

CHARITY ETHICAL POLICIES

AND HOW THEY CAN STRENGTHEN
YOUR CHARITY'S OBJECTIVES



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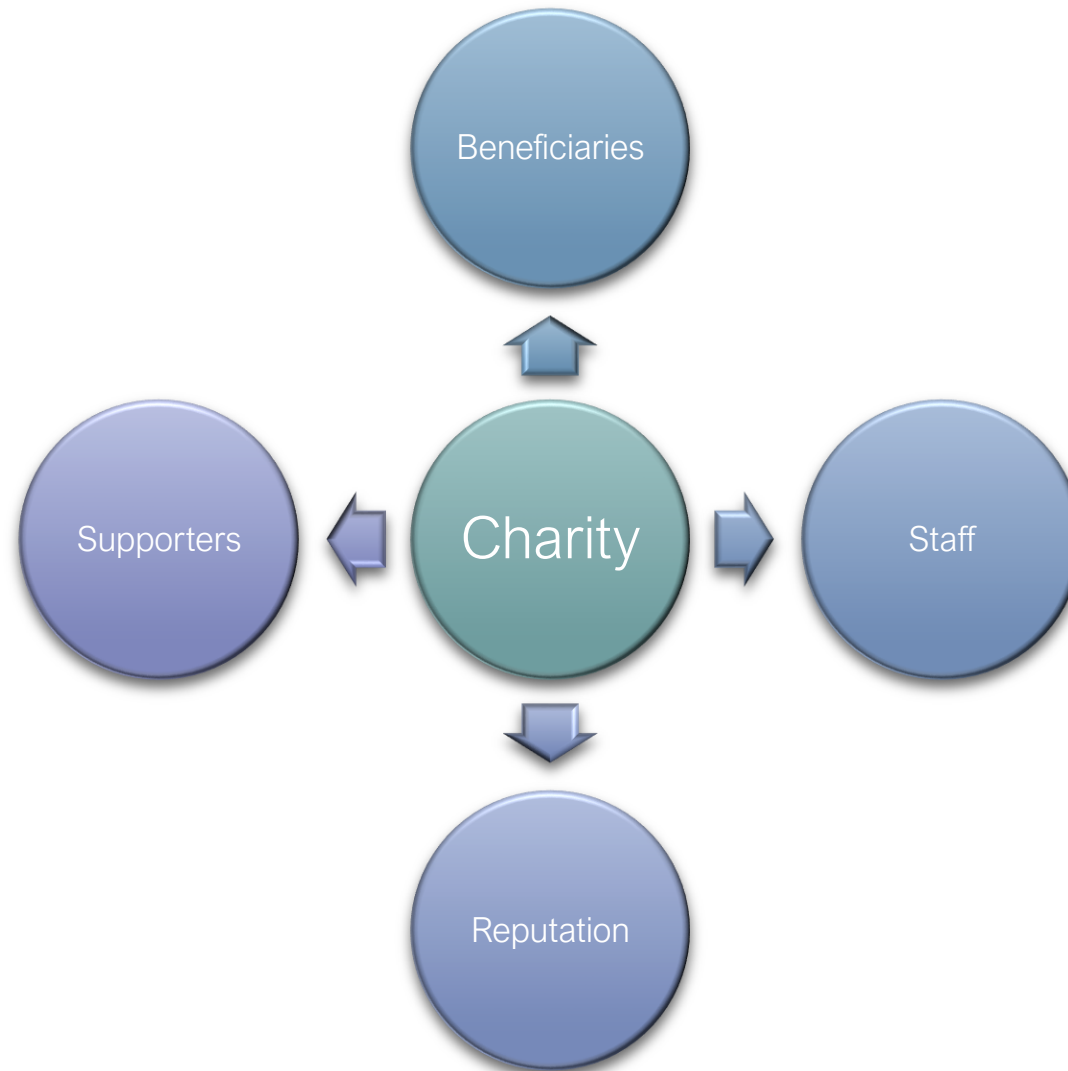


WHAT IS YOUR CHARITY'S PURPOSE?

'The interests of their beneficiaries and the causes they work for should be at the heart of everything charities and those who work for and volunteer in and with them do.'

NCVO, *Charity Ethical Principles*,
January 2019

WHO DO YOU HAVE A RESPONSIBILITY TO?



ETHICAL POLICIES CAN ALLOW YOU TO

- Set the tone for your charity's vision, values and reputation
- Create a culture that will help to achieve your organisation's charitable purposes
- Protect your reputation and charity brand
- Establish what you are willing and not willing to accept in terms of funding / risk



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WHAT ARE YOUR CHARITY'S VALUES?

- When the public think of your charity, what do you want them to understand about you?
- Be honest about what the public's current opinion is of your organisation?
- Are you happy with that perception?
- What do you want them to know?

THINGS TO PONDER / DISCUSS / RUMINATE

■ THE NOLAN PRINCIPLES OF PUBLIC LIFE

- Selflessness – decisions based on what is best in terms of public interest
- Integrity – no conflict of interests; avoidance of obligations to those who might inappropriately influence them; decisions made without thinking of personal financial benefit
- Objectivity – bias free decisions made impartially, fairly and on merit based on best evidence
- Accountability - accountable to the public for decisions and actions
- Openness – no information withheld about decisions; open and transparent decision making
- Honesty – should always be truthful
- Leadership – actively promote and support the principles and be willing to challenge poor behaviour wherever it occurs

Not down to one person to determine – engage with beneficiaries, volunteers, staff and partners. Seek THEIR thoughts

STAFF, VOLUNTEERS, PARTNERS – WHAT TO CONSIDER

NCVO Recommendations

■ INTEGRITY

Charities and those who work in them should uphold the highest level of integrity and personal conduct

- Have you appropriate systems to show your decisions are robust, defensible, free from conflict?
- Is there a consideration of how activities in private life can reflect on the reputation of the charity?
- Are your resources well managed to reduce risk of fraud?
- Do your commercial partners have the same ethical standards as you? Do you exercise due diligence before entering into partnerships with corporates?
- Are there environmental considerations that you want to reflect in your values?

LAWRENCE JONES QUILTS AS UKFAST CHIEF AFTER FT INVESTIGATION

20TH OCTOBER 2019



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STAFF, VOLUNTEERS, PARTNERS – WHAT TO CONSIDER

■ OPENNESS

Charities should create a culture where donors and supporters, as well as the wider public, can see and understand how they work, how they deal with issues when they arise and how they spend their funds.

- Is information about your charity easily accessible? How open are you to sharing information?
- Do you have an annual report? Does it include a section on how your purpose or values are being fulfilled? Are your policies on complaints; whistleblowing; and safeguarding, bullying and harassment available to the public?
- Are there clear lines of responsibility and accountability? Do you currently act on them and uphold them?

STAFF, VOLUNTEERS, PARTNERS – WHAT TO CONSIDER

■ RIGHT TO BE SAFE

Every volunteer, member of staff or who comes into contact with the charity has a right to be treated with dignity and respect and that they are in a safe and supportive environment

- What policies have you in place to prevent abuse; bullying; harassment or discrimination?
- Do staff and volunteers know that they can raise concerns and be supported? Do you have procedures in place to help resolve allegations of abuse or inappropriate behaviour?
- Do you value and promote people's wellbeing and mental health?
- Do staff and volunteers understand their responsibilities to uphold the values and ethics of the charity?
What staff training is there?



OXFAM HAITI SCANDAL: THOUSANDS CANCEL DONATIONS TO CHARITY

Since the story broke, Mr Goldring, who became chief executive in 2013, said 26 reports of recent and historical incidents had been made by Oxfam workers - 16 of them outside the UK.

Of the scandal, he said: "I am sorry, we are sorry, for the damage Oxfam has done both to the people of Haiti but also to wider efforts for aid and development by possibly undermining public support."

BBC News, February 2018



RNLI upholds removal of volunteers over 'hardcore pornography' 12 Jun 2018



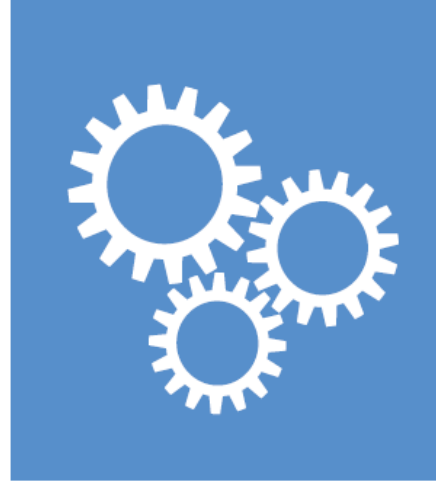
Our Values and Behaviours:

Set out below are our agreed values. Below each value is a set of personal behaviours which are designed to give some clarity about what living the values looks like. They are examples, not an exhaustive checklist. However, they help us to define the way we work.



Inclusive:

- I understand that the needs of our patients and their families are paramount. I work collaboratively with colleagues and partners to fulfil those needs.
- I communicate effectively, particularly around the needs of the patient and their families.
- I recognise that I am part of a team and I must work at being an inclusive team member.
- I resist the creation of cliques or factions that could cause difficulties in respect of team working.
- I take time to learn from examples of best practice and I attempt to share this learning.
- I value diversity. I recognise people are different and I treat people fairly according to their needs, without judging.
- I consider the circumstances in which our patients, families and carers find themselves.



Professional:

- I embrace and support change to our services and the way we deliver them, in order to improve the quality of care to our patients.
- I am reliable, flexible and understand that we exist for our patients, families and carers. I recognise my responsibility to raise any concerns I may have in the right way, at the right time, to the right person.
- I welcome feedback and I am able to offer appreciative and constructive feedback. I take every opportunity to think about how I can improve the service I deliver, and the way I do my job.
- I demand the best from myself and others.
- I learn from my experiences and take time to reflect.
- I understand that I am able to ask for help and support, and that it is my responsibility to ask.
- I am always positive about our hospice when outside work.



Compassionate:

- I understand how I affect the experience we create for our patients and their families.
- I recognise that demonstrating care and compassion is an absolute requirement in my work.
- I recognise that I will struggle to be caring and compassionate to our patients, families and carers if I am not caring and compassionate with my colleagues.
- I don't assume to know what our patients want
- I recognise that my job only exists because of the generosity of the community we serve and I will support the fundraising team as often as possible.
- I communicate effectively, particularly around the needs of the patient.
- I support my colleagues.
- I will respond compassionately, politely and honestly in all circumstances and situations.



Respectful:

- I inspire the people around me by choosing a positive attitude every day.
- I notice how I behave and the impact this has on others.
- I recognise colleagues for their contribution and celebrate success.
- I treat patients, families, carers and our staff and volunteers as individuals.
- I communicate with integrity, I am open and honest.
- I don't shy away from difficult conversations, and I don't bear grudges.
- I listen to other people's opinions and put my own views forward in a constructive way.
- I focus on solutions and desired results in order to make things work.
- I welcome the opportunity to promote the hospice and our work

FOLLOW THE MONEY

- Without fundraising there is no charity
- Income can come from a variety of sources
 - investments
 - corporate partnerships
 - legacies
 - donations
- Do the sources of that income fit with the values of the charity?
- Will accepting the donation cost more reputationally than refusing?
- Will it impact number of donations? Make it harder to recruit? Loss of staff or volunteers?

INCOME GENERATION – WHAT TO CONSIDER

- Do specific industries run counter to your charity's objectives?
- What kind of donations do you receive? Sponsorship? Legacies? Cash? Pro-bono?
- Value threshold? Are you going to look at donations over a certain value or a number of donations from the same source over a period of time?
- Cost of accepting a donation? Will you incur additional costs if the donation is restricted?
- How will you deal with anonymous donations? Note any anonymous donations over £25k must be reported to the Charity Commission
- How will you protect vulnerable people from making donations?
- Who within your charity has the authority to endorse the policy and will there be a right of appeal?
- Are you going to make your policy public?
- Remember to document your decision making process. Donations should only be refused in exceptional circumstances
- Always balance the benefit of taking the donation with the potential detrimental effect



The Royal Shakespeare Company is to end its partnership with BP at the end of the year following criticism of its links to the international oil giant.

The RSC said it "could not ignore" the "strength of feeling" against the deal.

Last week, school students threatened to boycott the theatre company if it did not sever links with the firm.

"Young people are now saying clearly to us that the BP sponsorship is putting a barrier between them and their wish to engage with the RSC," it said.

BP has subsidised the Stratford-upon-Avon-based theatre company's £5 ticket scheme for 16 to 25-year-olds.

BBC News October 2019

They determined that the donation would have been contrary to the RSC's ethics and values BUT THIS CANNOT BE THE DECISIVE FACTOR.

You need to be able to demonstrate why taking the sponsorship would be detrimental to the charity' objectives.



PUTTING IT ALL TOGETHER

- Be clear as to what your purpose is and who your beneficiaries are. Make sure you keep this in mind when putting together the policy.
- This is not a one person task. Put together a working party from different areas and levels of the charity. Include beneficiaries and supportive sponsors, possibly include finance too.
- Start up a conversation about risk. What are your charity's particular sensitivities?
- Are there any policies that are already in place that can form part of the process?
- How are you going to inform all staff and volunteers and roll out the policy? Part of the induction process?
- Formulate clear lines of authority – who is responsible for what level?
- Keep a record of your decision making
- What timescales will you work to?
- You need to decide whether you want to make the policy public.
- Remember this is not black and white, this is going to be a moveable feast

- Don't be too rigid. Take a broad view. All well and good to say no income from eg alcohol or gambling but it may not be that simple.
- Is it practical? Will it work on a day to day basis? Is it reasonable?
- Don't be knee jerk. Take a step back and look at the bigger picture.
- That being said, try to imagine some what if situations that can help formulate your decision making.
- Be prepared to justify your position and show how you got there.
- Don't let personal opinion get in the way of assessing if a donation actually will be detrimental to the charity.
- Be specific – define parameters, procedures and due diligence processes. If there's a serious incident what with the reporting process be?
- Revisit and review. Document and detail how frequently and who will review the policy. This should be a working policy that will need adaptations as times change and incidents occur.

QUESTIONS, QUERIES OR ADVICE

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