

CANVAS

SOCIAL IMPACT EDITION 2019

BY Saxton Bampfylde



TIPPING THE SCALES

WEIGHING UP GOOD GOVERNANCE
AGAINST A NEED FOR INNOVATION

WELCOME

Welcome to the 2019 Social Impact edition of Canvas, the insights update from Saxton Bampfylde and our global partners.

Our aim is to share interesting thoughts and perspectives on topics and issues that are relevant and current in your sector.

We welcome any thoughts or comments you would like to share.

We hope you enjoy this edition.

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EDITION OVERVIEW



RACHEL HUBBARD

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It perhaps goes without saying that for charitable organisations, the modern world is one of multitudinous challenges. In an environment of funding cuts, greater public scrutiny and political instability, charities are having to think more creatively and prove more resilient than ever before.

In organisations that often have deep rooted historical values, finding innovative pathways forward can be challenging. It also brings with it great opportunities, however: chances to redress strategy, develop offerings and streamline services.

Through this edition of CANVAS, we explore the often-complex balancing act that leaders must master in order to ensure their organisations' relevance in a modern world whilst staying true to the core values. While innovation seems to be the order of the day, it is more important than ever that this is underpinned by a commitment to good governance.

As she reflects on her time so far as Chair of The Children's Society, we speak to Janet Legrand about the dramatic shift in strategic direction the charity has made during her tenure. Janet talks about the challenges faced by an organisation founded in the 19th century as it carves its way in the 21st, and the importance of maintaining good governance especially in times of change. We thank Janet for talking with us and sharing her insights.

Also in this edition, Business Psychologist Cassandra Woolgar explores the complexities of making multiple senior appointments and the considerations that should be taken to establish solid working relationships. In our Team Insight section, we get to know Saxton Bampfylde Partner and Researcher, Máillie McQuaid, as she shares her insights into where to get the best coffee in Seattle.

"While innovation seems to be the order of the day, it is more important than ever that this is underpinned by a commitment to good governance."

A FACE FIT FOR THE FUTURE

Balancing a busy executive career in law with her philanthropic endeavours as Chair of The Children's Society, we welcome **Janet Legrand** as she reflects on a period that has seen great strategic change for the charity.



WHAT MADE YOU WANT TO USE YOUR PREVIOUS EXPERIENCE AS A LEADER AND A LAWYER IN A CHARITABLE SETTING?

As the Senior Partner of DLA Piper, I was already involved in leading the firm's activity around diversity and inclusion, social mobility and the development of our pro bono practice. I've been very fortunate to have had great opportunities in my professional career to make a difference in terms of other people's life chances in addition to the outcomes for my professional clients. I think in a way, it's a natural extension of this to want to reach out and support others less fortunate than yourself. I felt I'd reached a stage in my career where I had enough control over my diary to commit time to something beyond my executive job: it seemed a natural thing for me to do.

I was Senior Partner at DLA Piper between 2008 and 2012 and when I took on that role, I rather blithely announced that I would maintain my client practice. Lots of other Senior Partners got in touch at that point and said: "Good luck with that!". And you can't, really.

I stepped down as Senior Partner once I finished my four-year term. At that point, DLA Piper created a new position on the Board: Senior Elected Board Member. It's a slightly unusual concept for a law firm – a bit like a Senior Independent Director in a public company – but moving into that role gave me time to resume my legal practice, which I had really missed. It also gave me time to take on some external charitable roles which is making my transition out of professional practice a smooth one.

WHAT HAS GIVEN YOU THE MOST PLEASURE AS YOU LOOK BACK OVER YOUR FIRST THREE YEARS AS CHAIR OF THE CHILDREN'S SOCIETY?

The thing that's given me the most satisfaction is the strategy review that we embarked on just after I took over as Chair. It was a big piece of work that caused us to sharpen our focus and to concentrate on serving older children and young people – the 10-18-year-old age bracket – experiencing multiple disadvantage. That means that in our direct practice work, we work with young people facing huge challenges, including criminal and sexual exploitation and modern slavery.

I was pleased with the way that exercise went. We were – as a board and a senior leadership team – all very clear that this was the area of greatest need where we had deep expertise and could really make a difference. Our direct practice informs our campaigning, policy and influencing work through which we're seeking to disrupt the cycles of disadvantage and to influence the approach of the police, politicians and others.

That seemed to me to be where our real skill set lay although it came with the recognition that it would be much grittier work and that would have implications for the organisation. I am so pleased that we are living our values and being brave about making strategic choices. Our work in this area is already having an impact. For example, police are now recognising that young people caught up in county lines drug operations are not criminals but are themselves being criminally exploited.

"I AM SO PLEASED THAT WE ARE LIVING OUR VALUES AND BEING BRAVE ABOUT MAKING STRATEGIC CHOICES."

CHARITIES ARE NEEDING TO BE FORWARD-THINKING AS NEVER BEFORE. HOW HAS THIS MANIFESTED ITSELF IN AN ORGANISATION AS HISTORIC AS THE CHILDREN'S SOCIETY AND WHAT ROLE HAVE THE TRUSTEES PLAYED IN THIS?

The strategy review was a good example of the trustees playing a leading role in working with the senior leadership team to focus an organisation formed in the 19th century on the areas of greatest need for young people in the 21st century.

We've also changed our approach to supporter engagement. Increasingly, we're looking at longer-term relationship building with our supporters and we're keen to engage them more deeply in what we do as part of a wider movement for change. We put children and young people absolutely at the heart of everything we do. Informing our supporters about what we do and why enables them to become supporters of the cause in all sorts of ways: there's so much more they can do in addition to writing a cheque (although of course financial support remains very important!).

When we looked at our approach to supporter engagement, there were things we decided to stop doing. For example, we no longer have people raising money on the street. There are obviously short-term financial consequences of that, but I think strategy is as much about deciding what you're not going to do as what you are and staying true to your values.

HOW CHALLENGING IS IT TO MAINTAIN GOOD GOVERNANCE IN THE FACE OF PRESSURE TO BE BOTH INNOVATIVE AND IMPACT-DRIVEN IN A CHALLENGING FINANCIAL ENVIRONMENT?

It's essential to maintain good governance

in order to trade through difficult times effectively. It's vital that the senior leadership team takes the board with them and it's important that the board has the chance to test and challenge what's being proposed so that you can be confident the best decisions are made on an informed basis.

I think we have a really good Trustee Board at The Children's Society, and by building a board with the right skillset and expertise we've made sure we have a broad range of experience that can help support the senior leadership team.

An example of that would be around evidence and impact. It's so important, first of all, to make sure that the enterprise is actually making a difference, and secondly to ensure that in a challenging financial environment you're able to demonstrate the impact your work is having. That is a key factor not only for the board, in assessing the effectiveness of our work, but also for engaging supporters and persuading funders to commission new services.

A couple of years ago, we set up a 'task and finish' group of trustees working with the senior leadership team on issues around evidence and impact. The trustees in the group have relevant experience beyond the charity sector and their input has been invaluable in helping to further improve the way the charity assesses the impact of its work.

"IT COMES DOWN TO HAVING THE RIGHT SKILLS AND EXPERTISE ON THE BOARD AS THE ORGANISATION NAVIGATES CHOPPY WATERS."

I actually don't think it's been difficult for us to maintain good governance. Everybody recognises the importance of it. It comes down to having the right skills and expertise on the board as the organisation navigates choppy waters.

WHAT ARE THE KEY CHARACTER TRAITS AND SKILLS YOU LOOK FOR WHEN RECRUITING NEW BOARD MEMBERS? TO WHAT EXTENT IS DIVERSITY AN ISSUE WHEN BUILDING A BOARD?

In terms of character traits, you need to recruit people with integrity and independence of thought, who are emotionally intelligent and are able to work constructively as part of a broader team. Crucially, they have to have a

JANET LEGRAND BIOGRAPHY

Janet Legrand QC (Hon) is the former Senior Partner and Global Co-Chair of DLA Piper, a global law firm with turnover in excess of \$2.8 billion and offices in over 40 countries. She served on her firm's Partnership Board for 20 years whilst maintaining a substantial legal practice representing Governments in international disputes.

When she was appointed Queen's Counsel Honoris Causa in 2018, the Lord Chancellor described her as "a pioneer in enhancing the role of women in the law, promoting social mobility, diversity and inclusion within her firm and the wider profession." In the same year, she won the Woman Lawyer of the Year Award at the Law Society's Excellence Awards and was presented with a Lifetime Achievement Award at the British Legal Awards.

Beyond the law, she is Chair of the Trustee Board of The Children's Society, Deputy Chair of Council at City, University of London and a Trustee of its Student's Union, a member of the Audit Committee of the University of Cambridge and Deputy Chair of the Marshall Aid Commemoration Commission.



passion for the cause of the charity and an absolute commitment to our vision, mission and values. It's not just about turning up to board meetings, it's about what more you can contribute and how best you can engage to add value.

"YOU NEED TO RECRUIT PEOPLE WITH INTEGRITY AND INDEPENDENCE OF THOUGHT."

Of course, we have a skills matrix, and you know that when you're losing board members, you're losing certain skills that need to be replaced. Later this year, a couple of trustees who have senior operational experience in children's services are retiring, so we need to make sure we maintain that expertise and safeguarding experience.

I'm always considering whether there are new areas in which we need to acquire skills in order to support the senior management team. Last year, for example, we recruited trustees with expertise in digital strategy and transformation and in developing and implementing successful innovative projects. Their expertise has been hugely helpful.

I'm considering diversity all the time. It is a real focus for the charity as a social justice organisation and that absolutely has to be reflected in the board. Having a range of experiences and perspectives on the board is essential in order to come up with the best ideas and solutions and avoid 'group think'.

In an ideal world, we would have more of an age range amongst the trustees, although younger trustees often have less control over their diaries when it comes to the time commitment of being on a board. We do, however, have young people from our services attending our board meetings, so we do have their voices in the room – and they have loud voices, and we do listen to them!

WHAT IS THE SECRET TO GETTING THE MOST OUT OF YOUR BOARD – BOTH IN TERMS OF YOUR EXECUTIVE AND NON-EXECUTIVE BOARD MEMBERS?

All our senior leadership team attend our board meetings and away days, and our board sub-committees are attended by relevant members of the senior team and the Chief Executive. I think really it all comes back to engagement and team work. It's about building relationships beyond board meetings; getting to know people's strengths and playing to them; and getting people involved in areas in which they have particular interest or skills and can make a strong contribution.

I spend time with everyone individually, giving and getting feedback, thanking them for the tremendous contribution they are making to the charity and trying to ensure that we are making the best of their skills and that they're enjoying their trustee experience. We also make good use of board away days and dinners to build relationships within the board.

THE CHILDREN'S SOCIETY BELIEVES IN CONFRONTING 'HARD TRUTHS'. HOW DO YOU THINK CHARITABLE ORGANISATIONS CAN BE MORE OPEN AND TRANSPARENT IN THE FACE OF GROWING PRESSURES AROUND PRIVACY?

There's a strong push from The Charity Commission and a really strong pull from the public for charities to live their values in the way they operate internally as well as in the position they project externally and to be open and honest - particularly about when things go wrong, their failings, and what is going to be done to address them. That can only be a good thing.

Hopefully, organisations do live their values and have appropriate systems and procedures in place to address failings. When things do go wrong, and there have been a number of recent examples in which charities have found themselves under the spotlight, I think openness, honesty and transparency are key to maintaining or seeking to rebuild public trust in your work and your mission.

"OPENNESS, HONESTY AND TRANSPARENCY ARE KEY TO MAINTAINING OR SEEKING TO REBUILD PUBLIC TRUST."

YOU HAVE RECENTLY APPOINTED MARK RUSSELL AS CHIEF EXECUTIVE OF THE CHILDREN'S SOCIETY. HOW DO YOU ENSURE THAT THE RELATIONSHIP BETWEEN YOU AS CHAIR AND A CHIEF EXECUTIVE ENABLES THE GREATEST SUCCESS OF AN ORGANISATION?

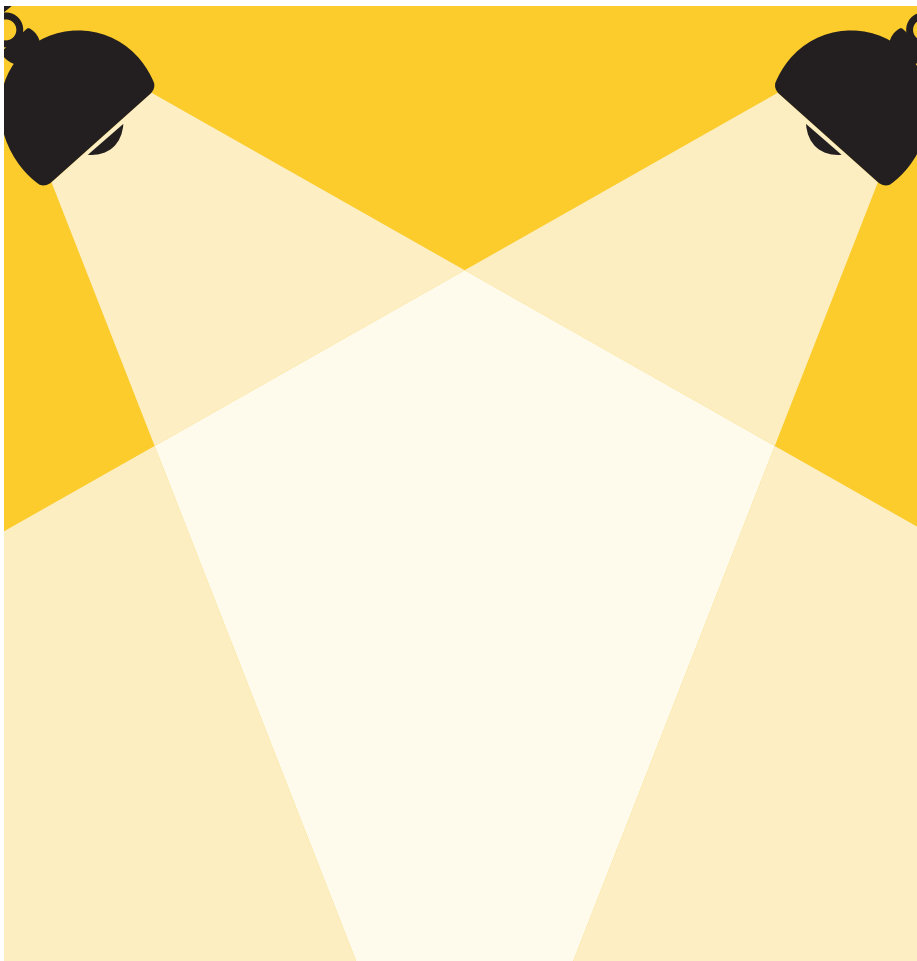
I'm very excited about Mark's appointment. He's been a lifetime supporter of The Children's Society and is hugely passionate about the organisation. We're going to benefit from the fact that this really is his dream job - he's not just saying that! So that's a good start.

I think the Chair and Chief Executive relationship really is key to the success of an organisation. Building a good relationship is about having a shared commitment to the values of the organisation and the

delivery of its strategy and being clear about the contribution each of you need to make to ensure the organisation's success. And again, it's important to spend time getting to know one another so that you can hit the ground running with an understanding of one another's strengths and weaknesses and how best to manage the relationship. We've already started that process, attending our Vice Chair, Bishop Libby Lane's recent installation as Bishop of Derby together, which was a day of great pride and celebration.

"BUILDING A GOOD RELATIONSHIP IS ABOUT HAVING A SHARED COMMITMENT TO THE VALUES OF THE ORGANISATION."

Ultimately, the Chair needs to be the person who performance manages the Chief Executive, sets objectives, constructively supports him in achieving them and holds feet to the flame if necessary. If you have the right relationship and approach to motivation and inspiration, you ought to be able to do all of that in a supportive mature and non-confrontational way that enables the organisation to deliver effectively on its strategy and ensures that people are enthusiastic about their work and the contribution they are making. **C**



DOUBLE (NO) TROUBLE: TAKING THE STRESS OUT OF MULTIPLE APPOINTMENTS

By **Cassandra Woolgar**, Business Psychologist, Saxton Bampfylde

Adding a new face to a senior leadership team can have a huge impact on the diversity of thought, range of skills and approaches to work, the team dynamics and the culture. These elements can, of course, have a significant knock-on impact for the rest of the organisation. It is essential that you are armed with as much insight as possible, as early as possible, to help new hires achieve success as individuals, within the team and within the organisation at large.

But what about if multiple senior appointments are taking place simultaneously?

Why recruit in the plural?

Often an organisation might need to make two key hires who will need to work closely together: hiring both at the same time provides a unique opportunity to consider each individual's personality, how well they may work together and whether they complement one another in terms of work approach and skills.

Recruiting panels should ideally include individuals with the skills to highlight key aspects of each candidate and discuss the ways in which they may work with each other. This can serve to highlight any areas that could cause potential conflict between preferred candidates so that this can be addressed through the onboarding process. Development plans and strategies can then be put in place to encourage the best possible working relationship early on.

CONTACT US

If you are interested to hear more about how we could work in partnership with you and your organisation, please do get in touch with our Leadership Services team on leadershipservices@saxbam.com. 

Ensuring integration with the wider team

Prior to assessing individual candidates, it can often be helpful to review the existing team, or indeed key individuals who will work with the new hire, to establish a clear picture of the strengths, behaviours and potential development areas. These insights help determine the behaviours and skills that can add diversity and value to a team, and therefore establish which candidate may fit best for a successful team dynamic. This is a beneficial exercise whether you're recruiting for one role or multiple.

Once each individual has come into their new role, group development sessions can help the team get to know each other better in a number of ways:



UNDERSTANDING
ONE ANOTHER'S
STRENGTHS



IDENTIFYING
ANY AREAS OF
POTENTIAL
CONFLICT



ESTABLISHING
HOW TO GET THE
BEST OUT OF
EACH OTHER



CONSIDERING
THE CULTURE
THEY WILL SET AS
LEADERS OF THE
ORGANISATION



EXPLORING HOW
THE TEAM MAY
BE PERCEIVED BY
OTHERS IN THE
ORGANISATION



DEVELOPING
A COMMON
LANGUAGE
WITH WHICH TO
MAKE IT EASIER
TO DISCUSS
BEHAVIOURS

Identifying strong combinations

A strong leader is able to recognise their own shortfalls and the areas in which they perhaps need support from others. No individual can be everything to all people, therefore it is important that new hires are able to complement one another, working together to deliver the best outcomes for their organisation.

LEADERSHIP PROFILE

OUTCOME

VERDICT

Candidate 1

Good at noticing when people need support but lacks tact in dealing with such situations.

Candidate 2

Struggles to pick up on cues from individuals who need support but is diplomatic and tactful in conversation.

By combining their strengths – the former individual flagging those who may need support and the latter reaching out to them to provide this support – the two leaders can work collaboratively to support their team and ultimately establish stronger and more successful working relationships.

A strong pairing with skillsets that are well balanced to round out one another's strengths and weaknesses.



Candidate 1

Creative thinker, good at idea generation but struggles to formulate plans or hone in on a single idea.

Candidate 2

Finds creative-thinking challenging but a strong problem-solver good at thinking pragmatically and delivering results.

The first candidate is an ideas-generator, comfortable with thinking outside the box and working to innovate the organisations in which they work. By combining this attribute with the planning and analytical skills of the second candidate, practical plans for implementation are readily attainable, delivering real value-add for an organisation.

A good pairing, able to use one another's skills to complement their own. These candidates may struggle to understand each other at times, therefore knowing they approach work from different perspectives can help them to work together more seamlessly.



Candidate 1

Very open to taking risks and good at acting quickly under pressure. Feels frustrated by delays and over-analysis of situations.

Candidate 2

Risk averse, becomes cautious and over-analytical when under pressure. Feels uncomfortable when decisions are made too soon.

The question here would be what the role requires of each of them in such situations; the organisation could give clear authority to one rather than the other for decision making, they could work on strategies and parameters to help them balance each other in such situations. Coaching could be given to help each of them to find a better balance for their own approach. Alternatively, the decision may be that this is the wrong pairing and a different combination of candidates should be considered instead.

A pairing that may cause friction. The two personality types are potentially at odds with one another, rather than complementing one another's skillsets. If this pairing is chosen, strategies and development plans will be key to a successful and harmonious working relationship.



Candidate 1

Difficulty trusting others, tending to be sceptical and withdrawn.

Candidate 2

Very sociable, tipping towards charm and manipulation under pressure.

This combination would be challenging to work through as the behaviour of the latter will trigger the scepticism and mistrust of the former, equally the scepticism of the former will likely push the latter more towards seeking forgiveness rather than permission.

A poor pairing, unlikely to deliver strong results for an organisation recruiting both individuals.



KEY APPOINTMENTS

Saxton Bampfylde and its partners around the world through Panorama advise many recognised charities and social impact organisations. We are delighted to share with you a selection of some of the roles that we have been privileged to work on recently.



SANDIP VERMA

**UN Women NC UK
Chair**

Baroness Sandip Verma has been appointed as the new Chair for UN Women National Committee UK, replacing Laura Haynes. Starting 24th September, Baroness Verma shall hold the office for three years, and will be joining newly appointed trustees Francesca Boldrini, Randall Peterson, Carol Rosati and Red Godfrey-Sagoo.



URSULA DOLTON

**British Heart Foundation
Chief Technology Officer**

The British Heart Foundation (BHF) has named Ursula Dolton as its first Chief of Technology.

The role of Chief Technology Officer is a newly-created executive position as the BHF launches its new strategy to harness innovation and technology as a key accelerator improving all areas of the charity's work.



LOUISE PARKES

**Great Ormond Street
Hospital Charity
Chief Executive**

Great Ormond Street Hospital (GOSH) children's charity has appointed Louise Parkes as its new CEO. Louise replaced Tim Johnson and took up the position on 1 May.

Louise joined the charity from Barnardo's where she was corporate director for income and innovation.



ROSE CALDWELL

**Plan International
Chief Executive**

Global children's charity Plan International UK has appointed Rose Caldwell as its incoming Chief Executive.

Rose joins the organisation from Concern Worldwide (UK), where she has been Executive Director for the last 10 years.

Rose has over 20 years' experience in senior roles in the not for profit sector, including as the Finance Director of a mental health charity and as Assistant Director for the Refugee Housing Association.



DOROTHY BROWN

**British Red Cross
Chief People Officer**

Dorothy Brown was appointed Chief People Officer at the British Red Cross in June 2019.

Prior to joining the British Red Cross, Dorothy held a number of senior HR and senior operational positions in Her Majesty's Revenue and Customs. Dorothy has also worked in the Ministry of Justice where she was the HR director for Her Majesty's Courts Service. Dorothy is a trustee at Phoenix Futures, a charity specialising in supporting people through rehabilitation following drug and alcohol addiction.



CYRIL TURNER

**Year Up, USA
President**

After an extensive nationwide search, Year Up has named Cyril Turner as its next President. Turner will succeed Garrett Moran, who led the organization's growth and expansion for more than 5 years.

Turner comes to Year Up from Delta Air Lines, Inc., where he was President of Delta Global Services and Delta Private Jets. He also oversaw Delta Connection, overseeing six regional airlines for Delta, including Compass, ExpressJet, GoJet, Republic and SkyWest, as well as Delta's wholly owned subsidiary, Endeavor Air.



RAVI GURUMURTHY

**Nesta
Chief Executive**

Nesta, the UK's leading innovation foundation, is pleased to announce that Ravi Gurumurthy will join as its new Chief Executive at the end of the year.

Ravi Gurumurthy, currently Chief Innovation Officer and founder of the Airbel Center at the International Rescue Committee in New York, will replace Geoff Mulgan, who has led Nesta since 2011.



MARK DOWIE

**RNLI
Chief Executive**

Mark Dowie, appointed Chief Executive in May 2019, is a former naval officer and company director. A keen sailor, he was also Lifeboat Operations Manager at Salcombe Lifeboat Station for 2 years.

Mark brings with him significant corporate leadership experience having been a senior commercial and investment banking professional who was most recently Chief Executive Officer, Corporate and Institutional Bank at Standard Chartered Bank.



SAKIRA PATEL

**Action for Children
Chair**

Action for Children have appointed Sarika Patel as their new Chair. Sakira is a business leader with nearly 30 years of public, private organisational experience. She is a Chartered Accountant and a Chartered Marketer. She is also a graduate in law.

She is an international business leader. Her experience includes leading large multi-sited teams, corporate development and finance, acquiring, integrating and developing businesses as well as company restructuring and turnaround.

Diversity is extremely important to us and we are always endeavouring to increase the diversity of our appointments in every sense. In the past two years we have made more than 140 appointments in the charity sector.

52% of our non-executive appointments resulted in a female candidate

21% of candidates appointed to non-executive roles are from an ethnic minority background

Women were appointed to 49% of our executive roles

9% of the executive appointments we have made in the past 2 years are from BAME background

3% registered with a disability. **C**

VIEW FROM THE RIVER

TEAM INSIGHT

Take a closer glimpse into the people at Saxton Bampfylde and our global partners with our regular team insight feature.



MÁILLIE MCQUAID

RESEARCHER AND PARTNER

SOCIAL IMPACT PRACTICE GROUP SECRETARY

PAST, PRESENT AND FUTURE

I am a researcher and partner at Saxton Bampfylde; a role which involves speaking to incredibly interesting people across the commercial, public and non-profit sectors. It's a huge honour to build relationships and be part of the process which affords some of the most extraordinary leaders the opportunity to experience a new challenge where they can make a significant impact.

I also have the privilege of working closely with our social impact practice group, which I love as our work in this space is what really drew me to Saxton Bampfylde. Having completed an MA in Humanitarianism and Conflict Response I wanted to work in an organisation with unwavering values and somewhere committed to having a positive impact; I'm lucky to have found that here and to be able to work with clients with a similar outlook.

RAINY DAY DREAMS

Possibly too much of my time is spent finding new coffee shops to explore, and whenever I land in a new city this tends to be my first task. Conveniently, my favourite city in the world is Seattle, well known for its coffee and relentless rain! So, my perfect rainy day afternoon would be spent in a small café in the Pacific North West, with a flat white, a good book in hand, and lots of people-watching.

TRUE PASSION

It seems almost impossible to pick just one thing which I am deeply passionate about, although right now I am closely following the debates around women's

reproductive healthcare. Developments (setbacks) currently playing out in the USA have shone a light on this over the past few months, but globally a woman's ability to access adequate healthcare is all too often restricted. It feels like we may be approaching a critical juncture here, and as such we all need to be passionate about ensuring women have the freedom to make their own decisions.

WHO – DEAD OR ALIVE – DO YOU VIEW AS A PARTICULARLY INSPIRING LEADER, AND WHY?

I've always been particularly interested in Eva Peron; a true humanitarian and feminist. Her unwavering commitment to increasing equality, human rights, and female suffrage throughout her political career is something I find hugely inspirational. Indeed, I find her short life to be wholly fascinating.

SECTOR VIEW – SUM UP YOUR SECTOR IN THREE WORDS

Evolving, ambitious, reflective

WHAT LEARNINGS CAN CHARITIES TAKE FROM OTHER SECTORS AS THEY WORK TO ENSURE GOOD GOVERNANCE IS BALANCED WITH FINDING AN INNOVATIVE APPROACH?

Increasingly in the social housing sector we are seeing residents acting as Non-Executive Directors on the group boards. I feel that a similar drive amongst UK charities and INGOs, in which the intended benefactors have their voices heard at the highest level of an organisation, could help to ensure good governance with increased accountability. Moreover, bringing this diverse range of voices to the decision-

making table can encourage charities to view challenges from an entirely different perspective. Listening to empowered local actors and/or service users could be one tool to balance the tension between the need for good governance whilst adapting and moving forward.

WHAT STEPS SHOULD CHARITIES BE TAKING TO ENSURE THEY ARE OPERATING IN AN OPEN AND TRANSPARENT WAY WITH THEIR SUPPORTERS?

For numerous reasons the non-profit sector is facing demands for transparency at an unprecedented level, acting in an open manner is now considered a pre-requisite and simply making annual accounts available online is not enough. Notwithstanding this, we must also be cautious that excess resources are not unduly directed to transparency implementation at the expense of an organisation's purpose.

As a sector, leaders must be proactive and engaged in concerns around spending and their actions. There is a need to be confident in the efficacy of programmes and discuss success; be open about staff salaries and then lead the conversations around this; engage with the media and donors to promote solidarity around campaigns. Of course there are risks to this approach, but fundamentally charities must be willing and able to justify their decisions to donors. **C**

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SAXTON BAMPFYLDE MISSION STATEMENT

We exist to change the world by changing leaders in interesting and important organisations. At the same time we aim to create an environment wherein all members of our community can grow to their fullest extent emotionally, intellectually and spiritually.

Saxton Bampfylde is an employee-owned business

GLOBAL SOCIAL IMPACT TEAM

KEY CONTACTS

With over 200 consultants worldwide, our global partnership brings together leadership experts across the commercial, public and non-profit sectors. Our key consultants with a particularly strong focus in the social impact sector include:

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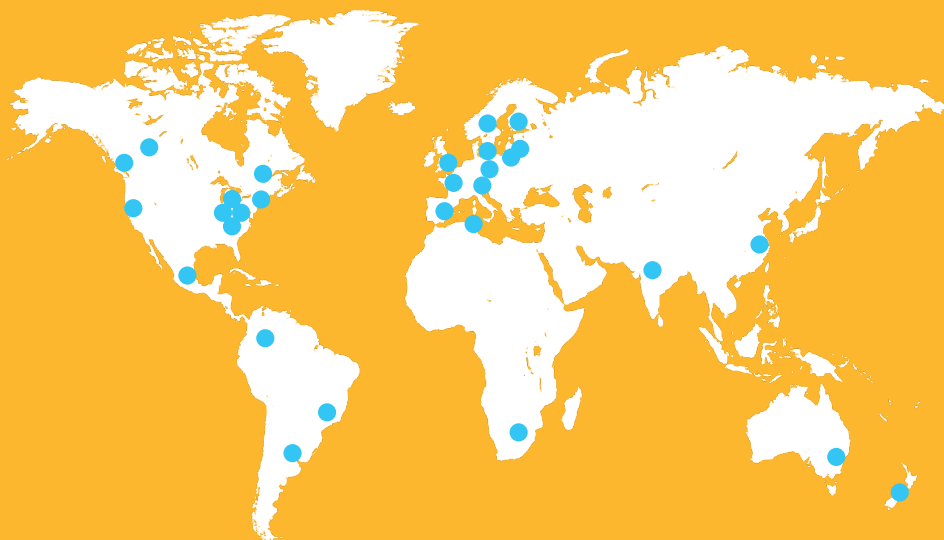
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