the Code of Fundraising Practice
- Professional qualifications, training & events
- National, Regional and Special Interest Groups

Find out how we can enable you to be the best fundraiser you can be.

BANKING

The Charity Bank Limited

Fosse House, 182 High Street
Tonbridge
Kent TN9 1BE

T: 01732 441919
E: enquiries@charitybank.org
W: charitybank.org

Twitter: @charitybank
Facebook: facebook.com/charitybank

If you could borrow from a bank run for charities and social enterprises and owned by charities and social purpose organisations, would you be interested?

Charity Bank exists to lend to organisations with charitable goals and every single one of our shareholders is either a charitable trust or foundation, or a social purpose organisation: our mission is to support your mission.

We offer loans to support your organisation, a deep interest in what you do and a team of regional managers that is there to be your partner in doing good.

Talk to our lending team to enquire about a loan:
T: **01732 441919**
E: **enquiries@charitybank.org**

Suppliers Directory

To advertise in Suppliers Directory contact Sam Ridley +44 (0)20 7562 4386

BANKING

Triodos Bank

Deanery Road
Bristol BS1 5AS

T: + 44 (0)800 328 2181
E: contact@triodos.co.uk
W: www.triodos.co.uk

Triodos Bank offers a fresh approach to banking. Our mission is to make money work for positive social, environmental and cultural change.

We do this by only lending money to businesses and projects which benefit people and the planet, including charities and community groups.

This means our depositors know their money is used to make a positive impact, while still receiving a fair return. And the charities we lend to receive informed advice, based on our team's in-depth understanding of how to balance financial and ethical business objectives.

We offer a range of services for organisations of all sizes, including:
• Term loans and overdrafts • Deposit and current accounts • Corporate finance (capital raising)

Visit triodos.co.uk to find out more.

INSURANCE

Ansvar Insurance

Ansvar House
31st Leonards Road,
Eastbourne, East Sussex
BN21 3UR

Jane Williams

T: 01323 737541
F: 01323 644082
E: ansvar.insurance@ansvar.co.uk
W: www.ansvar.co.uk

Ansvar has over 50 years' experience of insuring the Third Sector. We have a tailored range of policies to meet the needs and challenges faced by registered and recognised charities, community groups, not-for-profit companies, social enterprises and voluntary groups.

Most of our policies are 'packaged' for simplicity and value, but we recognise that each organisation is unique and special and provide flexibility to select additional cover as required.

Have a look at our website – ansvar.co.uk – to find a broker in your area.

Ecclesiastical Insurance Office

Beaufort House
Brunswick Road
Gloucester GL1 1JZ

Visit our website or talk to your broker to find out more.

T: 0845 850 0307
E: information@ecclesiastical.com
W: www.ecclesiastical.com/CTimes

At Ecclesiastical, we've been insuring not for profit organisations for 125 years. Today, we insure thousands of the nation's charities of all sizes and complexities.

Voted best charity insurer* for the last five years running by both charities and brokers, we've worked closely with both to develop a flexible, specialist product that meets the varying needs of different types of charities.

We also offer a complete package of guidance and advice that's there to give you support when you need it.

Speak to your broker for more information or visit www.ecclesiastical.com/CTimes

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

---

Bluefin

Cutlers Exchange
123 Houndsditch
London
EC3A 7BU

T: 01474 537777
E: enquiries@bluefingroup.co.uk
W: bluefingroup.co.uk/charity-insurance

Our team of charity insurance experts have been providing market leading solutions to thousands of clients, including some of the UK's leading charities, for over 40 years.

Whether you're a welfare establishment or in the education sector, museums or the arts through to village halls, we've used our breadth and depth of understanding to develop specialist products and services.

Our clients enjoy quality service from people who are experts in their field and we're able to provide insurance and risk management solutions for charities regardless of their size or complexity.

Markel (UK) Limited

Verity House
6 Canal Wharf
Leeds LS11 5BQ

T: 0845 373 0405
E: socialwelfare@markelintl.com
W: www.markeluk.com/socialwelfare

Specialist insurance for the charity sector

Markel protect thousands of charitable and commercial organisations who provide care, support and advice for disadvantaged or vulnerable people including:

- Charities
- Community groups
- Not for profit organisations
- Care providers
- Trustees

Our specialist charity insurance provides cover against a whole range of risks, giving you the peace of mind that if something unexpected happens, your organisation is covered by an expert.

We also offer a range of exclusive benefits and services for policyholders providing practical advice and professional help from industry experts to help prevent and manage claims situations.

Buy direct or ask your broker for a Markel quote.

Suppliers Directory

To advertise in Suppliers Directory contact Sam Ridley +44 (0)20 7562 4386

INSURANCE

Stackhouse Poland Limited

New House
Bedford Road
Guildford
GU1 4SJ

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

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

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

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

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

Insurance Broker of the Year 2013
Independent Regional Broker of the Year 2007
Finalist Independent Regional Broker of the Year 2009

Unity Insurance Services

Suites 10 & 10A The Quadrant
60 Marlborough Road
Lancing Business Park
Lancing, West Sussex
BN15 8UW

T: 0345 040 7702
F: 0345 040 7705
E: info@unityinsuranceservices.co.uk
W: www.unityinsuranceservices.co.uk

Insurance for charities with 100% of our profits returned to charity.

As a charity owned insurance broker, Unity Insurance Services has a unique insight into your sector. For over 80 years, we have been protecting the people, property, liabilities and activities of charities.

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

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

Zurich Insurance plc

Zurich House
2 Gladiator Way
Farnborough
Hampshire
GU14 6GB

T: 07730 735394
W: zurich.co.uk/insight

Insight cover – Specialist charity insurance made simple

Zurich works with over 10,000 charitable and voluntary organisations to provide insurance and risk management services. We have dedicated teams who work with charities to understand their needs and provide the appropriate cover, guidance and support. We collaborate with a number of organisations, including NAVCA, ACEVO and CTN.

The Zurich UK business also support an annual £1.9 million grant programme to The Zurich Community Trust (UK) Limited and around 35% of the Zurich UK workforce share their skills with the community each year.

Our Insight insurance cover includes:

- Property 'All Risks'
- Business Interruption
- Trustee Indemnity
- Employer's Liability
- Public & Products Liability
- Professional Indemnity
- Money
- Personal Accident
- Employee Dishonesty

Visit **zurich.co.uk/insight or call us** for more information on how we can help your organisation.

INVESTMENT MANAGEMENT

Charity Investment from Schroders

charitytimes Awards 2014
Recognising leadership and professionalism
Highly Commended

Cazenove Charities

12 Moorgate, London, EC2R 6DA

For more information, please contact John Clifton :

E: john.clifton@cazenovecapital.com
T: 020 7658 3636
W: www.cazenovecapital.com/charities

Authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority.

Achieving your charities investment objectives takes time and thought.
Cazenove Charities takes pride in understanding the needs of charities today.

As the largest charity team in the UK, we are the trusted partner of over 700 charities. The team of twenty four has a depth of resource, skill and experience and we would be delighted to work with your charity to realise your investment objectives.

For further information, please contact John Clifton on 020 7658 3636 or email john.clifton@cazenovecapital.com

---

Cerno Capital Partners LLP

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

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

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

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

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

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

We act as both discretionary managers and advisors to charities.

Suppliers Directory

To advertise in Suppliers Directory contact Sam Ridley +44 (0)20 7562 4386

INVESTMENT MANAGEMENT

Charles Stanley & Co. Limited

25 Luke Street
London
EC2A 4AR

Nic Muston – Director of Private Clients & Charities

E: nic.muston@charles-stanley.co.uk
T: 0207 149 6610
W: www.charles-stanley.co.uk

The 5 Star Service

We advise and support trustees in the heavy responsibilities of meeting their charity's objectives. Jargon-free and fully bespoke, our investment strategies are specifically designed for each charity. We monitor risk carefully and have six **5 Star Defaqto ratings** for our service. Our 31 local offices access central expertise in:

✶Asset Allocation ✶Ethical Screening ✶Fixed income
✶Passive investments ✶Active fund Research

Authorised and regulated by the Financial Conduct Authority

EdenTree Investment Management Ltd

24 Monument Street
London
EC3R 8AJ

Mike Goddings
Head of Charity Development
T: 0800 032 3778
E: charityinvestments@edentreeim.com
W: edentreeim.com

EdenTree is an investment management firm with a strong heritage of delivering profit with principles. We provide an award-winning fund range managed responsibly by some of the UK's most highly rated Fund Managers. We believe that consistent, long-term returns are more likely to be achieved by investing responsibly in sustainable businesses. Our charitable ownership, along with our history, is what drives our values and we're proud to re-invest our profits into the community. Our Amity Charity Funds are both positively and negatively screened – and we now have over £2.4 billion* of institutional and retail funds under management.

**EdenTree as at 31 December 2014*

WINNER SEVEN TIMES Investment Life & Pensions Moneyfacts Award 2009-2015 Best Ethical Investment Provider

---

C. Hoare & Co.

37 Fleet Street
London
EC4P 4DQ

Simon Barker,
Head of Charities
T: 020 7353 4522
E: simon.barker@hoaresbank.co.uk
W: www.hoaresbank.co.uk

Stability and Integrity

We offer charities a full bespoke service across investment management, banking, lending and cash administration.

- Stable family ownership for over 340 years
- Strong risk-adjusted performance
- Fully unconflicted with no in-house funds or products
- Simple fee structure
- Award-winning service
- Longstanding connection with the charity sector
- Values supported by philanthropic family

Newton Investment Management

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

T: +44 (0)20 7163 6377
E: stephanie_gore@newton.co.uk
w: www.newton.co.uk/charities

Newton's sole focus is investment management, with its guiding principle being to enhance the real wealth of its clients. It currently manages £47 billion on behalf of charities, pension funds and institutions.

Newton is committed to the charity sector and has a charity business that is very important to it. It has a well-established history as a UK charity investment firm, currently managing £3.6 billion on behalf of its charity clients. Newton uses a distinctive global, thematic approach which is incorporated in its specially designed charity pooled funds and segregated portfolio services. (Data as at 31 December 2015).

www.newton.co.uk/charities

Odey Wealth Management

18 Upper Brook Street
London, WIK 7PU

T: +44 (0) 2072081414
E: f.dalby@odeywealth.com

'Odey' comprises Odey Asset Management LLP and all of its subsidiaries and group companies, including Odey Wealth Management (UK) Limited. Authorised and regulated by the Financial Conduct Authority.

Odey is a respected investment firm known for its focus on performance.

Founded by Crispin Odey in 1992, today the firm employs 110 professionals with offices in London, New York, Geneva and Guernsey.

Odey manages c. £8bn on behalf of a diverse and international client base of private clients, charities and institutions who share Odey's beliefs:

- Good investment management is about results – and not excuses;
- Long term performance requires a flexible approach, a willingness to be early and contrarian and to act quickly when you are wrong;
- Managers should invest their own capital alongside clients.

If you would like to learn more about us, please contact Fay Dalby on f.dalby@odeywealth.com or 0207 2081414

Suppliers Directory

To advertise in Suppliers Directory contact Sam Ridley +44 (0)20 7562 4386

INVESTMENT MANAGEMENT

Quilter Cheviot

Contact: William Reid, Head of Charities
T: +44 (0) 20 7150 4005
E: william.reid@quiltercheviot.com
W: www.quiltercheviot.com

Quilter Cheviot Limited is authorised and regulated by the UK Financial Conduct Authority.

The value of investments, and the income from them, can go down as well as up. Investors may not recover what they invest.

Quilter Cheviot is one of the UK's largest discretionary investment firms, it focuses primarily on structuring and managing bespoke discretionary portfolios for charities, trusts, pensions, private clients and intermediaries. Our Charity assets under management are in excess of 1.4b*, making us one of the leading charity managers in the UK.

We offer your charity:

- Direct access to a dedicated team with the knowledge and experience to tailor your charity's portfolio to meet its investment objectives.
- An investment process that can respond rapidly to changing market conditions.
- Comprehensive reporting and access to portfolio valuations via our password protected website.
- A competitive and transparent fee structure

*As at 30/09/2015

Rathbone Investment Management

1 Curzon Street, London, W1J 5FB

For further information please contact Francesca Monti:

E: francesca.monti@rathbones.com
T: 020 7399 0119
W: www.rathbones.com

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

- £3.17 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 31st December 2014

Royal London Asset Management

55 Gracechurch Street
London, EC3V 0RL

Contact: Alan Bunce, Head of Institutional Business – Direct

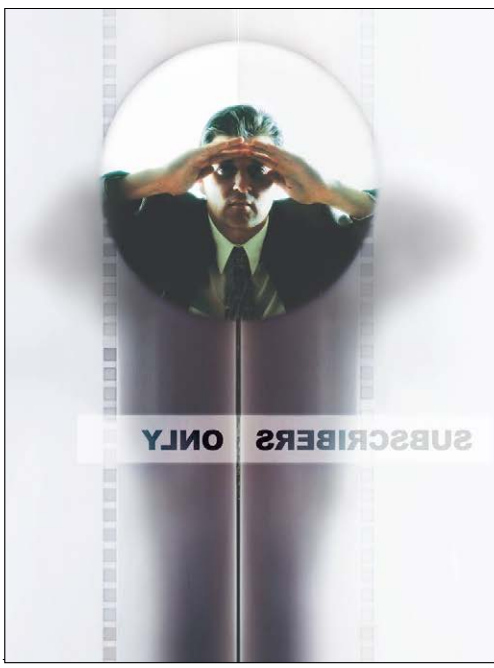
T: +44 (0)20 7506 6570
E: alan.bunce@rlam.co.uk
www.rlam.co.uk

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.



Suppliers Directory

To advertise in Suppliers Directory contact Sam Ridley +44 (0)20 7562 4386

INVESTMENT MANAGEMENT

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 370 charities* with over £5.3 billion in charitable funds*, representing almost 39% of the firm's total Assets under Management. We also manage investments for UK private clients, pension funds, and other institutions with total funds under management of £13.4 billion* (*as at 31.12.2015).

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 3,000 trustees. The reference for this training is our Compendium of Investment.

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

UBS

3 Finsbury Avenue
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

The home of quality investing

Waverton, formerly J O Hambro Investment Management, provides bespoke investment solutions combined with a highly personalised service. This allows us to deal with a range of mandates from the straightforward to the more complex and demanding. All charity portfolios, whatever their size, are managed on a segregated basis. We do not run a single charity vehicle or model portfolios as this inflexible approach is the antithesis of our culture.

- Dedicated charity team
- Direct relationship with portfolio managers
- Strong and consistent performance
- Tailored mandates
- Institutional investment process
- Bespoke trustee training

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

INVESTMENT REVIEW SERVICES

TSA

50 Andover Road,
Tivoli, Cheltenham,
GL50 2TL

T: 01242 263167
F: 01242 584201
E: James@3sector.co.uk
W: www.3sector.co.uk

Independent Charity Reviews

TSA provides independent investment reviews and training for trustees to assist with fund management.

We can help you with:-
- Reserves Policy
- Developing a comprehensive Investment Policy
- Investment policy review – aims & objectives
- Establishment of investment mandate for your manger to work with.
- Independent Search & Selection process – designed to help you look for the right manager
- Continual Trustee guidance to help monitor your investments, and keep up-to date
- Advice on Ethical & SRI approaches to investment

MOBILE

The People's Operator (TPO)

John Finch
Partnership Development Officer
The People's Operator
40 Underwood Street
London, N1 7JQ

T: 0207 251 6648
E: partnerships@thepeoplesoperator.com
W: www.thepeoplesoperator.com

The People's Operator (TPO) is the mobile network that gives back to causes: 10% of customers' monthly spend is directed to their cause of choice at no cost to them. In addition, 25% of TPO's profits are passed to the TPO Foundation to distribute to good causes.

TPO offers a great range of Pay Monthly contracts and Pay As You Go bundles, running on the UK's biggest mobile network, supported 7 days a week by the TPO in-house customer services team.

Visit our website today to see how your cause can benefit:

www.thepeoplesoperator.com

Suppliers Directory

To advertise in Suppliers Directory contact Sam Ridley +44 (0)20 7562 4386

PENSIONS CONSULTANTS, ACTUARIES AND ADMINISTRATORS

Premier

8th Floor, AMP House
Dingwall Road
Croydon Surrey
CR0 9XA

Contact: Ian Gutteridge

T: 020 3727 9800
E: ian.gutteridge@premiercompanies.co.uk
W: premiercompanies.co.uk

The multi award winning, nationwide provider of employee benefits & independent financial advice. From de-risking to administering your pension scheme, from educating your staff to reviewing your benefit strategy.

Premier See Change

RECRUITMENT

CharityJob

Hannover House, 76 Coombe Road
Kingston upon Thames
KT2 7AZ

E: info@charityjob.co.uk
T: 020 8939 8430

Charity Times has joined forces with CharityJob the UK's number 1 job site for the charity sector. With an average of 4,000 charity jobs advertised every month and over 350,000 job seeker visits, www.charityjob.co.uk carries more charity jobs than any other UK job board, saving you money and time.

To advertise your job vacancies on Charity Times and CharityJob website simply log into your CharityJob account. Alternatively call CharityJob on 020 8939 8430 or email the sales team at info@charityjob.co.uk for further assistance.

In order to help you generate the best response to your recruitment campaigns, we have developed a choice of great value job listing products. You're listing on the Charity Times website is only £65 per vacancy if you book one of the following packages:

- Single Listing: £195 + VAT
- Enhanced Package: £ 375 + VAT
- Enhanced Plus Package: £475 + VAT
- Premium Package: £575 + VAT

SOFTWARE PROVIDERS

bluQube

The Hophouse
The Old Brewery Business Park
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.

PS Financials Ltd

Park House, Peterborough

Business Park, Lynch Wood,
Peterborough, PE2 6FZ.

Contact: David Singh

E: charities@psfinancials.com
T: 01733 367 330

PS Financials - Powering Better Business Decisions

PS Financials have been providing core accounting, purchasing, budgeting and reporting software to the Not-for-Profit sector in 50+ countries for over 12 years. PS Financials has been chosen by all types of Not-for-Profit organisations with incomes ranging from £1 million to over £200 million per annum.

PS Financials is developed for the most modern computing environments including the CLOUD, hosted or locally installed environments. PS Financials uses its Unified Ledger design to provide powerful analysis and business intelligence, coupled with instant consolidation, process automation and ease of use.

CHARITY SOLUTIONS

Greenacre Associates Ltd

PO BOX 464
Bridgwater
TA6 9GX

T: 0345 222 1539
E: on_demand@greenacregroup.co.uk
W: www.Greenacregroup.co.uk

The UK's top charity experts can help you!

Affordable, flexible and practical help from Greenacre on demand services

Using our large team of professional associates we can deliver tailored support and advice to charities quickly and affordably.

Low Development Costs! We have comprehensive materials covering financial management (including independent examinations); project development, management and delivery; fundraising and bid writing; trustee and staff training; risk analysis; and much more.

Greenacre Associates Ltd have been providing solutions for the not for profit sector at all levels over the past 5 years. Our Associates are drawn from professional spheres as diverse at Accountants and Lawyers to fundraisers and event managers but all have established experience in this sector and demonstrable track records of achievement.