



Livery Charity Chairs Group
sharing and learning

Welcome to our first Annual Conference

Ironmongers' Hall, 6th June 2022

#LCCG2022

#sharingandlearning



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Opening Remarks

***Alderman
Sir Charles Bowman***





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LCCG – One Year On

Dr Hilary Lindsay
LCCG Founder and Convenor



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Why are we here?

“Our aim is to help make Livery Charities better at attracting funds, better at running ourselves and so able to help more people in more ways through the grants we make.”

In our first year LCCG has:

- **66 members** from 62 companies, including from York and North America
- held **Hot Topic Sessions** on Zoom in September, December and March
- put on our first **Annual Conference**
- held **Coffee Morning Drop-ins** on Zoom in October, January and April
- set up a very helpful **WhatsApp Group**
- shared **resources, training opportunities** and details of **City initiatives**
- a presence on the **Livery Committee website** and strong links with the **Pan Livery Steering Group** and the **Fellowship of Clerks**

Hot Topic #1 - Governance

Governance

- New code in place from December 2020
- <https://www.charitygovernancecode.org/en/front-page>
- More emphasis on safeguarding and EDI
- Complete the small charities template
- Draw up an action plan that's right for you
- Adopt a proportionate approach

Risk

- Identify gaps and take action
- Financial, Operational, Reputational and Governance Risks
- For each risk analyse impact, take steps to mitigate, identify who responsible, assign a RAG rating.
- Review all risks at each Trustee meeting

"A brilliant session and so good to be connected to other Charity Chairs within the Livery"

Hot Topic #2 - Fundraising

Livery Charity Chairs Group
All Livery Charity Chairs (for their nominees) are invited to our workshop:

Hot Topic #2 – Fundraising
to be held on Zoom from 12.00 - 1.30 on Monday December 14th

The results from the 2020 Pan-Livery Survey on Philanthropic Giving can be viewed [here](https://www.liverychairsgroup.org.uk/2020-pan-livery-survey-philanthropic-giving). The next short presentations outlined below will be followed by discussions in breakout rooms and a plenary wrap up session. To register and receive your personal details to join the Zoom meeting, please contact Hilary Lindsay hilary@liverychairsgroup.org.uk

Reflections on the 2020 Pan-Livery Survey of Philanthropic Giving
Bob Harris, Trustee of Management Consultants' Charitable Fund and Compiler of Philanthropic Survey



What the total grant funding by the Livery movement reported in the 2020 Survey was £2.7m, much of this originated from historic endowments dating back several centuries. The average funds raised by today's 48,000 Liverymen and Freemen amounted to an average of £115 per person – the price of a modest dinner in a Livery Hall. How can we do better?

One Livery Company's experience of increasing philanthropic giving from members
Francis Smith, Francis Smith, Chair of Company



After analysing the Glaziers' Foundation's track record on last meeting the Chair was invited to present findings in June 2020. In January 2021 the Chair had their campaign to increase the level of Philanthropic Giving from their members. While they were reasonably successful with their initial aim, what they did learn from the experience was much broader and even more valuable.

Future dates for your diary
12.00 on Monday 14th March in Broom's Hot Topic #3 – Trustees, their appointment and independence
For any queries, please contact Hilary Lindsay hilary@liverychairsgroup.org.uk

2020 Pan-Livery Survey

Special thanks to Bob Harris for sharing the survey results with us.

The 2020 survey showed in-year funds raised by the 48,000 Liverymen and Freemen amounted to an average of £115 per person – the price of a modest dinner in a Livery Hall. How could we do better?

Increasing philanthropic giving

We heard about the Glaziers' Foundation's lockdown campaign to increase giving and in particular their Golden Rules of Fundraising:

- A clear & compelling proposition
- Build relationships with Donors
- The power of Thank You
- Maintain momentum

Download LCCG's **Top Ten Tips** for maintaining contributions from members:
<https://www.liverychairsgroup.org.uk/charities-and-education/charities/livery-charity-chairs-group/#december-2021>


Hot Topic #3 – Trustee appointment and independence

Livery Charity Chairs Group
All Livery Charity Chairs (for their nominees) are invited to our workshop:

Hot Topic #3 – Trustees – their Appointment and Independence
to be held on Zoom from 12.00 - 1.30 on Monday March 27th 2022


The next short presentations outlined below will be followed by discussions in breakout rooms and a plenary wrap up session. To register and receive your personal details to join the Zoom meeting, please contact Hilary Lindsay hilary@liverychairsgroup.org.uk

Trustees – their Appointment
Andrew Eyles, Member of the Human Resource Professionals and First Member of the Charity, inclusion and wellbeing in M&S Investments



There are many considerations when recruiting, appointing and on-boarding Charity Trustees. Appointment of Trustees is a right to select the charity and have the right experience and skills. There is a good deal of the charity's history that they understand their duties, the purpose and objects of the charity and how the trust is made and how it can be governed. However, having an affinity with the charity's objects and ensuring diversity of thought is now even more crucial. The talk will share their insights on how the elements including diversity and inclusion can add value to the appointment and decision-making processes.

Trustees – their Independence
Stephen Gilbert, Chair of Charitable Trust, Chartered Secretaries and Administrators



Stephen will share his practical tips on trustee independence for Livery Charities. The short presentation will signpost attendees to specific Charity Commission guidance. Stephen will also outline the importance of the role of the Chair of the Charity in ensuring the independence of the Trustees. Stephen will also outline the importance of the role of the Chair of the Charity in ensuring the independence of the Trustees.

Future dates for your diary
12.00 on Monday 27th March on Zoom, referral drop in session for charity chairs 12.30 on Monday 27th March in Broom's Hot Topic #4 – Liverymen and Freemen
For any queries, please contact Hilary Lindsay hilary@liverychairsgroup.org.uk

Trustee appointment

- What are you seeking?
- How are you sourcing?
- Tools to support appointment
- Successful on-boarding
- Underpinned by Equality, Diversity and Inclusion

Trustee independence

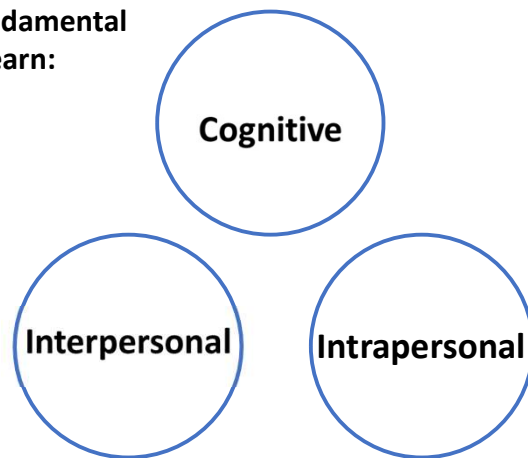
- Apply the Charity Commission's Guidance
<https://www.gov.uk/guidance/guidance-for-charities-with-a-connection-to-a-non-charity>
- Be proportionate
- Document decisions and the steps you took
- Charity first, Company last
- Apply the air test



All our Hot Topic slides are at: <https://www.liverychairsgroup.org.uk/charities-and-education/charities/livery-charity-chairs-group/>

Finally I want to talk about Learning ...

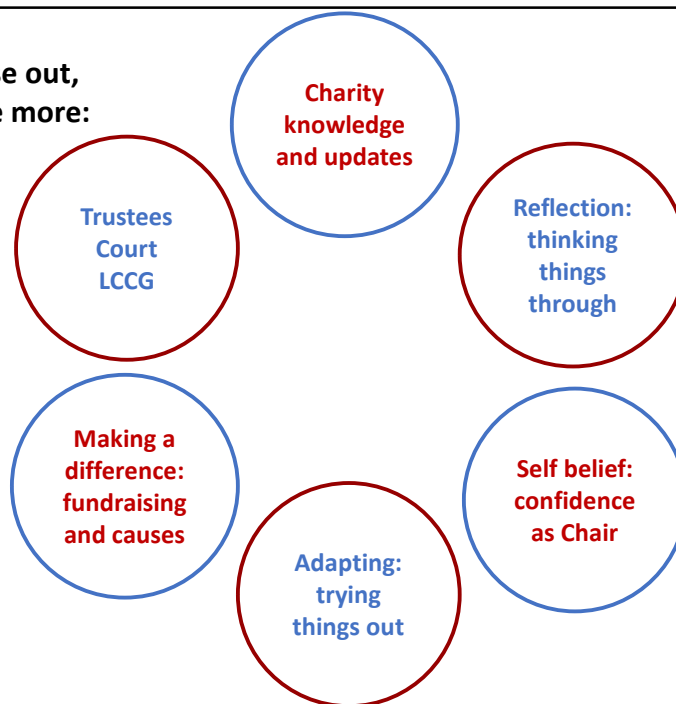
There are three fundamental ways that people learn:



Applying this to our context, these become:



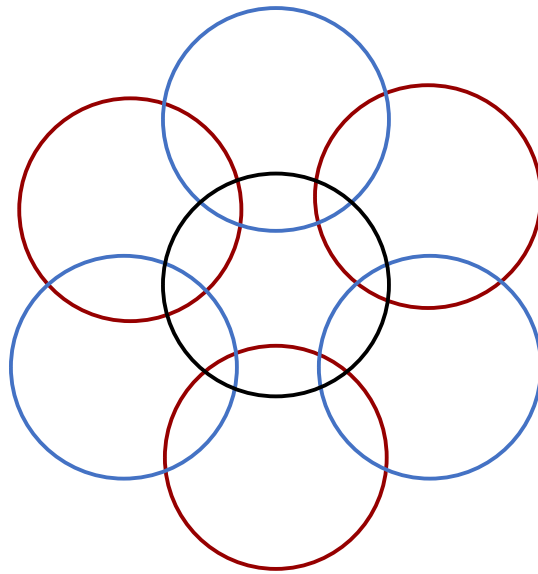
If we spread these out,
we can add three more:



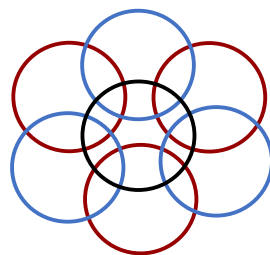
And at the heart of
everything, we have:

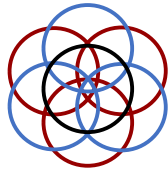


**That's the learning,
now for the sharing**



**That's the learning,
now for the sharing**





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The Importance of Impact Measurement and Reporting

Chairman: Peter Alvey
LCCG Steering Committee





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The Importance of Impact Measurement and Reporting

Ros Oakley
Association of Chairs



Impact - the role of the board

Ros Oakley
Chief Executive
Association of Chairs



Supporting charity and non-profit chairs

Your governance responsibilities

Charity Governance code principles:

Organisational purpose: the board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.

Openness and accountability: the board leads the organisation in being transparent and accountable.

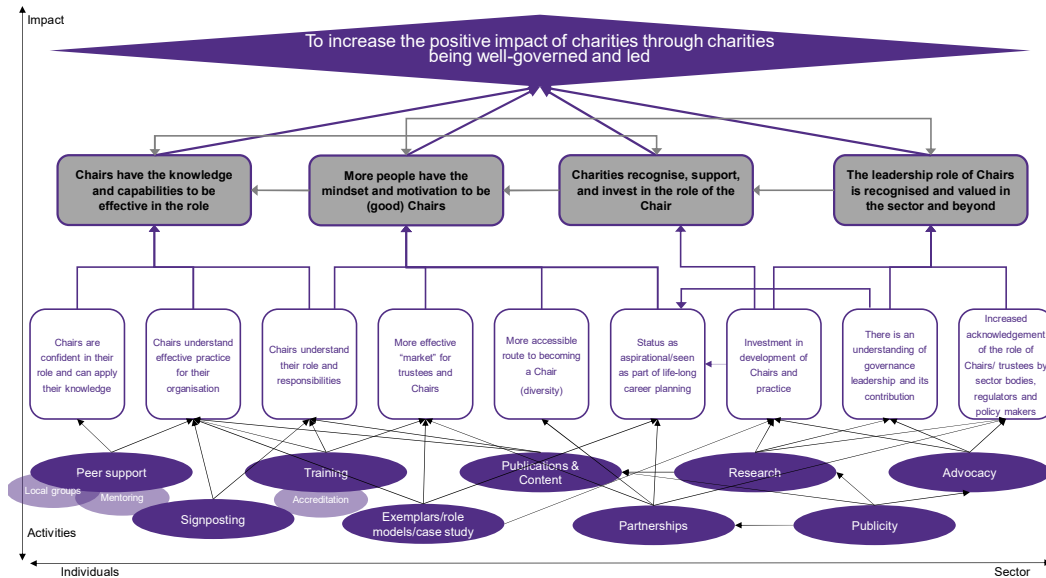


Questions for the board

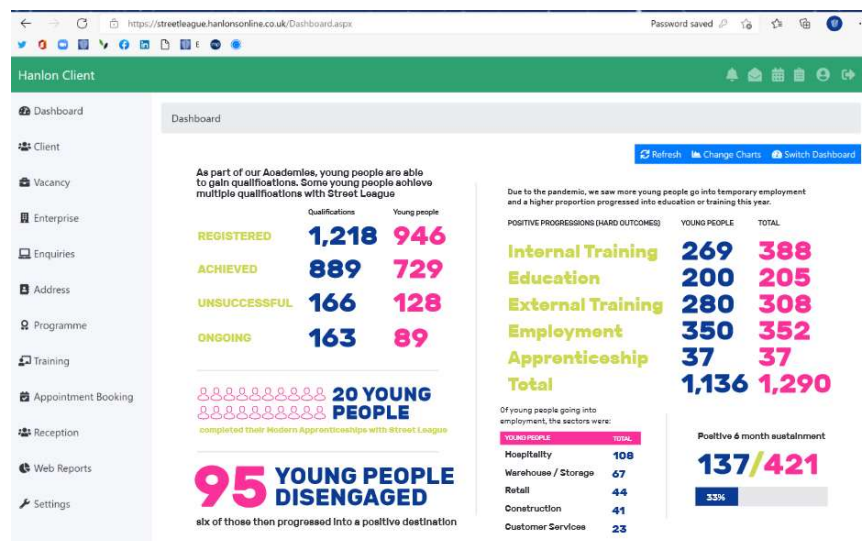
1. What impact are you trying to achieve?
2. Does your approach to impact reflect the way you work/fund?
3. How do you use evaluation data for accountability and learning?
4. Do you prioritise and resource impact work?



AoC's theory of change



Street league



EdUKaid

Winner of 2021 Charity governance awards
Improving Impact: charities with 0-3 paid staff

Mission

to make lasting changes by improving education – giving children living in extreme poverty the opportunity of a better future.



OUR IMPACT

20,000

children accessing a better education

3,500

girls managing their periods with dignity

215%

more disabled children enrolled in school

Association of Chairs- get support for your chairing role

Membership

Chairs, Vice Chairs, Chairs elect and Committee Chairs are all welcome to join. Access specialist resources and free and discounted events

Fees

£55 if charity income under £5 million , £110 if over £5 million.

Join online:

<https://www.associationofchairs.org.uk/membership/join-us/>



Supporting charity and non-profit chairs



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The Importance of Impact Measurement and Reporting

Denise Fellows
Management Consultants'
Company



The Importance of Impact Measurement and Reporting

The Treasurer's perspective

Denise Fellows

Past Master and Treasurer of Charitable Fund



*The Worshipful Company of
Management Consultants*



The Treasurer's hat

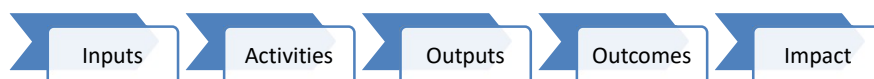


- Are we donating our funds wisely?
- Could we raise more?
- Could we donate more?
- Are we communicating/reporting accurately and clearly?
- Do we follow up to ensure that the funds have been spent as we expected?



Importance of understanding impact

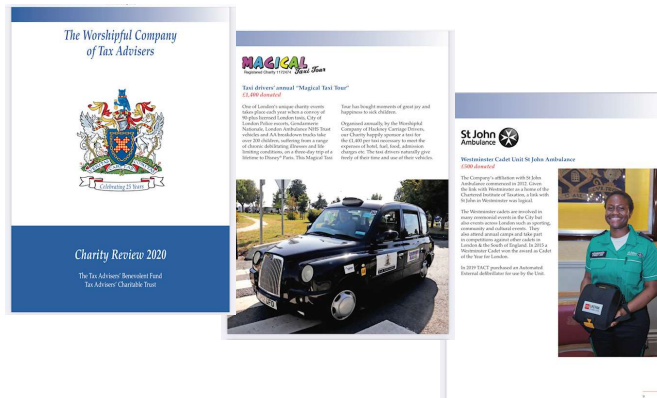
Impact assessment logic model:



What difference will our grant make?



Reporting on impact



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The Importance of Impact Measurement and Reporting

Chris Kelly, Founders' Company and The Queen's Commonwealth Trust



so what?



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The Importance of Impact Measurement and Reporting

Panel Questions and Discussion



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Getting the structure right – might
converting to a CIO work for you?

Chairman: Steve Graham
LCCG Steering Committee



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Getting the structure right – might
converting to a CIO work for you?

Gordon Reid
Moore Barlow



Getting the structure right: might converting to a Charitable Incorporated Organisation work for you?

Gordon Reid, Head of Charities

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Most common structures:

- Unincorporated charity / trust
- Company Limited by Guarantee (CLG)
- Charitable Incorporated Organisation (CIO)

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Why change structure?

- Limited liability
- Separate legal personality
- Management of risk

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Which structure to choose?

- Permanent endowment

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Process:

- Registration of new entity
- Vesting declaration

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Getting the structure right – might converting to a CIO work for you?

Andrea Eccles, The Guild of Human Resource Professionals



Becoming a CIO: Lessons Learnt

- Demonstrate the charity's PUBLIC BENEFIT.
- Livery challenge can be the connection with a profession or trade. Show how the charity will help others outside of the Livery ie the public.
- Provide examples of grants that you would approve and not approve. If possible, put this in a table format.
- Think about a Trustee Decision-Making Framework (see example).
- Consider a separate website to show independence from your Livery.
- Showcase the Trustee skillset and think about diversity and inclusion not just for Trustees but the causes supported.
- Mind your language! Think Charity speak not business or trade speak. Reflect this in your Objects.
- Pick up the phone - the Charity Commission team is really helpful.



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Our Decision Framework

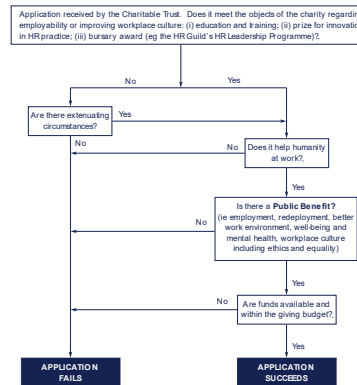
HR Professionals Charitable Trust Objects

The Objects of the charity are:

- a. The advancement of the art and science of human resource and personnel management for the public benefit by:
 - supporting education and training, including in methodologies to promote effective workplace cultures;
 - awarding prizes for innovation or excellence in human resource practice;
 - awarding bursaries and grants to support development in workplace culture and other aspects of people management that improve working lives.
- b. The relief of unemployment for the public benefit by providing funding and support to charities or community groups with skills and tools to re-entry to the workplace.
- c. To support the Lord Mayor, the Liveries and the City of London Corporation in respect of the above.



TRUSTEE DECISION-MAKING FRAMEWORK



the Guild of Human Resource Professionals



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Getting the structure right – might converting to a CIO work for you?

Panel Questions and Discussion



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ESG Investing and Other Climate Issues for Livery Charities

Chairman: Julia Sibley
LCCG Steering Committee



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ESG Investing and Other Climate Issues for Livery Charities

Alderman and Sheriff
Alison Gowman





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ESG Investing and Other Climate Issues for Livery Charities

Stephen Beer
Church Investors' Group



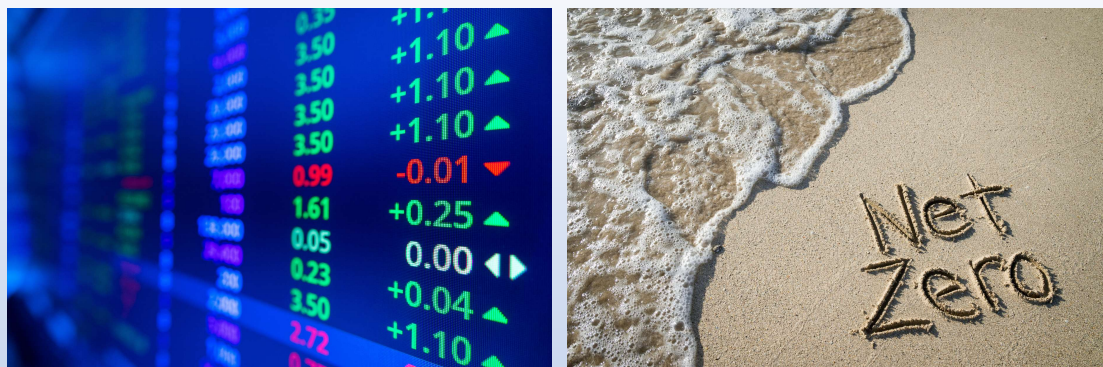
ESG investing

Stephen Beer
stephenbeer.com

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LIVERY CLIMATE ACTION GROUP

It matters how we invest



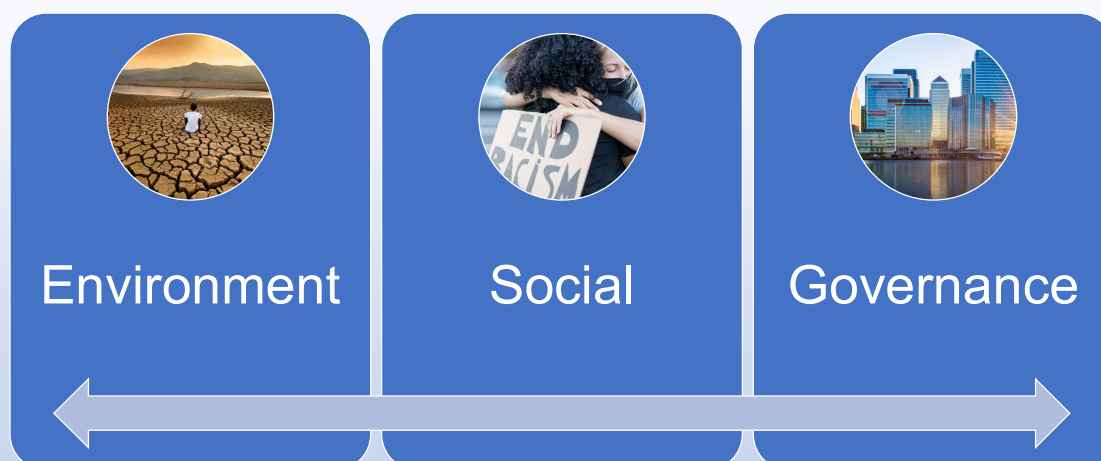
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What's in a name?



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Taking ESG seriously



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Environmental Social Governance



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News and controversy

- Butler-Sloss v Charity Commission
 - Law in relation to charity trustees, investments, and non-financial considerations
- Stuart Kirk (HSBC)
 - “Why investors need not worry about climate risk”
- Invasion of Ukraine
 - What does it mean for ESG investing?

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Avoiding a bubble

“Keep attention on prospective financial returns as well as to other potential gains to society. If they are not aligned, then someone is paying over the odds somewhere.”

(ESG must learn from the tech bubble – returns matter, Financial Times, 17 August 2021)

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Building an ESG investment policy

LCAG guidance note



Values & objectives

Why ESG concerns are important

What ESG concerns to include?

Work out how

Look for matches with investment managers

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Thank you

Stephen Beer
stephenbeer@stephenbeer.com
stephenbeer.com

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ESG Investing and Other Climate Issues for Livery Charities

***Panel Discussion: Alison and Stephen
will be joined by Eoin Murray,
Federated Hermes and IPM, The Guild
of Investment Managers***



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Q&As and Concluding Remarks



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Thank you for attending our first Annual Conference



*... and thank you to the Ironmongers' Company
and The Chartered Accountants' Livery Charity
for their support of this event.*



The Chartered Accountants'
LIVERY CHARITY