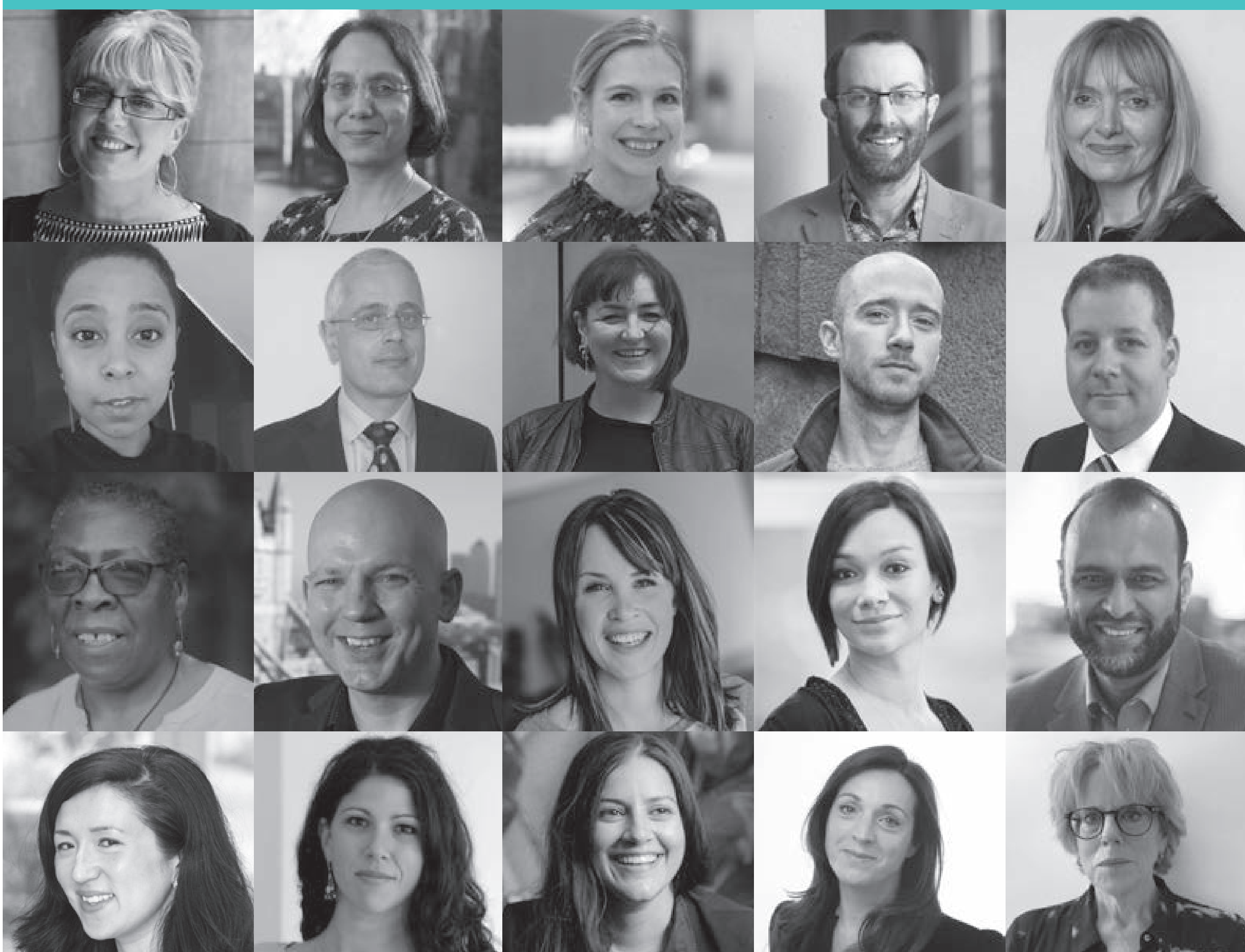
charitytimes

November 2021

Pandemic pioneers

A look at some of the leaders who used the pandemic to drive lasting change for charities



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See page 64 for charity suppliers' directory

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Printed by Buxton Press

ISSN : 1355-4573

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

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A cause for celebration

September this year marked the first face-to-face Charity Times Awards for two years. In years gone by, the occasion has been doused in glitz and glamour and has showcased the very best of the sector. This year was different. Whilst those things were both still true, this year, several other factors marked a ceremony that I, and many others, will never forget.

On 9 September, winners took to the stage in their droves – clambering onto the wooden platform alongside teammates to hold their well-earned trophy together. This was equally the case for individual winners as it was fundraising teams and trustee boards – a reminder that nobody has survived the past two years alone.

At the end of the night, as I stood outside and waited for a taxi, I watched people say tearful thank yous to their colleagues, wave their trophies in the air with glee and hug each other with masks on. As I watched on, I was reminded about why taking a moment to celebrate is so vital for morale. And this issue of Charity Times is about just that.

As well as celebrating the winners of the Charity Times Awards (see p.47), we also celebrate the people who may not have entered the awards, but who, throughout the pandemic, the sector could not have survived without. Our list of 'pandemic pioneers' (see p.21), is certainly not definitive, but it is a selection of leaders, as voted for by you, who used the pandemic as an opportunity to create lasting change.

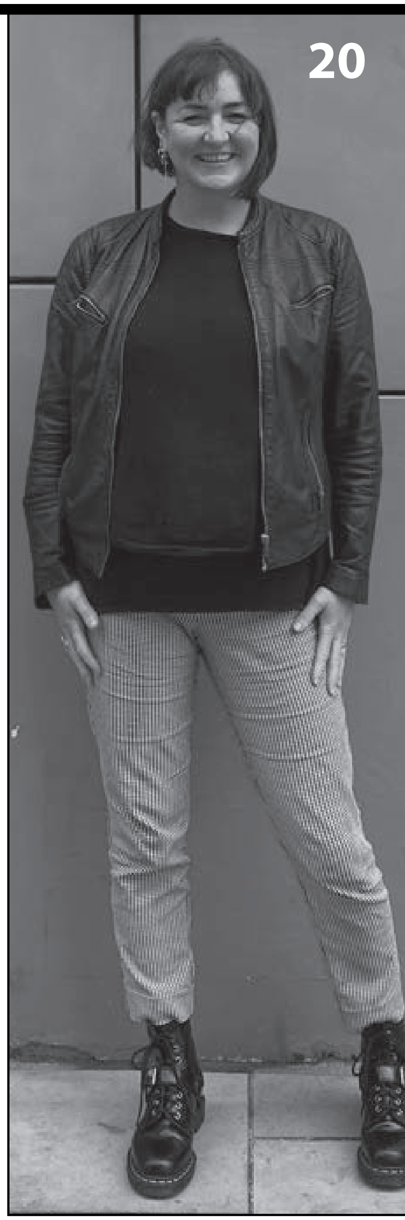
From Ellie Orton, the CEO of NHS Charities Together, who led on one of the fastest-growing charity campaigns in history (and helped a ton of NHS charities in the process) to Clare Warner, who launched the first Charity Wellbeing Summit to help maintain good mental health in workplaces, so many people have used the pandemic as an opportunity to do some really amazing things.

There aren't enough pages in this magazine to showcase every single leader who has made a mark over the past two years, but there are enough pages to provide a snapshot. We'll be publishing much more of this content in the coming years, so if you aren't featured in this issue, please know that more opportunities will come, and we will eventually be able to celebrate you all. Happy reading!

Lauren Weymouth, Editor

In this issue
Contents

September 2021



News & views

On the cover

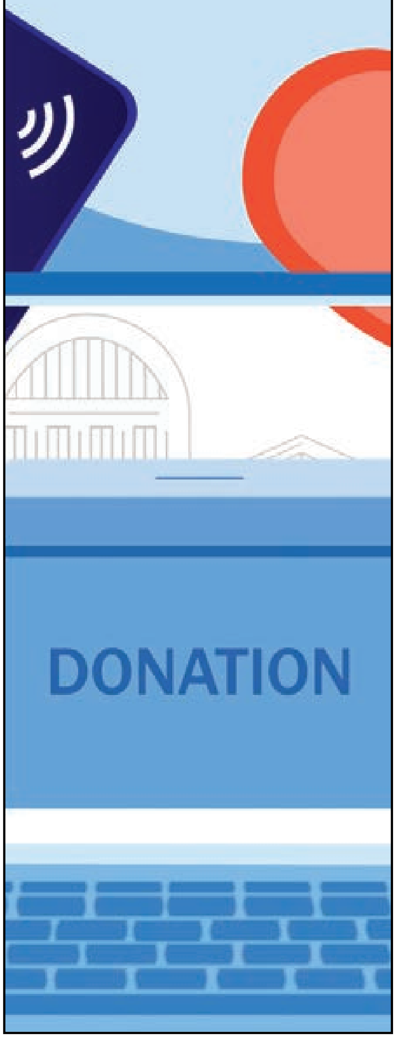
Interview

Contents

28

34

40



Overview

Features

Guides

in brief

LONDON MARATHON NAMES BHF AS 2022 CHARITY OF THE YEAR

The organisers of the London Marathon have named the British Heart Foundation (BHF) as 'charity of the year' for the 2022 event. Macmillan Cancer was the charity of the year for this year's event, which saw mass participation fundraising return to the capital following the Covid-19 pandemic. This year's event saw the charity receive £1.9m in donations.

PM'S RESHUFFLE SEES DORRIES REPLACE DOWDEN AS CULTURE SECRETARY

Nadine Dorries has been promoted to Culture Secretary to replace Oliver Dowden, who has become co-chairman of the Conservative Party amid Boris Johnson's cabinet reshuffle. One of Dorries' priorities is to oversee the appointment of a new Charity Commission chair. Dowden had said the next chair of the regulator needs to "refocus charities on their important founding missions".

NCVO LINKS UP WITH CONSERVATIVE THINK TANK TO LOBBY CENTRE RIGHT POLITICIANS

The NCVO is working with a conservative think tank to forge "new relationships" with centre right politicians. The link up with think tank Bright Blue is alongside Lloyds Bank Foundation and has been made as the charity sector body looks to bolster its lobbying around the government's 'levelling up' agenda.

YOUNG PEOPLE LEADING CHARGE AGAINST USE OF 'WHITE SAVIOUR' IMAGERY, REPORT FINDS

More than two thirds of people will still donate to an international aid charity even if it uses 'white saviour' imagery in its promotion. But the proportion falls markedly among younger people, suggesting that the public's tolerance for such images will lessen. The findings have emerged in a report by agency Blue Slate into ethical fundraising, which surveyed just under 1,500 members of the public.

"Just 12% are able to describe their charity as 'digitally mature' and in a strong position to meet the challenge of falling income."

TORY MPS CALL FOR GREATER INVESTMENT INTO CHARITY COMMISSION TO IMPROVE TRANSPARENCY

A group of Conservative MPs have called for greater investment in the Charity Commission to strengthen transparency and governance in the voluntary sector amid the government's 'levelling up' agenda. Called Trusting the People it argues the case for "community powered conservatism" amid 'levelling up', that includes "radical forms of governance and transparency" to ensure public funds "are not being siphoned away by organisations but go into real change".

ONLY ONE IN EIGHT CHARITIES 'DIGITALLY MATURE ENOUGH TO THRIVE' POST-PANDEMIC

Just one in eight charities are 'digitally mature' enough to thrive over the next 12 to 18 months, a report has warned. Blackbaud's Status of Fundraising 2021 report found that just 12% are able to describe their charity as 'digitally mature' and in a strong position to meet the challenge of falling income.

CHARITY COMMISSION CEO DELIVERS WARNING TO TRUSTEES OVER 'WORLD VIEW AND OUTLOOK'

Charity Commission chief executive Helen Stephenson has warned trustees they must ensure their decisions are not driven "by their world view and outlook". Stephenson delivered the warning during her speech at the regulator's annual public meeting following criticism from government and Conservative MPs over charities' attempts to address their historic links with racism and slavery.

CHARITY WORKFORCE GROWS AT FASTER RATE THAN ANY OTHER SECTOR OVER LAST DECADE

The charity sector workforce has grown faster than any other sector over the last decade, according to the NCVO's 2021 Almanac. It found that the voluntary sector has a paid

workforce of just under a million (951,611) up 3% on the previous year and up 20% on 2010's figures – the fastest workforce growth of any sector.

DRAMATIC RISE IN WHISTLEBLOWING DISCLOSURES RECORDED

The Charity Commission has reported a 75% rise in the number of whistleblowing disclosures it has received over the last year. While in 2019/20 it received 247 disclosures about charities, in 2020/21 this leapt to 431. The numbers of whistleblowing disclosures have risen steadily since the figures were first recorded in 2015/16, when the regulator received 87 disclosures.

REGULATOR PLEDGES ACTION FOLLOWING SURGE IN ONLINE FUNDRAISING COMPLAINTS

The Fundraising Regulator is to review how charities are supported in their online fundraising, following a surge in complaints around the sector's use of social media, websites and digital advertising to generate income. Complaints to charities about their online fundraising more than tripled during the Covid-19 health crisis, according to latest figures from the regulator.

YOUNG PEOPLE MISSING OUT AMID SURGE IN DEMAND FOR CHARITY SERVICES

A survey had found that young people are more likely than the elderly to miss out on support due to Covid-19 related service disruption, closures, postponements and financial pressures. It found that 7% (3.7m people) of those who used charity services before the coronavirus health crisis were no longer able to use them during the pandemic itself. The worst affected were young people.

CHURCH CHARITY THAT HANDED OUT £900,000 UNSECURED LOANS UNDER INVESTIGATION

The Charity Commission is to investigate a church charity after it emerged its trustees had handed out more than £900,000 in unsecured loans. The loans were given by Citygate Christian Outreach Centre to "an individual", said the regulator which said it is also concerned over the charity's awarding of payments and "other financial benefits" to trustees linked to the organisation.

CHARITY SECTOR BLIGHTED BY 'UNSUSTAINABLE' LEVELS OF BURNOUT, REPORT WARNS

Voluntary sector workplaces are marred by unsutainable levels of burnout as charities struggle to attract the staff they need to raise funds, a report has warned. The findings have emerged in a report by consultancy Lark Owl, which surveyed 45 charities during the summer. "Overwhelm, overwork and burnout was a key theme," said the report.

HYBRID WORKING COULD SAVE £15,000 A YEAR ON UTILITY COSTS, RESEARCH SUGGESTS

Charities looking to switch to a hybrid model of working, where staff share their time between home and office, can save more than £15,000 a year on the cost of heating and lighting their offices. Charities with around 100 staff can save £15,480 a year, while those with 25 staff can save £3,870, the research found.

CHARITY JOB APPLICATIONS SLUMP BY THREE QUARTERS

The number of applicants applying for the average charity job has slumped by more than three quarters over the last year, according to latest figures from online employment site CharityJob. While the average number applying for each job was 100 in May 2020 by July 2021 this average had plummeted to just 24.

ONE IN FIVE CHARITIES FACED CLOSURE WITHOUT GOVERNMENT'S COVID-19 FUNDING

Just under one in five charities say they would have had to close or stop providing services altogether without Covid-19 funding provided by the government, an independent report has revealed. Analysis of the impact of the government's £200m Coronavirus Community Support Fund (CCSF) found that 17% of charities who received funding were at immediate risk of closure. This proportion rises to nearly one in three among charities who used the funding exclusively to continue to operate.

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What is the Charity Times Leadership Network?

The Charity Times Leadership Network is a membership service, created by the publishers of Charity Times, which has been designed to help provide charity leaders with the tools and guidance required to be a stronger and more influential leader.

What does membership include?

Premium membership to the network includes the following:

- A print edition of Charity Times magazine bi-monthly, delivered to an address of your choice
- Discounts on all Charity Times events in 2021
- A daily e-newsletter, containing key headlines and exclusive, in-depth content on issues affecting charity leadership
- Exclusive invitations to Charity Times events
- Access to regular surveys and reports
- Access to in-depth case studies, exclusive interviews and leadership diaries
- Access to the full archive of Charity Times digital magazines
- A monthly e-mail from the editor, providing a digestible round-up of the month's most popular and important content

Our team of investigative journalists are working hard to uncover some of the biggest trends and issues from across the sector to ensure our members are constantly kept up to date with all aspects of charity leadership.

Additionally, we've teamed up with leaders from across the sector to help members feel part of a community, whereby sharing ideas and experiences leads to better professional development. Members will be offered the opportunity to share their own leadership experiences – in the form of diaries, case studies, interviews and blogs – in exchange for access to the same content from others across the sector.

Why should I join?

Good charity leadership has never been more important. By being a part of the Charity Times Leadership Network, you'll be provided with a range of tools designed to help you lead your organisation to success, whilst being influential in the process.

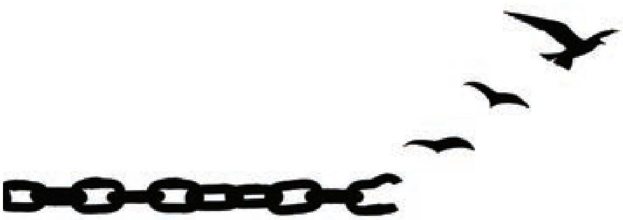
Sold already? Visit www.charitytimes.com to select the appropriate package for you.

Or reach out to Shannon.Woods@CharityTimes.com to find out more

Charities warned against tackling historic links to slavery

THE REGULATOR IS URGING TRUSTEES NOT TO BE INFLUENCED BY THEIR 'OWN WORLD VIEW AND OUTLOOK'

WRITTEN BY JOE LEPPER



Charity Commission chief executive Helen Stephenson has warned charity trustees they must ensure their decisions are not driven "by their world view and outlook". Stephenson delivered the warning during her speech at the regulator's annual public meeting and following criticism from government and Conservative MPs over charities' attempts to address their historic links with racism and slavery.

Over the last year, the Charity Commission has investigated the National Trust after it addressed the colonial roots and links to slavery of many of its properties.

In addition, the regulator investigated anti-racism charity the Runnymede Trust following complaints from Conservative MPs over its criticism of a report claiming there is no institutional racism in the UK. Both charities were cleared of breaching charity law.

She told the meeting: "As you may be aware, some of our recent compliance work has involved controversial, sensitive issues. Issues that might broadly be described as relating to the 'culture wars'.

"Some have criticised us for opening cases into these matters. They have questioned the motives of those who raised concerns. Let me use this opportunity be absolutely clear: the Commission does not, and must not, examine people's world views or ideologies before deciding whether they have a right to have their concerns examined by us.

"We will always take concerns raised with us seriously. And we will assess every concern fairly and consistently. Where we find no problems, we will say so. And where we are concerned about trustees' oversight of their charities, we will take action to help them back on course."

But she added: "It's also important that charities themselves are alive to the wide range of legitimate views and sensibilities that exist within the public on whose support they ultimately rely.

"This doesn't mean avoiding controversy or difficult issues. But trustees must ensure their decisions and priorities are driven by their charity's aims. Not by their own world view and outlook."

Dowden: Commission chair will 'refocus' charities on missions

Her comments follow concerns raised by then Culture Secretary Oliver Dowden last month that charities have been "hijacked by a vocal minority seeking to burnish their woke credentials".

Dowden said the new Charity Commission chair will "refocus" charities on their mission, amid concerns in government that the sector has been "hijacked by a vocal minority seeking to burnish their woke credentials".

He is particularly critical of charities looking to tackle their historic links to slavery.

In announcing details of what the government expects of a new Charity Commission chair, Dowden says that the recruitment process "provides an opportunity to refocus charities on their important founding missions".

In an article in the Sunday Telegraph, which has been published on the government's website, Dowden launched an attack on charities that have sought to address their past links to slavery, racism and colonialism.

This includes Guy's and St Thomas' Foundation which is looking to move a statue of Thomas Guy "to a less prominent position" at Guy's Hospital due to his links with slavery. Eighteenth century Hospital benefactor Guy had held shares in the South Sea Company, which was prominent in the slave trade.

But Dowden said: “Just last week the Guy’s and St Thomas’ Foundation overruled legal advice to move a statue of Thomas Guy from its main forecourt.

"A public consultation had been run on the matter, with statements from the foundation citing Guy’s shares in the South Sea Company, which had a major role in the evils of the slave trade.

"His role in founding one of the world’s finest hospitals was deemed entirely secondary to this share ownership. Three quarters of those who responded said the statue should remain in place, and yet they announced they were moving it anyway."

Another charity he mentions is the Churchill Fellowship, which had been embroiled in a media storm over a rebrand “which appeared to airbrush Sir Winston Churchill from its public profile”, said Dowden.

Churchill’s documented racist and white supremacist views have courted controversy in recent years. “The Churchill Fellowship has now stated that it is not seeking to disown the reason that they exist, which is welcome,” said Dowden. “But I found it quite extraordinary that it got to the position where this clarification was required.”

Candidates to be tested on how to commence ‘rebalancing’

Dowden said he has “instructed” those looking to recruit a new Charity Commission chair “to ensure that the new leader of the Commission will restore charities’ focus to their central purpose and empower trustees to be robust”. He added: “Candidates will be tested on how they will harness the oversight powers of the Commission to commence this rebalancing.

“Ministers will only select a candidate that can convince on these criteria. This is an important first step that will benefit not only the public but the charities themselves. I am convinced that the most successful charities of the next century will be those focused on their core purpose of delivering positive change.”

The new Charity Commission chair will replace Baroness Stowell whose term of office ended earlier this year. During her term she was a vocal critic of the “politicisation” of charities. This included launching an attack on “lefty lawyers”. MPs had been critical of her suitability in the role. Commission board member Ian Karet is currently chairing the regulator on a temporary basis.

Charity sector reaction

In its reaction to Oliver Dowden’s comments, the National Council for Voluntary Organisations (NCVO) said that “like charities it oversees, the Commission must be above party politics”.

“Charities cannot afford for their regulator to be anything but and the public deserves nothing less,” it said, adding that the next chair of the regulator “should be a politically independent appointee”.

“The role of the Commission is to regulate in line with the laws made in Parliament. Within that framework, it is not for the Govt or Commission to tell trustees what is best for their charity or those they serve.”

It added that “inclusion and speaking out about issues of injustice” was central to trustees’ decision making. Meanwhile, ACEVO also raised concerns around Dowden's comments saying: "there is no evidence to suggest that charities are drifting from their missions, and their independence to carry out their work as they see fit is a huge strength of the sector".

Nadine Dorries replaces Dowden

Nadine Dorries has since been promoted to Culture Secretary to replace Oliver Dowden, who has become co-chairman of the Conservative Party as part of the cabinet reshuffle. Former nurse, Dorries, joins from the Department of Health and Social Care, where she was appointed as a junior minister in July 2019 and then promoted to minister of state in May last year. Both roles focused on patient safety, suicide prevention and mental health.

The Culture Secretary brief, which includes overseeing the Department for Digital, Culture, Media & Sport and the Office for Civil Society, is Dorries’ first cabinet position. She has been a Conservative MP for Mid Bedfordshire since 2005. Dorries attracted controversy in 2013 for failing to declare her fee for appearing on the show I’m a Celebrity…Get Me Out of Here! She later apologised to MPs over the incident. The NCVO said that it looks “forward to working with” Dorries “to strengthen the work of charities and volunteers”. It stressed that charities “have a huge role to play in the nation’s recovery and levelling up agenda”. ■

People on the move...

The latest appointments from around the charity sector

If you have any appointments to announce please contact melissa.moody@charitytimes.com

JON SPARKES

UNICEF UK has announced Jon Sparkes as chief executive, beginning early 2022. Steven Waugh, chief financial officer, will continue as Interim executive director until then. He joins UNICEF UK from Crisis UK, where he has been chief executive since 2014. Prior to that, Sparkes was chief operating officer at UNICEF UK and chief executive at SCOPE.

BARNEY BURGESS

The board of trustees of **Air Ambulance Kent Surrey Sussex (KSS)** has elected Barney Burgess as its new chair of the board in succession to Dr Helen Bowcock OBE, DL. Professor Andrew Rhodes and Michael Docherty both succeed Barney Burgess as joint vice chairs. The new appointments take effect from December 2021.

ANDREA ABBIS

Andrea Abbis has been appointed as the new director of marketing and communications at **Brain Tumour Research.** Abbis will oversee the marketing, digital marketing, and PR & communications teams, working to increase the profile of the charity, raise greater awareness for the cause, maximise engagement and inspire supporters.

NAOMI HURST

Wood for Trees has appointed a new data scientist, Quentin Sorel, and marketing manager, Naomi Hurst (pictured). Sorel's role will help develop more predictive algorithms within InsightHub, enabling charity supporter data to be automatically scored across desire outcomes, while Hurst joins with the aim of increasing the user base of InsightHub.

ROXANE HEATON

Macmillan Cancer Support has announced Roxane Heaton as its new chief information officer to lead Macmillan's technology and digital teams. She has both public and private sector experience, including as an officer within the Royal Navy, deputy chief technology officer at the UK Hydrographic Office and latterly as a director in the Civil Service.

HEIDI ALLEN

CHS Group, has appointed Heidi Allen as the new chair of the board. Allen is a former Member of Parliament for South Cambridgeshire and Strategic Advocacy Advisor for the RSPCA. As the new chair, Allen will oversee the CHS Group Board and its responsibility to its residents and to meet the standards of the Regulator of Social Housing.

PAUL FARTHING

Paul Farthing has been named the new chief executive of **Shooting Star Children's Hospice.** He brings over 25 years of extensive leadership experience in both the charity and commercial sectors. He joins Shooting Star Children's Hospices from The Children's Trust where he was director of Income generation and communications.

ALEXANDRA SLACK

Alex's Wish has appointed an events management expert as its next chair of trustee. Alexandra Slack, who runs the consultancy House of Lifestyle Management, becomes chair, taking over from Stephen Dean. In addition to Slack's appointment, the charity has also recruited University of Leicester journalism student Tom Carter as a trustee.

ALASTAIR FLOYD

Alastair Floyd has been appointed as the new chief executive of **Tall Ships Youth Trust**, beginning his new role on 18 October 2021. He will replace Richard Leaman-Grey. Most recently, Floyd has led growth in philanthropy, corporate partnerships and visitor experience at the Guide Dogs for the Blind Association, supporting children and adults with sight loss.

ANNAMARIE HASSALL

Education charity, **Nasen**, has appointed Annamarie Hassall MBE as its new CEO. She brings with her four decades of experience in children's services, working closely with ministers, DfE, DWP, Public Health England and wider stakeholders. In 2011, she received an MBE for her dedication to working with children and families.

AMY JANKIEWICZ

Battersea has appointed Department for Environment, Food and Rural Affairs (DEFRA) programme director Amy Jankiewicz as its director of operations. Jankiewicz, who is a former British Army officer, starts at Battersea in November, after having spent much of a her time at DEFRA in the animal health and welfare policy directorate.

Diversity

"CAN WE PLEASE DITCH THE RACISM PORN?"

SRABANI SEN IS CEO AND FOUNDER OF FULL COLOUR AND CHAIR OF ACTIONAID

It's taken me a while to get to the point where I feel strong enough to write this particular column, but here goes.

Thanks to the work and profile of Black Lives Matter last year, for the first time, some people who had never faced racism began to get curious, wanting to understand what they could do to help combat this insidious societal disease.

Organisation after organisation arranged learning sessions where people of colour were asked to share their stories so white people could better understand the "lived experience" of racism. In Zoom rooms around the country white people sat shocked, mesmerised and fascinated by the stories they heard from people of colour. They spoke of the power of these sessions and of how moved they were. I can see why. If you have never experienced racism, hearing about it and its impact, will seem shocking.

However, for me there is a darker side to this work; something that only ever gets spoken about between people of colour.

Firstly, in the work I do with Full Colour, I regularly come across expectations that people of colour "should" share their experiences so that white people can "learn". The implication is that those who are disadvantaged by the way others perceive them because of their ethnicity have the responsibility to support those with the privilege of never having faced racism to learn and change.

In setting up organisational learning sessions, little meaningful effort is made to ensure the psychological and emotional safety of the people of colour asked to share their experiences.

Even worse, in many examples of listening sessions that people of colour have shared with me, what they have described is akin to what I call "racism porn". A spectacle where people of colour are asked to share very private feelings and experiences which have caused them pain in a very public way.

In listening to some white colleagues describe how they felt about these sessions I have sometimes witnessed what has felt like a savouring of the horror of racism stories. The sort of savouring that comes with watching a particularly grizzly scene in a horror movie. I am not saying every white person has reacted in this way. But too many have, with few recognising this reaction in themselves.

Thanks to many people of colour starting to put down boundaries by turning down "opportunities" to share their trauma, these sessions are taking place less frequently now, but I still hear white colleagues expressing their "need" to hear about experiences of racism from people of colour. Why? If people genuinely want to learn, how about reading a book? Here are some suggestions:

- "Why I'm no longer talking to white people about race" by Reni Eddo-Lodge
- "Natives", by Akala
- "What white people can do next", by Emma Dabiri
- "Black and British", by David Olusoga
- "How to be an anti-racist" by Ibram X. Kendi
- "Inglorious empire" by Shashi Tharoor

When it comes to sharing experiences, how about we make that mutual. What did it feel like to hear Uncle Bob share a racist joke and your Mum laugh? Did you challenge? If not, what stopped you? How many times have you had an automatic "instinctive" reaction to a stranger because of their skin colour or religion? What drove that reaction and how did you deal with it? Sharing experiences should surely be a two-way street.

Thank you if you are one of those that have leaned in and are talking about racism. But please, can we find another way of doing it that doesn't involve racism porn. ■

If you would like to write for Charity Times, or discuss any of the issues mentioned in this column, please e-mail: editor@charitytimes.com

Regulation

WE MAY HAVE TO DIG DEEP TO GET OUR VOICES HEARD OVER THE DIN OF THOSE SHOUTING 'WOKE'

As I sit down to write this piece, it's been over a week after the reshuffle in government commenced and I am still uncertain as to whether we have a specific minister for civil society.

Maybe this speaks volumes that as a sector we are still unsure if we even have a minister! I believe Nigel Huddlestone MP is the new incumbent as the post, which was vacated when Baroness Barran moved to education. We do know that Nadine Dorries MP, of 'I'm a celebrity get me out of here' fame, has been appointed as the new Secretary of State for DCMS, but little has been said of the civil society brief.

Debra Allcock-Tyler asked, in a frank opinion piece: 'Why should we bother with DCMS?' She reflected that the civil society brief had been of diminishing importance and questioned where power and influence really lies (as well as reminding us that we do not exist to serve government).

But who should we be looking to if we are to influence the civil society agenda? If we are to lean into the opportunities to shape the future, however thin we may believe them to be, who are the key players?

This reshuffle has, in my view, pivoted our focus as a sector towards a renamed 'Department for levelling up' (formerly Ministry for Housing, Communities and Local Government) and Michael Gove's new task force, designed to put some meaningful flesh on the bones of the phrase.

Alongside Andy Haldane, the recently appointed CEO of the RSA and former Chief Economist of the Bank of England, who has been seconded for six months to the government, is Danny Kruger MP. Kruger was commissioned to 'develop proposals to maximise the role of volunteers, community groups, faith groups, charities and social enterprises, and contribute actively to the government's levelling up agenda', and has become Gove's Parliamentary Private Secretary.

It strikes me, therefore, that whoever the minister is (if we get one at all), it will be prudent to seek to influence Gove's new team and ensure that civil society is at the heart of thinking on levelling up – and not an afterthought to engage with once business and the public sector have had their say.

And what of DCMS and its relationship with our regulator? Shortly before being reshuffled into the post of Conservative Party Co-Chair, Dowden wrote an explosive piece in *The Telegraph* about the expectations of the next Charity Commission chair. The chilling tones of political involvement in the appointment of the next chair did nothing to quell the concern that there remains an unhealthy focus on popularism. The dog whistling to those who wish to engage in 'culture wars' is unlikely to diminish under the new Secretary of State if her past comments are an indication of future behaviors.

Rightly so, there is a legal challenge seeking to prevent the further politicalising of the Charity Commission's chair, but the reality is we will have to live with the outcome of the process. We may have to dig deep to get our beneficiaries voices heard over the din of those shouting 'woke' and stocking division as the government treads its path to the next general election.

And we must not be distracted – however many dead cats are thrown in our path! As put perfectly by the serenity prayer: we must have the serenity to accept the things we cannot change, the courage to change the things we can and the wisdom to know the difference. ■

If you would like to write for Charity Times, or discuss any of the issues mentioned in this column, please e-mail: editor@charitytimes.com

CARON BRADSHAW IS CHIEF EXECUTIVE OFFICER OF THE CHARITY FINANCE GROUP

OPINION

Secret charity CEO: "The chair's selective inactivity is causing huge delays"

An anonymous CEO struggles in the face of a strained CEO-chair relationship.

The great thing about being the chair of a rapidly growing small charity is that you can get involved with the things that interest you and completely disengage with those that don't. WRONG.

Unfortunately, this is the approach of our chair. The number of emails I've sent to him marked 'important' or even 'urgent' and never ever had a reply could not be counted on one hand, or even two. Recently I started counting my unsuccessful chase-up attempts with a view to sending a big chase-up email and found that there are several issues I've raised with him that I've chased-up three times and still received no reply.

He often goes for weeks at a time without replying to any emails at all. This is even more frustrating because he insists on my communication with the board through him wherever possible and has been known to send me a terse 'holding email' whenever I email the board directly.

I have been a trustee for a number of years, so I'm only too aware that being a trustee is challenging and can be time-consuming. Being a voluntary role, it can mean that our day jobs much take priority. I get it. I have realistically low expectations of my chair and only send him emails when I need his input.

What frustrates me most about these disappearing acts is that he can quickly reappear, emerging from the shadows of deafening email silence like a spectre, to send an email with a list of demands about operational activities that he's got a particular interest in or views on. These demands always relate to something far less important than the many issues that he's ignored and rarely require any input from trustees.

The big challenge for any CEO in this situation is striking the right balance between trying to maintain a friendly working relationship with the chair and getting answers to issues that require board input. This is a balance I've failed spectacularly to strike – our relationship is strained and there's a huge list of things that have been delayed due to his selective inactivity.

Due to a combination of the aforementioned strained relationship and – I would argue – his attempts to control my communication with the wider board, every time an important board decision is required, a pre-meeting meeting with just trustees is hastily organised a few days before the actual meeting.

These meetings are always quite mysterious. I'm never officially told that they're taking place until afterwards and there's never any minutes or record of the meetings. Whenever I ask (and I do ask), to see the minutes or a record of what was discussed, I am met with cryptic responses like "I can assure you that we will keep you fully informed of any decisions taken" or "the board is aligned on X".

Whilst it's understandable that trustees should have informal discussions from time to time, feeling the need to hold meetings, when trustees' time is precious, a few days before official minuted meetings on the very same topic makes me wonder what is being discussed in my absence. I've only ever known CEOs to be excluded from board discussions when their conduct or salary is being discussed and I'm definitely not anticipating getting a pay rise anytime soon. ■

If you can relate to the issues mentioned in this article, or if you would like to anonymously document some of your own challenges, get in touch at editor@charitytimes.com. All names will remain anonymous throughout.

Profile: Dalton Leong

Ahead of the curve

OVER 18 MONTHS ON, CHARITIES ARE STILL REELING FROM THE EFFECTS OF THE COVID-19 PANDEMIC, WITH MANY SEEING MORE WORK THAN EVER BEFORE AND WITH BIGGER CHALLENGES STILL TO OVERCOME. THE CHILDREN'S TRUST IS NO EXCEPTION, AS DALTON LEONG TELLS MELISSA MOODY.

"It's been very challenging at The Children's Trust, but I think we've survived incredibly well considering," Dalton Leong, the charity's CEO explains. Like nearly every other charity across the country, lockdown rocked operations overnight when it first began in March 2020. The main priority for the trust became keeping Covid away from both its staff and children at its Tadworth site in Surrey. But that didn't come without extra costs – roughly £160,000 was spent on PPE.

One of the charity's biggest challenges, Leong explains, was having to close the charity's shops overnight and make the choice to furlough staff. Concerns around fundraising were also rife as it, like many charities, was forced into cancelling planned events. As a way of raising money and keeping morale up for the children, it enlisted the help of its celebrity ambassadors, from McFly's Harry Judd doing sponsored drumming lessons on TikTok, to David Walliams doing a virtual book reading to children on the charity's residential site. "Elaine Paige launched a charity single on our behalf and she included young people in the video, which was just amazing," enthused Leong. "We expected to be down about £1.2million in fundraising and it ended up being less than half of that."

Staff support

Much of this was down to staff and volunteers, who were at the heart of keeping the charity going during the pandemic, Leong says. With this in mind, during lockdowns, both mental and physical health were heavily prioritised. "We care for children with very complex health and educational needs, so if you can't care for yourself, then we're nothing as far as I'm concerned. We absolutely put our staff front and centre and tried to keep motivation going."

Charity shop staff, who were furloughed, had their pay topped up, which Leong says has paid off in the long-term. "The staff loyalty has been unbelievable. They were so grateful that we looked after them in their time of need and now they are putting that back into the shops." As a result, they have been able to open all 17 of their shops across the South East.

The trust also implemented virtual coffee mornings by means of keeping motivation going, created an internal newsletter, and Leong

began a weekly vlog. "I would be on a different part of the site and sometimes catch a member of staff and would interview them – ask how things are going, how are you coping and then they would have a moment of fame on our intranet.

"That was very good in terms of keeping communications going with staff regularly, and that staff knew what was going on." Quite quickly he found out that staff who were not child-facing, (those who don't work in the school, giving rehab or in nursing or therapy roles), wanted to know how the children were doing as much as their colleagues. He adds that sometimes his vlogs involved chatting with the children in the care of the charity, which always went well. "Staff found it really motivational to keep in touch with the reason why we exist."

Mental health and wellbeing were put at the top of the agenda. "We didn't want to underestimate how difficult it is with people working from home for 18 months, sometimes in a tiny little bedroom. It's not easy." During lockdowns, 40% of staff worked from home, which Leong decided to mirror, spending three days in the office and two from home. "I wanted to understand their pain; you know, when the Wi-Fi goes down, or you get interrupted. In fact, my keyboard was on top of an empty Amstel beer box, and I used to joke that 'at the beginning of this meeting that was full'."

But it's not all been bad, he points out. Leong, like many leaders, has seen the impact of hybrid working within the sector and believes that it will become a long-term solution. "It has its advantages. You can wake up at quarter to nine if you start at nine and can be in your pyjama bottoms and a T-shirt rather than commuting for an hour or so. So when we come out of the pandemic I can anticipate us getting into a truly hybrid model, working two or three days in the office. We won't return to how it was before Covid."

Leadership lessons

When asked what lessons he's learned from the pandemic, Leong ponders. "When Covid first hit us, I wrote a note to our staff, and I said: we will get through this. We will only get through this, though, if we can prove that we're adaptable, agile and innovative. I can assure you we can come out of the other end of it better and stronger.

"That was 18 months ago and I genuinely believe that we've done that in abundance."

Taking action quickly was one of the biggest things he's taken away from the events of the last 18 months, he says. A week before lockdown, they had a member of staff return from Italy, who was immediately sent home before Leong pulled together the trust's major incident team and decided staff should work remotely across the board. Since then, they have always tried to stay ahead of the curve.

"The government has said you don't need to socially distance and actually we still do that. We haven't been a slave to government announcements; we've tried to be safer.

"I guess the point I'm trying to make is, as a leader, you have to make quick decisions. You think you're not always going to be popular, but I think it's just about making sure that you're not afraid of those difficult decisions."

Another thing about the leadership team, Leong adds, is the willingness to embrace digital "and we invested in that quite quickly," he says, explaining that they made sure staff had laptops for home working and the right programmes to make the transition smooth.

The trust's head of comms also moved on and was replaced with a head of communications and digital content with "great skills" in the digital space. "It was a very purposeful move for us organisationally and from my point of view, it feels like it has been a major success. I'm very proud of how we've adapted quickly digitally."

Forward thinking

So what is next for the charity now things are returning to a 'new normal'? Before the pandemic, The Children's Trust launched a new strategy called Hope and Ambition, with the aim to grow its services.

Covid-19 meant they had to reprioritise, until things got back to normal, but its goals are still the same, meaning more digital evolution is on the map for the charity in the future too. "We're in a digital world and we have to replace it, and we're absolutely set to do that in a really strong way," Leong says, echoing earlier sentiments about the strength of the team he works with.

"I'm often asked why I love my job so much, and actually the first thing I say is it's because I work with amazing staff." Despite painting an overly positive picture about the trust and its journey through the pandemic, he doesn't deny it has been a challenging period. But, as Leong gently concludes: "We've survived the challenge" – words many other charities can echo. ■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PANDEMIC PIONEERS

The charity leaders that used the pandemic to drive lasting change for charities

COVER

Pandemic pioneers

A round-up of some of the charity leaders who used the pandemic to drive lasting change

The pandemic hit the charity sector hard, but like many other challenges, it rose to the occasion. Across the country leaders innovated, came up with creative solutions to problems and totally transformed the charity sector we knew previously. When we asked you to nominate leaders who made a difference, you did so in your droves. Below is just a small selection, highlighting some of the great work undertaken over the past 18 months.

James Banks

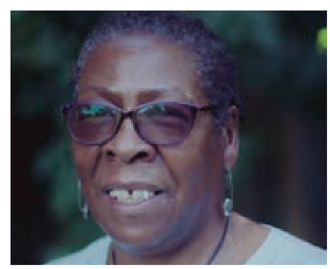
CEO, London Funders

Banks was described as a "vital driving force" behind the collective funder response to the pandemic. It's 'We stand together' statement created a set of principles for responsible funder behaviour which became a rallying point for funders nationally and internationally. He was also described as the force behind the London Community Response and together with his team was able to bring together 67 funders and over £57 million to deliver over 3,300 grants to communities in need, with 85% awarded to BAME, LGBT+, deaf, disabled and women-led organisations.

Yvonne Field

Founder and CEO, Ubele Initative

Under Field's leadership, Ubele Initative produced a number of reports during the pandemic, highlighting the need for more funding opportunities for BAME charities. During the pandemic, it warned that 87% of BAME-led organisations would close over the summer without immediate and urgent intervention by funders. As a consequence, The National Lottery Community Fund and The Ubele Initiative, on behalf of The Phoenix Way Partners, announced a new £50 million partnership aimed to boost funding and support to BAME charities and grassroots groups over the next five years.



Catherine Johnstone

Chief executive, Royal Voluntary Service

Described as playing a pivotal part in not only mobilising a nationwide response to the Covid-19 pandemic through the NHS Volunteers Responders programme, Johnstone also contributed her skills, knowledge and experience to other charities, local and national government on initiatives aimed at transforming volunteering in a post-pandemic world. Co-founding and currently co-chairing 'Shaping the future with volunteering', she has helped bring together chief executives from 26 charities to develop their collective response to the pandemic and explore ways of strengthening the role of volunteers.

Adeela Warley

CEO, CharityComms

Warley has written extensively on the role communications play for a charity, which became essential during the pandemic when an extensive amount of work moved online. During the pandemic it brought its entire face-to-face events programme of over 70 events online and took the opportunity to make them even more accessible by using Otter AI transcription. Warley also launched Mighty Networks – an online community platform to ensure members are able to support and learn from each other within the sector in a timely and responsive way.

Debra Allcock-Tyler

Chief executive, Directory of Social Change

In March 2020, Allcock-Tyler swiftly organised a weekly working group consisting of DSC senior team and three trustees. The aim was to ensure that issues arising could be discussed and decisions could be made swiftly. She then used the group to investigate how DSC could help the wider charity sector survive during the pandemic. Newsletters were posted weekly with information on the latest coronavirus support funds for charities and gave advice on issues such as managing in-house and furloughed staff, in addition to campaigning for more support for the sector.

Simone Spray

CEO, 42nd Street

A pioneer for young people's mental health services across Greater Manchester, Spray shared resources and research across the region during the pandemic, which is now informing the Greater Manchester Approach. She also contributed to proposals to secure emergency funding for BAME communities, carers, online support for young people, crisis support and support for families with babies and young children. Setting up a Bank of VCSE Mental Health workforce, it enabled the sector to get staff to where the need emerged over the pandemic and is now used as an example in ICS guidelines.

Esther Foreman

Founder & CEO, The Social Change Agency

During lockdowns, millions of people mobilised themselves to support their local communities. Foreman recognised the challenges facing these groups; with no legal infrastructure or bank account, groups were excluded from accessing the formal pandemic response system. Within 10 days of the first lockdown, she launched a fiscal hosting service designed for community groups and grassroot movements. Shortly after going live, it onboarded 96 community organisers from 32 groups across the UK. This number tripled in the following months, and today hosts nearly 250 groups.

Pandemic pioneers

Saba Shafi

Founding organiser, #CharitySoWhite and Founder, Bossing It

Shafi was nominated for her relentless work in holding the charity sector to account and working to influence change. Bossing It is a network for Womxn of Colour in Impact Leadership, a shared space for them to be vulnerable, to share opportunities, and to help each other succeed. In its first meeting over Zoom during lockdown the group had 78 people dialling in from across the world. As one of the founding organisers of #CharitySoWhite, which began on Twitter, Shafi has become the CEO of The Advocacy Academy ("TAA"), a youth organising movement based in South London.

Leigh Middleton

CEO, National Youth Agency

During the beginning of the Covid pandemic, Middleton pivoted the entire charity in support of young people and mobilised youth workers. Alert to the early closure of youth sector activities, he secured permission to lead and write comprehensive guidance for the whole of the youth sector, from uniformed groups, such as Scouts and GirlGuides, to detached youth workers and community youth centres. This guidance has been described as 'singularly contributing' to youth sector activities safely opening and remaining open.

Javed Kahn

Former chief executive, Barnardo's

During the pandemic, Kahn became a spokesperson for the needs of young people and has been a cheerleader for new ways of commissioning so that small charities benefit alongside larger charities. At the start of the pandemic, Barnardo's formed the See, Hear, Respond programme, which saw more than 80 charities and community groups share government funding, instead of competing against each other and minimising the chance of having a greater impact. It's estimated it supported more than 100,000 vulnerable children and young people.

Zoe Amar

Chair, Digital Code of Practice

As chair of the digital code of practice, Amar is one of the individuals leading the charity sector into the digital age, something that has been more important than ever since March 2020. She publishes a yearly charity skills report, an annual barometer of digital skills, attitudes and support needs across the sector. Amar has also campaigned for more digital trustees (who became a vital resource during the pandemic) and has led on guidance that has been life-saving to many small charities. Colleagues believe the sector would not have been able to transition to digital life without the help of Amar.

Pandemic pioneers

Polly Neate
Chief executive, Shelter

Neate has been at the forefront of the pandemic, with Shelter's campaigning around homelessness hitting national news and becoming successful in altering government policy, strong evidence to what a charity's voice can do. A vocal supporter of the Everyone In initiative, launched in March 2020 in response to the pandemic, Neate has voiced concerns about homelessness now that funding is drying up, and has called on the government to provide ongoing, dedicated funding to local authorities. She continues to be a source of inspiration to other leaders from across the sector.

Ellie Orton
CEO, NHS Charities Together

Orton rose to fame this year, heading up the charity at the vanguard of supporting NHS staff, volunteers and patients during the pandemic. Under Orton's leadership, the charity raised £100m in the first six weeks of its Covid-19 appeal. It created a UK-wide grants programme from scratch, distributing £20m in urgent funding within weeks and £30m within six months. So far it has made £125m available to NHS charities, funding a range of projects supporting staff, patients and volunteers. These have included bereavement support for patients, counselling and wellbeing support for staff.

Daniel King
Professor, Nottingham Trent University

King has spent his time examining Covid-19's impact on voluntary, community and social (VCSE) organisations, compiling reports on how the sector has responded to the challenges the last 18 months have brought. He has been looking at what people and organisations have been through, what did they do to survive and how they are thinking differently since the pandemic. The aim has been to collect data and insights on lessons learned, and to help organisations in using lessons to improve recovery in both the near and long-term future.

Clare Warner
Curator, Charity Wellbeing Summit

Wellbeing in the charity sector has become more important than ever with the impact of the pandemic taking its toll on staff. Warner has identified this and began the Charity Wellbeing Summit, offering sessions and speakers with suggestions and theories for personal and organisational wellbeing. Warner has worked throughout the pandemic, and created a selection of programmes, courses and consultancy offers to support the improvement of workplace culture, wellbeing and personal wellbeing as well as founding Charity Well, a research study into the wellbeing of fundraisers.

Pandemic pioneers

Ross McCulloch

Founder, Third Sector Lab

McCulloch understands the importance of digital transformation for charities. As founder of Third Sector Lab, McCulloch leads on all digital strategy and consultancy work, working with charities to help them use digital and social media as a tool to deliver organisational objectives. Also, as the founder of Digital Trustees Scotland - a movement which aims to get a tech professional on every charity board - he developed and facilitates the SCVO Digital Senior Leaders Programme in addition to running the CharityComms Scotland Networking Group and Third Sector Geeks WhatsApp Group.

Ian McLintock

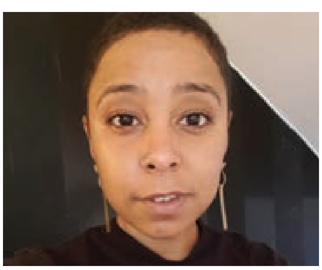
Founder, Charity Excellence Framework

From the outset of the pandemic, McLintock has been helping charities with the challenges of Covid-19. At the beginning of April 2020, readiness assessments for individual charities and sector tracking was implemented, to support charities in responding to the escalating crisis and to monitor the effectiveness of the sector's response. This was then continuously updated in response to rapidly changing policy guidance. The 'Covid Funder' database was designed, built and launched in nine days, with more than 3,500 charities registering in the first four weeks.

Becky Hewitt

Chair, Flexible working group

In response to the pandemic, Hewitt has recognised the need for greater guidance around flexible working and will be chairing a ACEVO and NCVO group on the topic. A survey of charity professionals found that 90% wanted flexible working to continue long-term. Under her leadership, the group will aim to address some of the barriers and stigma about flexible working as well as sharing examples of good practice. The group's findings will include signposting to key resources on flexible working to support charities.



Martha Awojobi

Founder, JMB Consulting, organiser #CharitySoWhite

A leader in the sector for speaking up about the sector's lack of diversity, Awojobi works in coalition with organisations to create a more equal sector, running anti-racism training, curating events such as #BAMEOnline and reimagining leadership with more people of colour. During the pandemic, she has not let up; speaking up vocally about threats BAME organisations were facing due to funding, work that carries over as one of the organisers and treasurer of #CharitySoWhite, an online movement aiming at changing the sector.

Kim Shutler

CEO, The Cellar Trust, Chair, Bradford Voluntary and Community Sector Assembly

During the pandemic, Shutler's role involved working with mobilised groups in the Bradford area as well as continuing to be the voice and influence structure for the local sector. She also sits on the wellbeing board, health care executive and strategic coordination group for the district, and is a member of the NHS England adult mental health steering group; all roles that were essential during the last 18 months, and will be going forward.

FEATURE

Reaping the benefits

After a tough financial year, many charities will be looking at ways to cut back. But should employee benefits be one of them? WRITTEN BY MELISSA MOODY

The pandemic hit charities across the UK hard and under financial strain, holding onto loyal and hard-working employees is more important than ever. The question is, how can charities look to retain staff, keep them happy and claw back a bit of much-needed income?

It's been suggested that reducing employee benefits could be one way charities can cut back, reducing benefits such enhanced pension contributions, season ticket loans and enhanced sick or maternity pay could be the difference between being in the red or in the green for many charities.

However, many charities believe that if staff mental and physical wellbeing is a priority then employee benefits shouldn't be considered in cuts.

Justine Currell, executive director of modern slavery charity, Unseen UK, says that despite financial challenges, at no point did they consider cutting benefits.

"Like many charities we were hit hard by the pandemic and lost a significant part of our income with live fundraising events cancelled and some significant donors unable to support us because of coronavirus related issues."

Currell continues: "Staff and survivors of modern slavery are central to what we do. Staff morale during the pandemic was therefore a key issue and at no time did we consider cutting benefits."

Aspens, a charity providing care to people with autism, learning disabilities and complex needs in Kent, Susses and Bexley agrees. "If our team aren't happy, this will inevitably have a knock-on effect on the people we care for and the quality of service we provide, therefore we don't believe reducing benefits for our employees is a sensible or viable solution to making financial cutbacks."

Blood Cancer UK is also a charity that decided against cutting employee benefits when looking at ways to cut back financially. "Our staff work so hard, and if we want them to stay with us and help us beat blood cancer, their benefits need to be fair and competitive with other organisations," explains Jessica Badley, head of HR and OD at Blood Cancer UK.

"There is always a balancing act between how we use charitable funds alongside rewarding everyone fairly for the excellent work they do. And we also took into account that we couldn't award a cost-of-living

Employee benefits

increase in 2020 due to financial pressures, so we absolutely did not want to cut benefits at the same time."

In fact, in November 2019, Blood Cancer UK began a pay and benefits review. This was put on hold during the pandemic, and has been picked up again earlier this year with specific goals, including: decreasing the gap between highest and lowest paid employees, ensure pay and reward strategies matched ED&I objectives, reducing the gender pay gap and equalising benefits across the whole team.

The charity's benefits are split into two main areas: financial wellbeing and mental health and wellbeing benefits. Financial benefits include a minimum salary of £25,000, enhanced pension contributions, enhanced sick pay and maternity, paternity and adoption leave, £1000 interest-free loan, season ticket loans and an additional day's leave to move house.

Mental health and wellbeing benefits run alongside mental health first aiders and time to chance employee champions in addition to Schwartz Rounds (conversations with staff about the emotional impacts of work) for all employees. Benefits include agile working, an internal wellbeing hub, 30 days annual leave plus bank holidays, five wellbeing days, an employee assistance programme which offers free, confidential counselling to all service staff, flu vaccinations, a request option for sabbaticals and supports the end period poverty campaign, supplying free period products in its offices.

Covid-19 changes

Instead of reducing employee benefits due to the pandemic, Blood Cancer UK actually decided to adapt them as a direct result of the pandemic. The charity no longer uses probation periods and its benefits no longer tie into length of service.

"Our staff and team worked incredibly hard over the pandemic, no matter what challenges were thrown at them," says Badley. "We wanted to ensure that they felt as secure in their roles as we could, and to reward them appropriately."

As a direct result of staff feedback, the charity added in the additional five wellbeing days and focus days. Focus days are organisation-wide days where everyone is focussed on activities which aid their continual professional development. "It's not a day to catch up on admin or complete your to-do list," Badley adds.

Similarly, Aspens introduced an employee assistance programme as a result of the pandemic which offers counselling and a support helpline. They also offer death in service benefits, vouchers of £100 each and access to discount cards such as the blue light card.

"We sent out a wellbeing survey to all staff in January this year (2021) as we entered another lockdown asking for feedback on how staff were feeling, views on potential additional benefits and what more we could do as an organisation to support them," says an Aspens spokesperson.

"We have used vouchers as a way of showing our gratitude to staff and to acknowledge their work over the last 18 months and the tremendous strain Covid has brought upon us all."

Wellbeing became a priority for many charities across the country,

Employee benefits

and benefits changed to reflect that. Mid-pandemic, Currell explains that Unseen UK took the decision to invest in training and a wellbeing programme which was launched this summer. "We wanted to send out a clear message that although times are incredibly tough, we are nothing without our professional and dedicated team and value them tremendously."

Maintaining happiness

So what else can charities do to retain staff, even with excellent employee benefits? Aspens believes it is of "vital importance" to invest in employees in terms of the benefits and ensuring they feel well-supported. "Not all of these need to involve a large financial outlay, so much of it is about keeping the channels of communication open, showing gratitude and appreciation and senior management reflecting a supportive attitude to maintaining a healthy work-life balance."

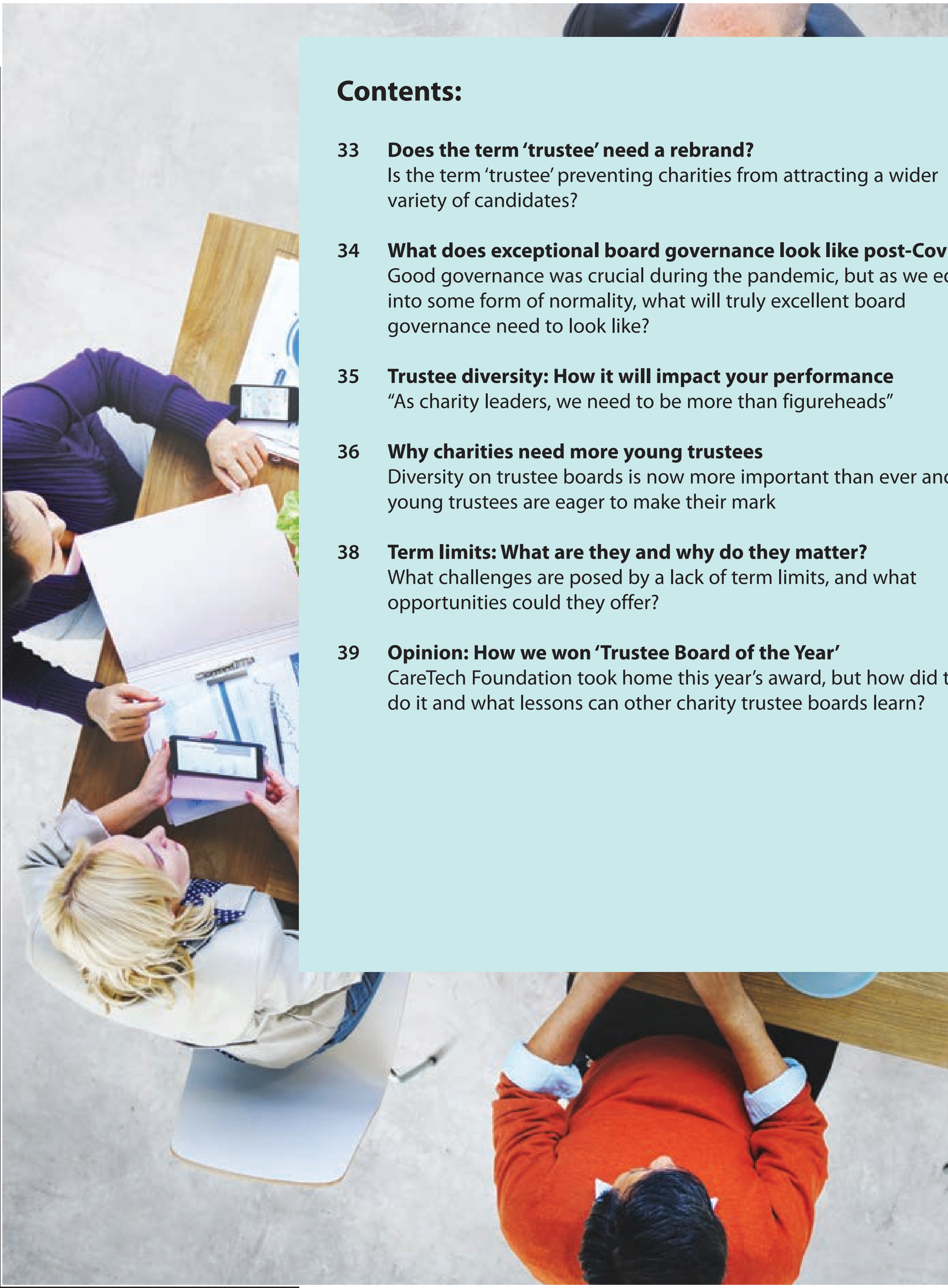
Good career development is attractive to employees, Aspens points out, in addition to paid sabbaticals, enhance maternity and paternity pay and financial support for other courses not directly related to their everyday job.

Badley emphasises that a good culture within the charity is also important and doesn't necessarily cost anything.

"If staff have autonomy and trust to do their jobs to the best of their ability, that will always retain them for longer than a gym membership or free breakfasts. And having inclusive ways of working can make such a difference to this. We see this most in our agile working approach- by allowing our staff responsibility and flexibility, they repay the organisation many times over through their dedication to the charity and our mission, and because they can bring their whole selves to work," she concludes. ■

charitytimes

Trustee Guide 2021



Contents:

Does the term 'trustee' need a rebrand?

Is the term 'trustee' preventing charities from attracting a wider variety of candidates?

Be honest, if you weren't part of the charity sector, would you know what the term trustee means? The law describes charity trustees as 'the persons having the general control and management of the administration of a charity', but who outside of the sector knows this?

I know that I wouldn't. I've been entrenched in the charity sector for nearly 10 years, and I only became familiar with the term in the last couple of years. Many of my friends openly admit to the same thing. But if people outside of the sector don't know what the term means, how are we to attract them to the role?

It's been well documented that the charity sector needs to be more diverse and it's crying out for trustees from different backgrounds. When I asked a family member what they thought a trustee was, "middle-aged man in a suit" came straight to their mind, and I wasn't particularly surprised by the answer.

In 2017, the Charity Commission's Taken on Trust report laid bare the lack of diversity on charity boards, highlighting that men outnumbered women by two to one and that more than 90% of trustees are white, older with above average income and education. This may have been four years ago, but I don't imagine much has changed.

There's probably a lot of questions to be asked about why trustees are viewed this way, apart from the obvious answer that it's because that's the way it currently is. It could be to do with marketing, communications or the role's own self-PR over the years, or all of the above.

So how can this image be changed? Like the title of this piece suggests, the term 'trustee' itself could be changed – but to what? The NCVO suggests that sometimes trustees are given other titles such as governors, councillors, management committee or directors. Nearly any of these could work, in my opinion. Schools have governors and in general, people understand what that means – it could very well be a viable alternative for charities.

It may not even be just the term 'trustee' that needs a rebrand, though. When I've talked to friends and family about this issue, their reactions suggest that the whole concept of trusteeship could do with an overhaul. Trustees are volunteers and should feature much more heavily in any discussions around volunteer opportunities.

This then begs the question: are charities doing enough to promote vacancies or are they instead relying on word-of-mouth from current board members? According to the Charity Commission, 81% of trustees are recruited by word of mouth, so this could be part of the issue. Charity trustee boards should be made up of different races, ages, income levels and genders – even more so if the charity is focused on any of these issues.

If boards are looking for new blood, it also wouldn't hurt to speak to schools or universities. The skills needed for boards are out there in abundance and young people are more eager than ever to stand up and make a change. Becoming a trustee could be the perfect chance for them to help make a difference. Charities should also reach out to youth or community groups, use social media and talk to people in their own organisations to find new and diverse members.

But this is where the term and its definition will reappear. The term needs to be easily recognised outside of the sector and currently, 'trustee' just isn't it.

Do you think the term trustee needs a rebrand? Get in touch with your thoughts Melissa.moody@charitytimes.com

Written by Melissa Moody, senior writer, Charity Times

What does exceptional governance look like post-Covid?

Good governance was crucial during the pandemic, but as we edge into some form of normality, what will truly excellent board governance need to look like?

Charity governance (the systems and values that underpin the decisions needed to run the organisation effectively) is central to the resilience of a charity at any time but will have been put to the test over the last 18 months. On top of the cancellation of fundraising events and the closure of venues on which charities rely for revenue, we are seeing the end of the various measures introduced by the government to protect businesses from insolvency. Many charities are facing increased demand for their services, whether as a result of the financial impact on households or of the effect of the pandemic on people's physical and mental health.

Now is therefore a good time for charities to review their governance and consider whether it can be improved in the light of their recent experience.

There has been no shortage of commentary on this subject, but it was good to hear the CEO of the Charity Commission talk at its latest annual public meeting about the importance of trustees keeping a focus on their charities' purposes.

From a legal angle, charitable purposes are the definition of any charity and it is the job of trustees to further that purpose as effectively as they can. It is also a feature of charity law that these purposes should evolve in response to changes in the social and economic environment. Just as it is no longer appropriate for a charity to equip young people for working life by buying them blue breeches, many charities will now be reconsidering their purposes taking into account recent experiences.

The Charity Governance Code reminds trustees that they should "periodically review[s] the organisation's charitable purposes, and the external environment in which it works, to make sure that the charity, and its purposes, stay relevant and valid". It also directs them to watch the external environment and plan for sustainability.

But it is also important for trustees to reflect on their own effectiveness: are they still able to devote the time it takes to participate fully in the running of the charity, and does this now take more time than it used to?

We have seen many charities respond to the pandemic by holding more frequent meetings in order to be able to react to a rapidly changing environment. The challenges of online meetings were of course well illustrated by the famous recording of a Handforth Parish Council meeting earlier this year. Again, the code sets out the expectations in this regard: "The board regularly discusses its effectiveness and its ability to work together as a team, including individuals' motivations and expectations about behaviours."

Many trustees have acquired new digital skills that help them to run their charities in a world where face-to-face events have been rare. Some charities have seen significantly improved levels of participation in virtual members' meetings. This sounds like good governance, but the pandemic may have widened the divide between those with access to the internet and those without; the moving of charity services online may cut across the principle of equality, diversity and inclusion which aims to reduce obstacles to participation.

One final point: trustees' annual reports rarely dwell on things that have not gone well, but they should be open about the impact of Covid-19, not only to provide an explanation for the figures but also to help other charities and stakeholders to learn from the experience. The sharing of experiences across networks of charities and trustees has been a great source of support during the pandemic.

To summarise, exceptional governance will include:

- Focus on the charity's purposes;
- Keep an eye on external factors;
- Monitor board effectiveness;
- Don't exclude people as you adapt to a changed world; and
- Share your experience with others.

Written by Paul Ridout, partner in the charity department at Hunters Law

Opinion: How a lack of diversity around the board table will impact your charity's performance

"As charity leaders, we need to be more than figureheads"

We often cannot become what we cannot conceptualise, see, or imagine for ourselves. Being from a working-class immigrant family, I did not grow up around people who held trustee positions or sit on committees and, throughout my career that has spanned three decades, I haven't observed many boards where my profile has been reflected.

There are 940,453 trustees currently serving here in the UK. According to research by the Charity Commission, only 8% of trustees are non-white compared with 14% of the UK population, seven out of 10 trustees are men and the median age is 61 years. The Charity Commission also estimates that only 0.5% of the trustee population is made up of 18-24-year-olds.

For me, my insecurities and intimidation about boards started with my own fears that I was not good enough to serve as a trustee – that people like me weren't welcome and that I had nothing valuable to contribute.

My turning point was when I realised that it wasn't the charity sector's responsibility to invite me in or to tackle my own imposter syndrome. It was up to me to represent my own tribe and obtain the skills I needed. If it wasn't me who stepped up to serve, then who?

Over last 10 years I have served as a trustee on multiple charity boards, supported boards as an advisor and faced off to them in senior charity roles. Prior to this, I worked in the private sector for two decades where I asked boards to take risks, sign off innovative investments or leap into a major strategic change. I'd like to think I have seen my own fair share of examples of both high-performing and dysfunctional board cultures. I have observed how a good board chair promotes safe spaces for all trustees to make an equal contribution and for diverse perspectives to be debated.

Today, I am proud to serve one human rights charity as a CEO and serve another human rights charity board as a trustee, where I feel welcome and difference is respected. I love that in both of these spaces, there is no 'typical' trustee or 'typical' beneficiary. I am lucky. My own charity, POhWER, will be launching the Arthur Bate Fund this year supporting first-time trustees living with disability with support and training to help them into the boardroom.

But the positive position I am currently in has not always been the case for me. I have stepped off boards in the past and turned down role offers where I did not feel diversity was welcome. I have been made to feel unwelcome by boards because I don't speak the Queen's English (I'm from New York) or possibly because they found my feisty deference to authority and inconvenient opinions annoying. My mind is wired to not see barriers and I often scoff at the ceremony of etiquette, which some boards might see as a dangerous phrase "cultural fit". I dislike this phrase greatly because it often means "not like us".

We often forget that charities are set up for the public benefit of society, to solve an existing unmet need. How often however do we see homogenous board cultures where people hire clones of themselves? A recent NCVO report found that 71% of all trustees are appointed through informal process. Board diversity is an opportunity to deliver significant benefit, often difficult to quantify or measure. A diverse set of trustees will in turn better performance by:

1. Better aligning to your charitable objects
2. Driving culture of respectful debate and critical reasoning
3. Broadening the circle of understanding and knowledge
4. Being better equipped to handle adversity and trouble-shoot problems
5. Helping staff and volunteers will see themselves represented in the leadership
6. Making a stronger connection with beneficiaries and improving public trust
7. Delivering against public legal equality duty

As a charity CEO and trustee, I want to be constructively challenged and held to account by informed decision-makers who 'get it'. I want to be part of a group that celebrates the difference diversity brings and isn't afraid to ask curious questions.

As charity leaders, we need to be more than figureheads and act with integrity through the good times and bad. To foster a high-performing team, we need a broad variety of skills, experiences and diverse perspectives to drive the right outcomes for public benefit. Gather a diverse group of people round a table and wondrous things will happen because sometimes the people who challenge or alienate us the most, are the very ones our charity needs.

Written by Helen Moulinos, chief executive of national advocacy charity, POhWER.
Twitter: @helenmoulinos

Boards of the future: Why charities need more young trustees

Diversity on trustee boards is now more important than ever and young trustees are eager to make their mark

It's often said that the young are our future. It might be an obvious statement, but it's not unusual for young people to feel as though their voices aren't heard in the abyss of older and louder voices. One way they are eager to get involved is through charity work; except boards aren't always eager to diversify their age range.

According to research, less than 3% of charity trustees are under the age of 30, a statistic that the Young Trustee Movement is aiming to change. It wants to double the number of young trustees on charity boards by 2024.

"The need for young trustees is not ground-breaking. Lots of organisations and people have been advocating for greater representations for decades. While our focus is on age, young people are not just part of one demographic, therefore our campaign is part of a wider call for board diversity," explains Lois Donegal, a programme coordinator at the Young Trustees Movement.

"We as a movement, exist, because we believe that the charity sector is missing out on a huge amount of skill and knowledge that is crucial to some of the big challenges that we face at the moment. If you look at social justice issues young people are often at the forefront of thinking about those things. We're missing out on a lot if we're not including young people in charity governance."

The challenge is on

Over the years, diversity on trustee boards has been a bit of an uphill battle. It's getting better as charities identify a need for more diversity, but there is still a long way to go.

Donegal believes that one of the biggest challenges young trustees face is the awareness about trusteeship in general. Charity Commission research has found that less than 5% of people are aware that trusteeship can be a way to support a charity. "Even when young people know about trusteeship, they may not be aware that they have the skills for the role. It's a myth that needs breaking down," she adds. "These stereotypes also carry through onto boards and their perceptions of young people and the knowledge or skills they hold."

Knowledge and showing their skills and value is something that could hold young people back. Alice Rath, a 25-year-old trustee for Crohns and Colitis UK says one of the challenges as a young person is feeling heard on the board. She says it took her a while to find the courage to ask questions on topics where she felt she had no experience or insight on.

But in an environment such as a boardroom, there is the chance for confidence and feeling of value to grow. Kim Rana, a 24-year-old trustee for Total Insight Theatre, says that one of the most rewarding things to come out of the trusteeship is feeling that her voice is valued. "There are other trustees who have sat on the board a lot longer than I have, and have a lot more experience working in charities, or generally have a lot more life experience than I do. It's really nice to hear that my opinion is being taken seriously.

"Just because I've got a different perspective doesn't mean its wrong, and I think that's one of the things that keeps me excited about my role."

Balance and time are also a concern for young people who may believe that being a trustee could eat into social, work or university life. Lara Alake, a 21-year-old trustee also for Total Insight Theatre Alake points out that this shouldn't be a barrier for her or for other young people. "I've found that being a trustee has slotted into my life pretty seamlessly," she says. "I do think it's important not to downplay the time and energy that you need to put into being a trustee, but personally, I haven't found it overwhelmingly demanding. As long as I keep myself organised and that I also communicate when I'm going to be really busy with uni work, e.g., around exam season, balancing being a trustee with other commitments hasn't been too hard."

Rath agrees: "Because it's a voluntary role there is an element of time management and significant commitment to make sure you're giving the most you can to the role."

Getting on board

With these challenges in mind, why should charities be encouraging young people to become trustees? And how can they attract them to the role?

Passion for the work seems to be one of the deciding factors. Alake says that her passion for increasing accessibility in the arts sector was one of the things motivating her. "As a working-class history of art student, I've become very aware of the wider blasé attitudes towards the arts, but also the barriers within the sector."

Donegal explains that there are a multitude of benefits for young people, including developing skills for employment, making friends, learning about governance and the charity sector, and even giving a person a sense of fulfilment. These should be clear to the young people who could potentially become trustees. "Being a trustee enables you to support

organisations that you believe are doing important work. As a trustee you'll be dedicating your skills, knowledge, time and energy to making sure the charity and the way its governed are suitable and fit for purpose." She points out however that change at board level won't happen overnight. "When you invest time and energy into the process, it will make for a stronger and more future proof boards."

Trustees must also feel like they're vauled, emphasises Alake. A supportive environment is key. "There's no point in having a young trustee that doesn't feel valued." She suggests that one way to recruit younger trustees is the way they advertise. "It would be great if charities could try to diversify the ways they engage with young people. Whether that's using different social media platforms, e.g., Youtube, Instagram, TikTok, Discord, or using more traditional means. "I think it's important to recognise that young people are not a monolith. I don't think there's one way to attract our attention so the best thing that charities can do is to reach out in as many different ways as possible." Rana agrees. "I think there are so many young people who are in my age bracket of 21 to 18 who are looking for volunteering opportunities, and I think trustees should be advertised in the same way."

What next?

The drive for young people on trustee boards won't be going away any time soon, and quite possibly will pick up pace and diversity becomes more essential.

There's a lot of love for the sector, as Rath points out. Becoming a trustee means young people can add to that. "I've loved working for the charity sector, but it isn't perfect. I wanted to become a trustee so I could affect change at a higher level – I want charities to better represent their beneficiaries in the world we live in."

Donegal believes a change is needed, and young people are one way to bring that about. "The Young Trustee Movement is about spreading the message that you don't necessarily need to have worked for 50 years, have gone to university, to be from a certain background or look a certain way to be a good trustee," she says. "There needs to be a change in attitude to young people and what young people can bring because of the extent to which adults make assumptions about how much young people know. There is something about the energy, drive and ability of young people to imagine the world differently. Organisations should try and harness some of that passion by recruiting more young people on boards."

Written by Melissa Moody, senior writer, Charity Times

Term limits: What are they and why do they matter?

What challenges are posed by a lack of term limits, and what opportunities could they offer?

Imagine this scenario: you have been recruited to head up a non-profit organisation as its new CEO and after a few board meetings, you notice that only a third of the board members actively participate. When you raise the issue with the board chair, she empathises but says there's nothing she can do. "We've always brought in new board members when someone steps down on their own. We don't have term limits."

You may not be surprised to find this isn't a far-fetched scenario. According to BoardSource, nearly a third of non-profit boards don't have term limits. The fact is, boards face a number of challenges and term limits provide a mechanism for bringing in new members with fresh ideas to tackle these challenges. This is especially true for boards as they deal with the long-term ramifications of the pandemic, too.

Other challenges include: managing technological advancement, guiding the organisation toward sustainable, long-term growth and developing board talent with an increased emphasis on core personal and professional competencies.

When the pandemic broke, boards had to grapple with a new level of disruption and uncertainty. In an EY study, only 21% of board members indicated they believe their organisations were "very prepared" to respond to an adverse risk event such as Covid. In that same EY study, 40% of board members indicated they were "satisfied" with managing new and emerging risks. The critical obstacle cited was the lack of board member talent with appropriate skillsets.

Term limits have a number of positives, including: making it easier to bring in new ideas and new perspectives to a board and its decision-making process; providing a systematic planning timeline and process for replacing needed board skills; giving a board member a chance to step down gracefully if they are burned out, have family commitments, or are ready to move on; provide a respectful and efficient mechanism for the exit of passive, ineffective, or troublesome board members; and avoiding the perpetual concentration of power within a small group of people and the intimidation of new members by this dominant group.

But there are several drawbacks to term limits that I recommend bearing in mind. They could mean potentially losing institutional memory and expertise that has benefited the board over time, needing to dedicate additional time to re-building the cohesiveness of the board as new members join and old members rotate off and needing additional resources to help identify, recruit, and orient new board members

In the short-term, the lack of term limits can make it difficult for a board to bring on new leadership equipped with the skills needed to respond to fast-changing events. Over the long term, it can hurt an organisation's ability to expand and reach new audiences, especially in terms of diversity, equity, and inclusion (DEI).

As the needs of the organisation change over time – or high-risk events such as the pandemic continue to emerge – the board's composition should also change to ensure it has the necessary skill sets, perspectives, and networks of the future. Term limits provide the mechanism to enable this change. With the number of boards reporting no term limits trending downward since 1994, more boards are opting for the flexibility and strategic consistency they build into their organisations' governance structure.

Written by Paul Stark, director, Onboard Meetings

Opinion: We won Charity Times' Trustee Board of The Year – here's how

CareTech Foundation took home this year's award, but how did they do it and what lessons can other charity trustee boards learn?

When I joined the CareTech Foundation as a trustee in 2017, we had a vision of what we wanted to achieve. As a trustee board, our success has been made possible by four major practices; impact driven strategic planning, communication, diversity and accountability. Through the mindful practice of these key pillars year in and year out, the foundation has directly supported some 1,500,000 beneficiaries since its launch in 2017, making a clear, measurable impact for our beneficiaries along the way.

Strategy & impact measurement

From the outset, trustees recognised that the way in which the foundation operates and organises itself is as important as the causes we support. When we first started, the trustees put in place a strategic plan to set out our ambitions for the charity's development, how success would be measured and the values to which they were committed.

Worked into the heart of our strategic plan has been a powerful theory of change supported by a detailed impact assessment framework where we work with independent researchers to support the staff team in measuring impact to provide transparency, independence and rigour.

This strategic plan is supported by an annual business planning process where trustees review both plans in a full-day annual strategic review, involving external guests and partners to provide wider perspectives and honest appraisal. Different perspectives and open dialogue have been key contributors to our continued improvement as a board and the consistent success of our organisational strategy.

Communication

Trustees enjoy a close working relationship with the foundation's CEO, engaging regularly with him and enjoying a strong and productive relationship that encourages a frank and honest exchange of views, a key component in delivering important improvements throughout the years. We are lucky to have members from different disciplines across the care sector on our board that have led to a diverse array of perspectives and exchanges of information and experiences.

Diversity

Trustee diversity is a key element of the foundation's approach, ensuring that partners' programmes are inclusive, accessible, and help identify potential grant recipients who

often struggle to access mainstream grant funders.

The foundation's board of trustees is diverse by design. Particularly innovative is the inclusion of trustees directly from CareTech plc's frontline staff. Their experience of working in the care sector provides invaluable insights critical to decision-making, as well as how best to leverage staff members' expertise in support of funded programmes. Similarly, significant BAME representation and gender balance provides a level of cultural sensitivity too often lacking.

Accountability

Finally, in order to make sure that we are consistently reaching our expectations as a board, we need to be honest with ourselves and make sure that we, as trustees, are doing our jobs to the best of our ability. To ensure this, we have put systems in place undertaking an annual trustee review of our own effectiveness, framed by the values and behaviours to which trustees are committed, particularly focused on enabling all trustees to contribute fully.

Since 2017, trustees' have combined a commitment to good governance, innovation, strong strategic planning, DEI, continuous improvement, and hands-on personal engagement to forge a powerful new charity that has quickly established itself as an important player in a key sector, delivering impressive and measurable impact.

I am so proud of every one of my fellow trustees who have worked so hard to ensure we are funding the most impactful and important initiatives to make the care sector as strong as it can be. I encourage other boards to take what they will from these steps and apply them to their own trustee boards.

Written by Haroon Sheikh, chair of trustees

ADVERTORIAL

A digital future: The status of UK fundraising 2021

What does the future of fundraising look like for the charity sector?

WRITTEN BY LOUISE SPARKS, CONTENT EDITOR, BLACKBAUD EUROPE

Digitally mature organisations are the most successful. We've seen this coming for a while, and we've heard the phrase 'digital transformation' spoken across the social good community for a number of years. And now in our latest research at Blackbaud Europe, we have found a clear link between the success of a non-profit and the level of digital maturity that organisation has.

The *Status of UK Fundraising Benchmark Report 2021*, released at the beginning of October, is a must-read body of research based on the responses of over 1000 non-profit professionals to questions on the topic of charitable income, supporters, fundraising in the pandemic, and digital transformation. This is the fourth year we have published the report, and the findings this year are more interesting and insightful than ever following what has been a challenging time, to say the least.

Following an earlier piece of research (the Future of Work – you can read it at: blackbaud.co.uk/industry-insights/resources) that found that 64% of non-profits were planning to invest in more technology as a direct result of the pandemic, and 42% of non-profit leaders said they were planning to begin a digital transformation project – we chose to focus on digital in the 2021 Status of UK Fundraising survey questions.

Charity professionals were asked to give themselves a score out of 10 to rate how digitally mature they considered themselves. A score of 10 would indicate a fully digitally mature organisation, one in which digital tools and technology are integrated across every part of it.

The report found that:
• Overall, the sector rates itself as 5 out of 10 for digital maturity, demonstrating that there is a lot of potential for growth for many organisations
• 79% of survey respondents told us that it's important for organisations to develop digital maturity
• Over 60% of respondents agree technology is used to improve the way their organisation operates (63%); digital transformation is critical to success (63%) and data is used to improve performance (62%).

By asking respondents to the survey to score themselves, we found overall there are four distinct categories when it comes to how far along the digital maturity journey non-profits are:
1. **Digital Sceptics** – These are digitally immature organisations who do not believe digital transformation is important.
2. **Digital Rookies** – Digitally immature organisations that do think that digital transformation is important.
3. **Digital Adopters** – Digitally maturing organisations that rate themselves as 6 or 7 out of 10.
4. **Digital Experts** – They are digitally mature organisations.

Only 12% of non-profits reported that they consider themselves digitally mature – and interestingly – throughout the survey, these same organisations are the ones that also told us they are seeing success in every area we asked about.

Our digital experts:
• have fundraising strategies and digital strategies designed in collaboration with the whole organisation
• track the effectiveness of their fundraising
• are gaining more supporters than they are losing
• are optimistic that they will reach new audiences

Seventy one per cent of Digital Experts reported that they are optimistic their organisations will meet fundraising targets in the next 12-18 months, compared to only 42% of Digital Sceptics.

And the report also found there is a correlation between digital maturity and income growth and decline. Almost half (49%) of our Digital Rookies reported that their income decreased compared with only a third of the Digital Adopters and Digital Experts (34%).

The findings of the survey also show that organisations that use CRM systems are more successful at supporter acquisition, with those who use CRM software more likely to say they are gaining more supporters than they are losing (43% vs 38% of those who don't use a CRM system).

For the 39% of organisations who rate themselves as 'Digital Adopters' and are almost there with their digital transformation, but are struggling with the final stretch, and the 35% of 'Digital Rookie' non-profits, who haven't started their journey yet but understand the power of digital – the message is, keep going! It's an investment that pays off and will bring in countless rewards for your organisation. ■

To read the full report, you can download it for free now at **www.blackbaud.co.uk/industry-insights/resources/**

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OVERVIEW

Flexible working: The pros and cons of a four-day week

As employees look to change the way they work and maintain a healthy work-life balance, we explore the pros and cons to a four-day working week. WRITTEN BY MELISSA MOODY

The pandemic drastically changed the way a lot of people think about working and drew attention to the need for greater work/life balance. As a result, charities are now looking at ways to offer slightly different working models to staff. One of these, which has been picked up by a number of charities so far, is the concept of a four-day week. But what impact – for the better or worse – could this have?

What are the benefits?

1. Happy employees, happy workplace

For many, one of the most attractive reasons about working a four-day week is the chance to improve wellbeing. A recent survey by the Institute for Public Policy Research (IPPR) Scotland found that 80% of people would prefer a four-day working week, with the same proportion saying it would improve their wellbeing.

A longer weekend will leave employees with more free time and will allow them more time to spend with friends, family, or even just to relax. An extra lie-in will also give employees more of a chance to recharge after the working week. Plus, research has shown that happier employees will lead to less absences.

2. Less hours, more productive

The IPPR survey suggests that 65% of workers think a shorter working week would make them more productive.

Some people already work four-day weeks, with compressed hours, meaning they work for 35 hours full-time over four days. Although this is an option, the four-day week proposal that is suggested consists of reduced hours, meaning the employee would work 28 hours over four days with the same output.

Trials so far have proven that this could work. In New Zealand, Prime Minister Jacinda Arden began a trial pre-Covid on a four-day working week. Monitoring from an Auckland university found impressive results with productivity (measured per hour) going up 20%. Coming out of the pandemic, Arden argues that more leisure time can also equate to more spending on New Zealand's tourism sectors, which is on a scale similar to that of Scotland.

New Zealand-based company, Perpetual Guardian, also conducted a trial study of a four-day work week. Not only did employees maintain the same productivity level, but they also showed improvements in job satisfaction, teamwork, work/life balance and company loyalty. Employees also experienced less stress with a decrease of 45% to 38%. The results from this study are relatively unsurprising given that some of the world's most productive countries – Norway, Denmark, Germany and the Netherlands – on average work around 27 hours a week, which is the same hours proposed for the UK.

3. Making things more equal

Research on the Gender Pay Gap from the Government Equalities Office shows that roughly two million British people are not currently in employment due to childcare responsibilities and 89% of these people are women. A four-day work week would promote an equal workplace as employees would be able to spend more time with their families and better juggle care and work commitments.

And as women are more likely to be in these low-paid, part-time roles, a benefit might be an acceptance of lower hours as the norm – leaving men to use their increased leisure hours to take on more unpaid family and household roles.

4. A greener direction
Research has shown that countries with shorter working hours typically have a smaller carbon footprint, so reducing employees work week could have an environmental benefit for your charity too.

Shortening the working week means that employees don't need to commute as much and large office buildings are only in use four days a week. A trial conducted by the US state of Utah for government employees showed a "significant ecological impact" from reducing the average work week from five to four days using a compressed work schedule. During the first ten months, the project saved over US$1.8 million (£1.36 million) in energy costs and a reduction of at least 6,000 metric tons of carbon dioxide emissions from closing the large office building on Fridays. If employees' commutes are also included, Utah estimated that it could save 12,000 metric tons of CO_2, the equivalent of removing 2,300 cars off the road for one year, simply by working one day less a week.

And what are the pitfalls?

1. Work, work, work
Although some will become more productive, its inevitable that a shorter working week will also mean that some people will become less, particularly if those people already have a large workload.
If you are considering moving employees to a four-day work week, keep manageable workloads in mind.

2. Money matters
A big company-wide change will bring some of its own challenges. Implementing a four-day week can be difficult as it requires the right support, technology and workplace culture. Unavoidably, new changes will encounter some challenges and disadvantages and it is worth taking these into consideration if you are thinking of a change.

3. Not for everyone
A four-day week is not for everyone; some employees prefer the structure of a five-day working week or would prefer to put in more hours than a four-day working week offers. Likewise, some employees have tasks that simply take more time than others, which would lead to paying more in overtime or drafting in further staff to make up the shortfall (as happened in healthcare for the Icelandic study), which can ultimately become expensive.

Also, a four-day week model doesn't suit every charity. It's an option that is only viable for organisations that can re-adapt their whole culture to a new way of working.

Adopting a different way of working is a big step, so you'll need to consider whether it is really right for you and your people.

4. Logistics
When changing to a four-day week, you'll also need to consider the logistics. One of the first things employees might ask is: how does this affect my holiday entitlement? If you switch to a four-day week and keep the standard 37.5 hour working week your employees' holiday allowance won't change. But, if you actually reduce the number of hours your people are working each week, you'll need to re-calculate the holiday they're entitled to. Other employee benefits, such as sick leave entitlement may also change, so this will all have to be considered as part of the process. ■

CEO DIARY: RICHARD KENYON

"We used the pandemic to transform how our programmes are delivered"

RICHARD KENYON, CEO OF EVERTON IN THE COMMUNITY PROVIDES AN INSIGHT INTO A WEEK BEHIND THE SCENES OF LEADING THE CHARITY THROUGH A GLOBAL PANDEMIC AND RETURNING TO FACE-TO-FACE DELIVERY.

As the official charity of Everton Football Club, Everton in the Community supports the most vulnerable and in-need individuals of Merseyside through more than 40 programmes, tackling social issues prevalent across the area. The charity's CEO, Richard Kenyon, documents a week of returning to a face-to-face playing field.

Monday

My working week starts with a Microsoft Teams call with the charity's directors, where we go through news and updates from the previous week, as well as planning the week ahead. These virtual meetings have been really valuable while we have been working from home and this was an important one as we plan for our programmes to start returning to face-to-face delivery. We have four directors within Everton in the Community – all of whom are on the call – they each spearhead their own area of focus; two of our directors are focused on the development and delivery of social programmes tackling issues such as mental health, disability, employment, education and youth engagement; one focuses on the development and sustainability of the charity including income generation and the other oversees the operations, resource and finances of the charity.

The pandemic presented many challenges for many local, national and international charities and, whilst it ground all of our face-to-face delivery to a halt, we used it as an opportunity to evolve and transform how our programmes are delivered. All of our programmes were brought online and we introduced a new initiative called 'Blue Family' to support people in the region who were facing challenges brought about by Covid-19. These were often local families who had fallen into financial crisis.

Tuesday

Tuesday begins with another Microsoft Teams call; this time with the charity's trustees and colleagues around our Blue Family campaign and the direction that this initiative will take in future.We are planning for our 'Blue Family' initiative to evolve to provide highly-tailored support to these individuals and signpost them to our new and existing programmes and other support available across the city region.
The extension of this initiative means we will again need to manage a programme of capacity building – something we have done successfully as the charity has doubled in size in the last three to four years – at the charity and my next call is focused on how we can move this programme forward effectively and sustainably.

Wednesday

Today I meet with our director of health and sport to discuss our ongoing plans to build a purpose-built mental health facility close to Goodison Park that will be readily available for the whole community. We are soon due to break ground on the construction of The People's Place and hope it will be open by summer 2022. Whilst on site I called into The People's Hub – one of our community facilities where much of our programme delivery takes place – to watch one of our mental health sessions, Imagine Your Goals, and catch up with the programme manager and participants.

Imagine Your Goals was our first mental health programme and uses the power of football to bring together like-minded men and women in a friendly and welcoming environment to talk about any struggles they are facing as well as giving them the chance to stay fit and access opportunities relating to employment, volunteering and education.

Thursday

Thursday begins with a meeting with our director of youth engagement and employability for a monthly review on our impact model programme and to explore ways in which we can expand this to better support even more young people across Merseyside. Our impact model consists of a series of early intervention programmes to specifically tackle the barriers facing young people in attaining a good education and subsequent employment and currently supports around 5,000 young adults each year and inspires them to reach their full potential. Last year, we secured multi-million pound funding from the Steve Morgan Foundation to expand this programme into South Liverpool where 40% of young people aged 16+ have no qualifications and 40% of the children in the area live in poverty and we chat about the results and impact we have seen to date as well as ways in which to capitalise on this in the months ahead. My afternoon includes a meeting with our director of finance and operations to undertake a finance review of the last 12 months. 2019/20 saw us our highest ever revenue. This was partly due to the generosity of our fans and also the Club's Majority Shareholder and Chairman who each donated hundreds of thousands of pounds in support of our Blue Family initiative, as well as the ongoing support of key funding partners such as the Premier League and the PFA and new grants and corporate partnerships secured as a result of us developing our programmes during the pandemic.

Friday

Everton in the Community has an excellent relationship with Everton Football Club and the needs of the community are at the heart of everything that the club and charity represents. We recently received government approval for a community-led legacy development at Goodison Park, which will see the club's current home redeveloped to provide a range of community assets after the club has moved to a new stadium. This development, currently known as the Goodison Park Legacy Project, aims to deliver high quality and affordable housing, community-led retail spaces, a multi-purpose health centre and green space to Liverpool 4. Friday morning is spent taking part in a workshop with club and charity colleagues, and external stakeholders about the project. Friday afternoon is spent reviewing a presentation that we will soon be delivering to a number of stakeholders who are supporting our recently launched E-STEAM project. This initiative has been developed to inspire and engage young people into careers relating to Science, Technology, Engineering, Arts and Maths and help close the education inequality gap in socially deprived areas.We will be presenting the impact of the programme since it launched in Spring 2021 and updating stakeholders on our future plans and how we plan to roll this out more widely across more of our programmes to boost employability skills amongst our existing participants. ■

Got a diary to share?

If you're a charity leader – CEO, COO, chair, trustee or department head – and would like to document a typical work day, week, or project, please get in touch with Charity Times' senior writer at: melissa.moody@charitytimes.com

ADVERTORIAL

Making an impact as a small charity

Who said only the big are mighty? As a boutique investment manager that leads the way in responsible and sustainable investing, and works with a number of small charity investors, we know that not to be true.

WRITTEN BY DAVID KATIMBO-MUGWANYA, SENIOR FIXED INTEREST FUND MANAGER

Given our unique charity ownership, and as part of Ecclesiastical Insurance Group, the UK's 4th largest corporate donor, delivering almost £100m to charity over the last five years, we feel it is vital for all charities, irrespective of size, to have access to investment services, especially high quality responsible and sustainable products managed by dedicated specialists.

As a result, the minimum investment threshold for EdenTree's pooled funds is just £1,000, which often surprises charities that believe they're 'too small' to invest. These smaller charities often approach us to discuss the benefits of investing vs. holding cash at the bank. Questions include 'what can I expect from an investment of this size in terms of both financial returns and ESG impact?'

To help visualise this, we often show charities the real value of £1,000 invested in a Bank of England base rate deposit versus the same amount invested into a fund with minimal credit risk, such as EdenTree's Responsible and Sustainable Short Dated Bond Fund. Over three years the deposited money barely rises in value and fails to keep pace with inflation, whereas the invested cash, although experiencing volatility due to systematic risk, has the potential to rise in value and keep ahead of inflation (shown using CPI) (although past performance is not necessarily a guide to future returns). How could that un-invested cash that could not keep pace with inflation, and therefore is worth less three years on, have worked harder for your charity?

In addition to addressing the erosion of capital due to inflation, what ESG impact can a relatively smaller investment make? When you invest £1,000 into a unitised fund like the Responsible and Sustainable Short Dated Bond Fund, you're not just buying the fund itself, you're buying the impact that a fund of over £190m can generate via its investments.

An example of the type of investment you would see in this fund are green bonds. These are bonds with explicit environmental impact, the proceeds of which are raised, ring-fenced and allocated towards projects which have been specified in terms of the impact that they generate and they're also audited to ensure proper disbursement of those proceeds. By investing in a fund like this, you will have exposure to such projects and will be funding them through your investment.

Another type of bond held in this fund are social bonds, which focus on social issues, either targeting a specific segment of the population or certain themes such as education. Again, the proceeds have to be ring-fenced and directly put into these projects with an impact report generated. So your investment can absolutely make an impact, whether £1,000, £100,000 or more.

For more information on how you can make an impact as a smaller charity, please contact one of our dedicated charity team members at charities@edentreeim.com ■

edentree
investment management

2021
charitytimes Awards

THE WINNERS

9 September 2021

London Marriott Hotel, Grosvenor Square

www.charitytimes.com/awards

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the association of charitable organisations

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@CharityTimes #CharityTimesAwards

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

2021 charitytimes Awards

2021 Charity Times Awards Winners

REVIEW

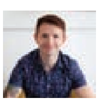
This year marks the 22nd anniversary of the Charity Times Awards and the entries this year showcased an exceptional amount of leadership, innovation and growth. Fareshare UK, Hospitality Action and The Listening Place were among the big winners, while Ellie Orton, CEO of NHS Charities Together was presented with the Outstanding Individual Achievement Award. This year, perhaps more than ever, the awards attracted hundreds of high quality entries, all of which demonstrated a level of resillience this sector has never seen before. Some categories were almost impossible to judge, with consistently high quality throughout. Read on for a full list of the winners, and for a browse through some of the wonderful photos of the night.

Lauren Weymouth, Editor, Charity Times

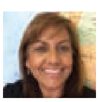
2021 JUDGING PANEL

Emma Abbott
Communications Manager
CFG

Tahmid Chowdhury
Co-founder
Here for Good



Alex Feis-Bryce
Chief Executive Officer
Survivors UK



Cheryl Hooper
CEO, Cecily's Fund;
Independent Consultant,
Global Changemakers Oxford

Geetha Rabindrakumar
Director of Equality and Diversity
The Reader

Catherine Rustomji
Partner
Browne Jacobson LLP

Srabani Sen OBE
Chair
ActionAid and The Winch

Louise Thomson
Head of Policy (NFP)
ICSA

Alana Tubasei
Head of Philanthropy
University of Edinburgh

Grant Wilson
CIO
Asset Risk Consultants

2021 Charity Times Awards Winners

TRUSTEE BOARD OF THE YEAR

WINNER: Caretech Charitable Foundation

charitytimes Awards 2021

2021 Charity Times Awards Winners

CAMPAIGNING TEAM OF THE YEAR
WINNER: Refuge

DIGITAL FUNDRAISING CAMPAIGN OF THE YEAR
WINNER: Hospitality Action

DIGITAL TRANSFORMATION OF THE YEAR
WINNER: Create

FUNDRAISING TEAM OF THE YEAR
WINNER: The Leprosy Mission

CHANGE PROJECT OF THE YEAR
WINNER: St Clare Hospice

CHARITY WITH THE BEST SOCIAL MEDIA PRESENCE
WINNER: Hubbub

PR TEAM OF THE YEAR
WINNER: Harbour Housing

@CharityTimes #CharityTimesAwards

2021 charitytimes Awards

2021 Charity Times Awards Winners

BEST USE OF TECHNOLOGY
WINNER: Guide Dogs

HR MANAGEMENT AWARD
WINNER: Alzheimer's Research UK

2021 charitytimes Awards
Recognising leadership and professionalism
Winner

PROPERTY INNOVATION AWARD
WINNER: P3 Charity

INFORMATION SECURITY INNOVATION AWARD
WINNER: Linkage Community Trust

2021 charitytimes Awards
Recognising leadership and professionalism
Winner

CORPORATE COMMUNITY LOCAL INVOLVEMENT
WINNER: The Hygiene Bank and Ansvar Insurance

CORPORATE NATIONAL PARTNERSHIP CHAMPION
WINNER: Alzheimer's Society and Santander UK

CORPORATE NATIONAL PARTNERSHIP OF THE YEAR WITH A RETAILER
WINNER: FareShare, Asda and Trussell Trust

2021 Charity Times Awards Winners

CORPORATE NATIONAL PARTNERSHIP OF THE YEAR WITH A FINANCIAL INSTITUTION
WINNER: Cancer Research UK and Credit Suisse

CHARITY COLLABORATION OF THE YEAR
WINNER: Citizens Advice and Trussell Trust

CORPORATE SOCIAL RESPONSIBILITY PROJECT OF THE YEAR
WINNER: British Red Cross and Aviva

CHARITIES' BANK OF THE YEAR
WINNER: CAF Bank

INVESTMENT MANAGEMENT AWARD
WINNER: Sarasin & Partners

BOUTIQUE INVESTMENT MANAGEMENT AWARD
WINNER: Edentree Investment Management

SUPPORTING LEADER OF THE YEAR
WINNER: Sophie Tebbetts, Food Cycle

2021 charitytimes Awards

2021 Charity Times Awards Winners

RISING LEADER OF THE YEAR

WINNER: Dr Nicola Sharp-Jeffs OBE, Surviving Economic Abuse

2021 charitytimes Awards
Recognising leadership and professionalism
Winner

CHARITY LEADER OF THE YEAR

WINNER: David Welch, Air Ambulance Kent Surrey Sussex

OUTSTANDING INDIVIDUAL ACHIEVEMENT

WINNER: Ellie Orton, CEO, NHS Charities Together

CHARITY OF THE YEAR: WITH AN INCOME OF LESS THAN £1 MILLION

WINNER: The Listening Place

CHARITY OF THE YEAR: WITH AN INCOME OF £1 MILLION - £10 MILLION

WINNER: Hospitality Action

CHARITY OF THE YEAR: WITH AN INCOME OF MORE THAN £10 MILLION

WINNER: FareShare UK

Boutique Investment Management Award

Winner: EdenTree Investment Management

Winner Winner: EdenTree Investment Management

The judges said:

"Consistently dedicated to ensuring the charity sector plays a role in a more responsible and sustainable world"

Why they won:

Amid a global climate crisis, the pressure for the charity sector to act sustainably has never been greater. Under the watchful eye of the public and donors, charities are tasked with the difficult challenge of investing their money in assets that both yield generous returns and contribute to a healthier and greener society. This can be a difficult balance to strike – particularly as some of the most profitable companies in the world cause the most amount of damage.

Despite this, some investment managers are getting it right; perhaps none more so than EdenTree. The firm, which describes itself as "an asset manager with a difference", is part of the Ecclesiastical Insurance Group – a company with a sole purpose to contribute to the greater good of society, whilst delivering a sustainable return to its ultimate parent Allchurches Trust Limited.

The drive to 'make a difference' is embedded in the culture at EdenTree and every investment decision made has society placed delicately at the forefront. This didn't go unnoticed amongst the judges, who praised the charity-owned investment manager for holding a leadership position in sustainable investment since inception. Its most admirable quality is arguably not that it helps charity clients with responsible and sustainable investment, but that it ensures strong communication is present throughout the process. The firm guides its clients carefully and confidently, simultaneously helping them to understand changing charity sector regulation, which can be a complicated addition to any investment decisions.

Whilst the environmental and governance elements of Environmental, Social and Governance (ESG) investing have previously dominated a huge space within the charity sector, the judges were impressed with EdenTree's attention to the 'S' (social), which often forgoes the spotlight. The firm's winning entry highlighted the huge level of inequality and injustice caused by the Covid-19 pandemic and the importance of ensuring social issues form part of all investment decisions.

As EdenTree explains: "The capital that we invest has a role to play in holding company management to account when it comes to all aspects of its operations, including how it treats its employees and labour relations". As such, EdenTree doesn't just look at the company, but at the whole supply chain, with robust checks that are designed to mitigate the chance of charities unintentionally investing in companies that operate bad practices.

Aware of the individual needs of charities of all shapes and sizes, the company also impressed judges with its bespoke investment solutions to match larger charities' needs. Notably, the firm was able to demonstrate how it works with charities to create and manage bespoke portfolios that follow the Just Transition strategy, to pursue their climate change objectives, while considering the social ramifications that drastic action may cause.

Placing trust in investment managers can be tricky for charities to do – especially when such vital funds are at stake. However, EdenTree makes investing for charities simple; providing them with the reassurance that all decisions will be made with ethics, sustainability and society in mind – a reminder of why the firm has been in a leader in its field thus far, and will continue to be in years' to come.

edentree
investment management

Investment Management Award

Winner: SARASIN & PARTNERS

Winner SARASIN & PARTNERS

The judges said:
"An early ESG champion, which puts the need of its charity clients before anything else"

Why they won:
In determining the winning service provider of a highly competitive category, a key consideration for judges is to understand which nominees can prioritise the unique challenges faced by charities during an increased time of need. Like many wealth managers, investment management firms have the potential to prioritise wealthy corporate portfolios above all else. For Sarasin & Partners, this was evidently not the case.

The global pandemic caused an enormous strain on charities and for those who were lucky enough to fall back on investment reserves, placing trust in their investment manager was key to survival. When the pandemic hit, Sarasin's long-term endowments strategy delivered a return after fees of 9.6%, against its benchmark of 6.8% and the ARC Steady Growth peer group of 3.5%. Simultaneously, a careful and thematic process meant that the firm was able to ensure charity clients maintained income distributions at the same level as 2019, at a time when cuts to traditional sources of income were increasing every day. This meant that at a time when many charities sinking under the strain of the pandemic, Sarasin & Partners was able to help keep many of its clients afloat.

As part of the firm's response to the pandemic, it created a road map for adding risk back to charity portfolios, based on, it describes "careful analysis of the depth and duration of the crisis". As its conviction in the recovery grew, it increased equity weightings, took profits in some of the growth-oriented companies that had performed so well and reduced its gold position, recognising "that the recovery was gathering momentum".

The Sarasin & Partners analyst team prioritised the needs of the firm's charity clients by performing detailed stress tests on every security on its buy list, ascertaining the risk of a permanent capital loss. Their modelling focused on revenue predictability, dividend risk and the profile of any cuts.

Increasing risk involved switching government bonds to high-quality corporate issuers. With extreme market pessimism, the firm recognised that corporate bonds offered charity clients an attractive risk-reward profile early in the recovery period.

Judges praised the firm for this response; for its careful consideration of what charities needed before the pandemic, during and after. The thematic approach undertaken by the firm meant that all charity clients were and still are, "well-positioned to benefit from the preeminent trends driving corporate and social advancement over the coming decades, in a world where sustainable and durable growth has become an increasingly scarce commodity".

While many charity investment managers successfully managed to weather the Covid storm; Sarasin & Partners showcased to judges an ability to do it securely and with confidence, which were both essential qualities when working with charities during their most insecure time. While strong results show success in monetary terms, a strong action plan – ensuring each charity they manage has a clear strategy, matched to their particular objectives, which is likely to be robust both today and in the future – is what resulted in Sarasin & Partners receiving this year's accolade.

SARASIN
& PARTNERS

Charities' Bank of the Year

Winner: CAF Bank

Winner CAF Bank

The judges said:
"A clear leader in its field, providing important banking services for charities with the end user consistently at the forefront."

Why they won:
It's no secret that the Covid-19 pandemic disproportionately affected many industries, and the charity sector is certainly no exception. The cancellation of mass fundraising events, shop closures and a decline in resources meant many charities were stripped of income almost overnight. During this period, reliable banking was essential for survival. A clear banking strategy, coupled with reliable financial advice, would have been the make and break for most charities during the crisis.

This is where CAF Bank stepped in to help. The bank, which operates under its parent organisation, Charities Aid Foundation (CAF), remained open to charities throughout the pandemic – at a time when many others had suspended new account opening – and provided secure loans to help charities buy, develop, or repurpose building assets and to refinance existing debt.

But what impressed judges was not just its ability to provide charities with the cash they so desperately needed, but its dedication to simultaneously supporting charities with support, guidance and reassurance. The bank worked tirelessly to improve its customers' knowledge of cyber security and effective fraud prevention measures, as well as providing charities with individual banking solutions, each tailored to their specific needs.

Alongside Charities Aid Foundation, CAF Bank demonstrated its leadership in the field by working on a series of resources to guide charities during the peak of Covid-19 lockdowns. For example, the two organisations co-created a charity resilience campaign – Survive. Adapt. Thrive. – as well as a comprehensive online Covid-19 hub to signpost charities to resources, practical tools and funding opportunities.

Furthermore, the bank provided flexibility in the form of a six-month Capital Repayment Holiday; it modified its loan terms to help charities access additional funds; and worked with charities to scenario plan for the future. The team also signposted and explained other funding options such as grants from CAF and external providers.

There is no doubt that very few people could talk highly of their banking experiences. After all, how many people can say their bank provides them with regular communication, a personalised service and complementary financial guidance? Yet this is exactly what CAF Bank specialises in, and why it was a clear winner in this category.

As one of the firm's clients, Syrie Cox, CEO of Southend YMCA said: "Where else can you borrow money from a bank and receive a call from your relationship manager asking if you want to apply for a grant fund? The money has made a real difference to us." With 180 of CAF Bank customers receiving a total of £950k in funding from the CAF Coronavirus Emergency Fund and 145 customers receiving £4.4m from the CAF Resilience Fund – it's clearly made a huge difference to others, too.

ADVERTORIAL

How to invest shorter-term monies

With stubborn interest rates and short-term inflation rising, many charities are looking at investing short-term cash. But the approach will need careful consideration.

WRITTEN BY RICHARD MAITLAND, HEAD OF CHARITIES, SARASIN & PARTNERS AND MELANIE ROBERTS, PARTNER, SARASIN & PARTNERS

"I am more concerned about the return of my money than the return on my money". Mark Twain's historic remark no doubt continues to resonate with many a charity executive trying to build some level of certainty into their financial forecast over the period ahead. And yet, with interest rates sitting stubbornly and short-term inflation rising rather more quickly than is palatable, many of us are questioning how we might invest shorter-term monies.

Although we have been living with low rates for several decades, this steady decline in interest rates (and subsequent bond yields) has led to some strong investment returns from the market's 'safest' assets: bonds. Indeed, investors with short- and medium-term liabilities and those who have adopted lower risk, multi-asset strategies, have effectively had their cake and eaten it.

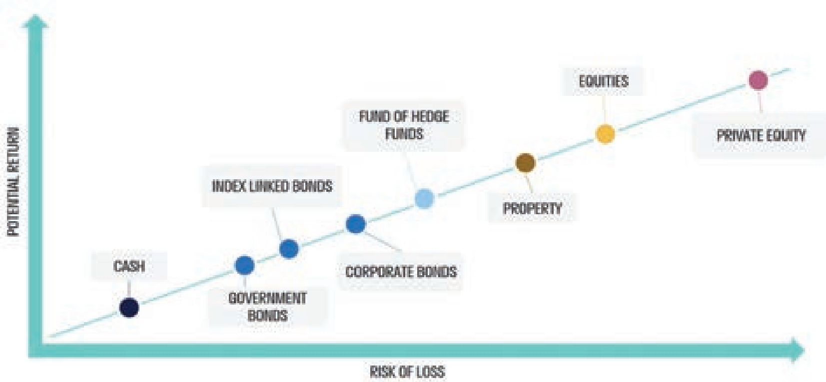
There is now a real danger that we have been lulled into a false sense of security, whereby we believe that our short- and medium-term (mostly) bond portfolios will keep on delivering.

We should probably clarify at this point that short-term monies are anything from an immediate cash need to about 18 months out. Medium-term monies are generally 18 months to three years, but can extend further out, depending on the degree of certainty built into one's cashflow projections.

Shorter-term monies, what are your options?

Cash: either held in one bank, diversified across a few banks, or invested in a diversified cash fund.

WHERE TO INVEST: THE ASSET UNIVERSE RISK-RETURN CHARACTERISTICS



Source: Sarasin & Partners

Please note this is a diagrammatical chart and does not represent actual risk and return

The interest rate is unlikely to be much more than that of the Bank of England base rate which means that your capital value will steadily erode over time, even with very low levels of inflation. However, one holds cash in exchange for certainty.

Short-dated government bonds: unfortunately, there is almost no benefit to holding a portfolio of short-dated government bonds. You are probably better holding cash as your yield is the same and your capital is more secure.

Short to medium term corporate bonds: this is certainly an option for some. The yield and real return on a portfolio of 3-year bonds is more attractive than cash but here the dynamics are starting to change and your risk profile is rising. Firstly, you need significant scale to build a well-diversified corporate bond portfolio, as it is important to avoid the risk of a default. Secondly, there is always the possibility – albeit remote – of liquidity drying up and not being able to sell your holding when you need to.

A classic corporate bond portfolio with a range of maturities, both long and short: again, this might well be a sensible option as long as one is aware of the risks noted above which are, of course, greater given the additional yield you are likely to achieve from investing in longer dated issues. Certainly, a step up from cash, but your capital in this portfolio could be hit hard if interest rates rise unexpectedly.

A multi-asset reserves portfolio: this is predominantly made up of government and corporate bonds, but probably diversifies into other assets such as equities and alternatives. However, should interest rates rise unexpectedly, the impact of a simultaneous bond and equity sell-off would be painful.

A target return portfolio: a slightly different approach to multi-asset investing is to target a specific level of return (e.g. inflation +2%). This could be achieved with a multi-asset portfolio, but one which carries a bit more equity risk combined with the judicious use of portfolio insurance. The portfolio is actively managed to try to avoid downside risk. Two important points to make here: you are placing significant faith in your manager to move nimbly in the marketplace, and you certainly need a slightly longer timeframe for this portfolio.

Lower returns but limited losses - weighing up risk and return

In conclusion, it will come as no surprise to hear us say that there is no golden bullet. It is always possible to achieve additional return but this inevitably involves extra risk. Sometimes it is better to acknowledge that losing 1% or 2% a year in real terms might be unappealing but it is still significantly better than losing 10% or worse still, being unable to access your money at all.

It is arguably more important than ever to forecast your cash requirements as much as is possible over the next few years. Understand your timeframe and speak to your investment manager about the different solutions available to you. If you can take a little more risk, it might well make sense to do so, but in the knowledge that we are at a dangerous point in markets given how low interest rates and bond yields have fallen.

Today more than ever, what to do with shorter-term monies requires meticulous cashflow planning. ■

SARASIN
& PARTNERS

INVESTMENT

Multi-Asset Funds	Investment Manager	Fund Size (£m)	Cash %	Bond %	Equities	
					UK %	Intl %
Barclays Charity Fund	Barclays	254.8	3.8	18.2	23.2	46.6
Armed Forces Charities Growth & Income Fund	BlackRock	419.1	-0.2	13.6	26.1	40.7
Catholic Charities Growth & Income Fund	BlackRock	179.8	7.6	7.6	28.6	35.2
Charities Growth & Income Fund	BlackRock	186.9	4.8	11.4	27.6	41.6
Charity Multi-Asset Fund	Cazenove	638.4	3.2	8.5	9.6	61.5
Responsible Charity Multi-Asset Fund	Cazenove	476.9	3.3	8.8	0	72.8
CBF Church of England Investment Fund	CCLA	1,949.70	4.6	0	11.3	66.3
COIF Charities Ethical Investment Fund	CCLA	1,538.10	4.9	0	9.9	68.3
COIF Charities Investment Fund	CCLA	3,790.40	4.9	0	10.2	68
Amity Balanced Fund for Charities	EdenTree	24.1	2.4	23.7	52	21.9
M&G Charity Multi-Asset Fund	M&G	194	2.1	18.9	44	34.8
Newton Growth & Income Fund for Charities	Newton	824.8	5	12.6	39.8	42.7
Newton SRI Fund for Charities	Newton	115.3	1.9	11	32.9	52.5
Newton Sustainable Growth & Income Fund	Newton	73	4.9	10.1	20.2	62.3
Active Income and Growth Fund for Charities	Rathbones	236	3.8	16.2	25.7	38.6
Core Investment Fund for Charities	Rathbones	138.8	2.1	7.6	35.1	40.1
Charity Assets Trust	Ruffer	158.8	10.4	38.3	15.3	23.5
Sarasin Climate Active Endowments Fund	Sarasin & Partners	432.1	3.9	10.1	19.8	53.8
Sarasin Endowments Fund2	Sarasin & Partners	2,259.00	5.2	10	19.8	52.8
Sarasin Income & Reserves Fund2	Sarasin & Partners	173.1	5.6	60.3	10.6	13.5
Waverton Charity Growth & Income Fund	Waverton	35.3	4.8	10.4	13.5	56.5
Peer Group Indices						
Sterling Cautious Charity Index	ARC		20.9	46.2	5.6	9.7
Sterling Balanced Asset Charity Index	ARC		9.5	29.5	21.3	25.3
Sterling Steady Growth Charity Index	ARC		5.9	20.1	32.2	35
Sterling Equity Risk Charity Index	ARC		0	13.2	43.9	38.5
Market Indices1						
UK Equities	iShares					
International Equities	iShares					
UK Sovereign Bonds	iShares					
UK Corporate Bond	iShares					
UK Property	iShares					
Cash	-					

INVESTMENT

Prop erty %	Other %	Last Quarter	Last 12 Months	YTD 2020	Last 3 Years	Last 5 Years	Last 10 Years
4.7	3.5	5.8	18.1	7.7	21.7	54.2	-
7.1	12.7	5.9	18.1	7.1	28.9	58.8	122.2
7.8	13.2	4.9	16.6	5.8	24.9	58.8	113.8
3.4	11.2	5	16	6	-	-	-
6.6	10.6	5.5	16.5	6.2	21.3	46.4	88.4
4	11.1	5.8	19.4	6.9	-	-	-
3.8	14	7.8	18.1	8.2	42.9	84.8	184.1
4.3	12.6	7.9	16.8	7.9	40.2	78.8	167.5
4	12.9	8.1	18.2	8.4	40.7	79.1	172
0	0	2.4	20.3	8	16.7	34.7	84.7
0.2	0	4.5	19.2	8.4	-	-	-
0	0	5.6	17.5	8.8	25.5	54.2	150.2
0	1.8	3.7	18.5	6.9	29.3	62.7	125.2
0	2.4	4.7	14	6.7	27.6	55	-
6.1	9.5	4	15.5	6.1	19.2	51.2	-
5.4	9.7	5.3	21.5	8.4	26.4	-	-
0	12.5	0	15.6	8.5	23.2	34.2	
3.1	9.3	3.6	14.4	4.3	32.9	-	-
3.1	9	3.8	15	4.7	31.4	56.9	116
0	9.9	2.3	4.5	-0.3	16.6	24.2	67.5
3.8	11.1	5.1	13.1	5.2	-	-	-

3	14.6	2.5	6.1	1.8	10.6	17.1	43
2.6	11.9	4.3	12.9	5.1	16.7	33.8	73.4
1.5	5.3	5	16.6	6.8	20.5	44.7	94.5
0.9	3.5	5.6	20.5	8.5	21.8	50.8	105.9

		5.6	17.9	10.8	3	30.7	70.1
		7.6	23.6	11.8	45.1	94.8	219.9
		1.7	-6.3	-5.7	9	9.9	55.8
		1.8	1.6	-3.3	16.5	23.8	81.1
		7.2	22.1	10.4	0.6	19.1	71.7
		0	0	0	1.4	2.1	4.6

Source / Asset Risk Consultants

Key

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

ANALYSIS

The cost of virtue

How has the rise in popularity of responsible investment affected the charity sector?

WRITTEN BY GRAHAM HARRISON, MANAGING DIRECTOR, ARC

	Return / %			Volatility / % per annum		
Index	3 Year	10 Year	Since Dec 2003	3 Year	10 Year	Since Dec 2003
FTSE All-Share	11.4	110.2	248.5	16.1	12.3	13.2
FTSE4Good UK	11.2	115.4	224.1	15.5	12.0	13.0
ARC GBP Steady Growth PCI	20.3	98.2	202.2	10.4	7.7	8.3
ARC GBP Steady Growth ACI	22.0	112.2	221.8	10.7	8.0	8.7

In 2021, responsible investing has arguably become ubiquitous with investment managers keen to inform clients of their credentials in managing Environmental, Social and Governance ("ESG") factors within their portfolios. Clients have embraced the trend, with fund flow data showing around half of inflows for the first half 2021 going to sustainable funds. The focus on responsible investment has been accelerated by the COVID pandemic and rising awareness of the impact of climate change.

However, as many charity investors know, investing with objectives beyond simply maximizing risk-adjusted returns is not new, with the Quaker and Methodist movements avoiding 'sinful' companies since the 18th Century and Muslims following Sharia principles to avoid harmful enterprises for centuries. Such an approach is often referred to as 'negative screening' and common examples can be found in the Church of England's Ethical Investment Policy, which limits investment in firms involved in weapons, pornography, tobacco, gambling, high interest lending, human embryonic cloning, alcohol, tar sands and thermal coal.

A natural question arises for the trustee seeking to investment capital wisely: what is the opportunity cost of avoiding those companies deemed to cause 'harm'?

One way of answering this question is to compare of performance of indices with comparable objectives to those without constraints. The table below shows the risk and returns of UK equities represented by the FTSE All-Share and FTSE4Good UK and discretionary investment managers by the ARC Private Client and Charity Indices to August 2021. The FTSE4Good Indices employ positive screening to identify firms with strong ESG practices. The ARC Charity Indices represent professionally managed portfolios for charities, many of which employ screening techniques to construct portfolios that aim to 'avoid harm'. The ARC Private Client Indices represent private client portfolios employing a wide range of approaches.

The results show that, whilst the picture is mixed regarding the impact of an ESG screen on UK equity returns, charity portfolios have, on average, outperformed their private client counterparts. Even allowing for a modestly elevated level of risk, risk-adjusted returns for charity portfolios exceed that of private clients.

Conclusion

Structural differences between charity and private client portfolios, such as domestic equity bias and fixed income duration, are undoubtedly part of the explanation for differences in performance. However, the evidence suggests that avoiding harm has been additive to return over time.

With their track record of managing portfolios with ESG screening, charity investment managers are well placed to take advantage of the rise in popularity of responsible investment whilst investors can be reassured that supporting sustainable objectives does not appear to carry a return penalty. ■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E: info@acevo.org.uk
W: www.acevo.org.uk

Twitter: @ACEVO

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 works hard to ensure its members voice is heard by opinion formers and influencers at the highest level.

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**

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.

Unity Trust Bank plc

Nine Brindleyplace
Birmingham
B1 2HB

T: 0345 140 1000
E: us@unity.co.uk

Looking for a bank that **understands** your charity?

Unity Trust Bank was rated No.1 for Sector Knowledge in an independent charity banking survey (2014) and was also rated top for Relationship Managers, Fees and Charges and Meeting Expectations.

Currently, around 7,000 charities bank with Unity and over 50% of our lending last year was to charitable organisations.

Established in 1984, positive social impact and financial sustainability were part of our founding principles. Today, more than 30 years later, they remain core to what we stand for.

If you're a charity, look no further – **we're on the same page**.

Advertise your services directly to our subscribers using our Suppliers Directory

If you are a supplier to the charity and not-for-profit sector and want to maintain consistent visibility amongst potential customers then why not include your company within the suppliers section of Charity Times. Your entry would be listed for 12 months (print & online) and includes company logo, contact details and company description/products.

Charity decision makers use this section to find suitable expert suppliers. So call us on 0207 562 2431 with your details and we will create a listing to ensure that your company is visible within this valuable resource.

Call us on **0207 562 2431**

www.charitytimes.com

Suppliers Directory

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FUNDING

PayPal Giving Fund
Whittaker House,
Whittaker Ave,
Richmond, Surrey
TW9 1EH, UK

W: paypalgivingfund.org.uk

PayPal Giving Fund is a registered charity (No. 1110538) that raises millions of pounds each year to benefit UK charities. We enable people to give through programmes operated by PayPal, eBay, Humble Bundle and other leading internet businesses. PayPal Giving Fund receives funds donated through these platforms and seeks to grant them to charities recommended by donors.

Contact us at: info@paypalgivingfund.org

INSURANCE

Unity Insurance Services

Suite 8 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/charity-insurance

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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.

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

INVESTMENT MANAGEMENT

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

Nic Muston - Director of Private Clients & Charities
E: nicholas.muston@charles-stanley.co.uk
T: 020 7149 6610

Robert Winterton - Business Development Executive - Charities, Intermediary Sales
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T: 020 7149 6265

www.charles-stanley.co.uk

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

*as at 31/12/17

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

EdenTree Investment Management Ltd

24 Monument Street
London
EC3R 8AJ

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

Profit with principles

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

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

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

Epworth Investment Management Limited

9 Bonhill Street, London
EC2A 4PE

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

Christian Ethical Investment – for Churches and Charities

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

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

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INVESTMENT MANAGEMENT

M&G Investments,
M&G Charities Department

PO Box 9038, Chelmsford CM99 2XF

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

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

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

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

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

Newton Investment Management

Alan Goodwin
Newton Investment Management
BNY Mellon Centre
160 Queen Victoria Street
London
EC4V 4LA

T: +44 (0)20 7163 4404
E: alan.goodwin@newtonim.com
w: www.newtonim.com/charities

At Newton, our purpose is to help our charity clients fulfil theirs. We are a trusted long-term partner to charities, and have a strong track record of supporting them in achieving their goals through active, thematic and engaged investment. We manage a range of strategies for charities, including charity-focused pooled funds, sustainable funds, and segregated portfolios.

We invest in a way that seeks to deliver attractive outcomes to our clients, and helps foster a healthy and vibrant world for all. And we do not stand still. Innovation is a fundamental part of our service to charities.

www.newtonim.com/charities

Your capital may be at risk. The value of investments and the income from them can fall as well as rise and investors may not get back the original amount invested. This is a financial promotion.

Quilter Cheviot

Contact: Charles Mesquita

One Kingsway
London
WC2B 6AN

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

How do you navigate investment challenges & opportunities?

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

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

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

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Rathbone Investment Management

8 Finsbury Circus, London EC2M 7AZ

For further information please contact Natalie Yapp:

E: natalie.yapp@rathbones.com
T: 020 7399 0128
W: rathbones.com/charities

Rathbone Investment Management Limited is authorised 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

- £6.5 billion of charitable funds under management
- Over 1,900 charities
- Segregated or pooled investment
- Dedicated team of charity investment specialists
- A history grounded in philanthropy

All figures as at 31 December 2020

Ruffer LLP

80 Victoria Street
London
SW1E 5JL

For more information contact:
Ajay Johal - Investment Manager

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

At Ruffer, we have a distinctive approach to investing which we believe is well suited to the needs and goals of charities and their trustees. We focus on delivering 'all-weather' investment returns, protecting and growing the value of our clients' assets throughout the market cycle. This approach has protected and grown charity portfolios through the recent covid-19 market shock.

At Ruffer our offering for charities include:

- Dedicated charity team
- Pooled ethical fund incorporating restrictions
- ESG fully integrated into our investment process
- Segregated or pooled offerings for charities
- Proven track record in producing a genuinely diversified approach for charities

Ruffer manages £21bn to include approximately £1.5bn for charities.

Ruffer LLP and Ruffer AIFM Limited are authorised and regulated by the Financial Conduct Authority. Please note that the Charity Assets Trust is an unregulated collective investment scheme (UCIS) available only to eligible charities.

Suppliers Directory

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INVESTMENT MANAGEMENT

Sarasin & Partners LLP

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

Contact: John Handford

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

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

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

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

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

Smith & Williamson

25 Moorgate
London
EC2R 6AY

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

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

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

UBS

5 Broadgate

London EC2M 2AN

Tom Dupernex- Head of Charities
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T: +44 207 567 0241

W: www.ubs.com/charities-uk

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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.

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Waverton Investment Management

16 Babmaes Street
London
SW1Y 6AH

Contact: Isobel Fraser
T: 020 7484 7485
E: charities@waverton.co.uk

W: www.waverton.co.uk/charities

High quality investment solutions for charities

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Waverton offers:

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- An open and personalised service
- Pooled or segregated solutions
- Ethical investing and bespoke screens
- Institutional investment approach
- Trustee training and guidance

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