

# PHILANTHROPY INDEX

*No philanthropist is an island — even the most informed and motivated giver needs financial, legal and strategic advice. Freddy Barker, Mark Nayler and Becky Slack of Charity Insight talk to the names you need*

## BANKS

### REBECCA EASTMOND JP MORGAN PRIVATE BANK

Eastmond heads the most upmarket of the three philanthropy operations in UK private banking. To set foot in her bank's new premises at One Knightsbridge, you need £15 million, considerably more than the thresholds of £1 million at Coutts and £500,000 at Barclays Wealth.

That draws a particular stereotype: seasoned UHNWs who are highly targeted in their giving. By profession, they tend to be Mayfair hedge funders and private equity gurus united by a passion for venture philanthropy and an attraction to Morgan's safe haven reputation (which flourished in 2008 when the bank showed that, unlike the competition, it was capable of managing its own balance sheet).

Clients benefit from more than just the donor education service and integrated wealth structuring advice. 'We



Rebecca Eastmond

**SPEARS**  
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add value,' explains Eastmond, 'by introducing HNWs to other philanthropists who are slightly further on in a similar journey.'

'We do that through Jefferson dinners, where the only rule, according to the 19th-century US president who invented them, is no private conversations. That kind of peer-to-peer networking at the UHNW level is very hard to achieve as there's a big difference between meeting at a fundraiser and meeting in a neutral space where you can have a proper conversation.'

Such an environment fits Eastmond's personality. The most gentle and soft-spoken of the three advisers profiled, her tendency to wear patterned shawls betrays the fact that she has only worked in banking since Lehman's collapse.

Prior to joining Morgan, she headed the Prince's Foundation for Children & the Arts. Based in Kensington Palace, she transformed the £25,000 start-up into a national powerhouse turning over £1.5 million and introducing 33,000 disadvantaged children in the UK to the arts every year.

Her knowledge of charities doesn't stop there. Trained originally as a private client lawyer at Allen & Overy, she represented the Esmée Fairbairn Foundation through its £625 million sale of M&G shares in 1999 and thus knows many of the governance issues that can arise in HNW-giving structures.

Such attention to detail is a natural strength. Born to two scientists, the Oxford law graduate was always destined for the profession, despite having colourful jobs growing up, such as the Blackpool Pleasure Beach mascot.

These days, however, she lives a more balanced life, residing in Dulwich with her husband (a management consultant turned maths teacher) and two children, aged four and one.

### MAYA PRABHU COUTTS

Sharp, is the word to describe Coutts's head of UK philanthropy. Her suits, intellect and manner all add up to the 21st-century corporate archetype.

Far from misrepresenting one of



Maya Prabhu

Britain's oldest banks — the Queen keeps a Coutts ATM at Buckingham Palace — Prabhu personifies the post-RBS transformation. Nowadays the 73,000-strong client list is no longer dominated by landowners. Entrepreneurs rule; best exemplified by offices springing up in such spots as Milton Keynes, Chelmsford and Reading.

An intriguing feature of the overhaul has been the bank's desire to push new services. In 2005 it was the first to introduce philanthropy — a scheme that current head of the Coutts Institute, Mark Evans, tried in vain to introduce when at JP Morgan.

Unsurprisingly the offering is targeted at a wide range of HNWs, from those just starting out, to those giving substantially. Thus the full spectrum of services is available, including donor advice, vehicle structuring and networking opportunities.

The main area of difference, however, is the availability of donor-advised funds in microfinance and the

environment. Cynical readers may interpret this as covert AUM building. But it is the polar opposite says Prabhu. 'CAF hold the assets while Coutts pays for administration and thus all donations end up with the microfinance organisations that clients choose to fund.' Beyond that, the bank is known for its large-scale events. The headliner is the Philanthropy Leaders Forum, at which twenty UHNW couples are lectured at in the giant greenhouse that is 440 Strand; recent talks have included insurance billionaire Peter Cullum on collaboration and recruitment mogul Sir Alec Reed on leveraging philanthropy.

Going big is a theme that runs through Coutts's offering. Globetrotters looking for international-giving advice will be attracted by the fact that Prabhu is the only adviser to have worked abroad. Growing up between Delhi and Bangalore, she assessed the impact that the World Trade Organisation would have on India for a human-

**SPEARS**  
TOP RECOMMENDED

rights think tank in the Nineties.

Moreover, she's the only adviser to have a predominantly not-for-profit background. Working first for the Prince's Trust, where she raised £1 million getting corporates to sponsor trees on Farringdon Street, she moved to a fledgling New Philanthropy Capital in 2005. There, overseeing the advisory piece's business development, she was trained in everything from children's issues to homelessness.

Away from the office, Prabhu lives in Kingston. She relaxes by reading — most recently, on holiday in the south of France, Montefiore's *Jerusalem: The Biography* and a biography of Indira Gandhi.

**EMMA TURNER**  
BARCLAYS WEALTH

Should you roll out of lunch at Claridge's, feeling an overwhelming sense of goodwill towards the world, then Barclays Wealth's philanthropy adviser, Turner, is a few doors away in a Georgian townhouse.

Of the three advisers profiled, she is the most formidable. 'I think I am helped by my experience in the field as well as being "a woman of a certain age",' says Turner. 'I hope that if I walk into a room, a client's first thought will be: "She'll know her stuff and I can trust her".'

For all that people talk of Barclays Wealth — the UK's largest wealth manager with £50 billion assets under management — being a product shop, one can't ignore the fact that it hired Turner in 2008. That says much about the bank's commitment. Sure there's enlightened self-interest as the offering strengthens bankers' relationships with HNWs. But employing a cost centre (Turner's advice is free to those with over £10 million in investible assets) when the world was staring into the abyss is not to be scoffed at.

The timing makes Barclays Wealth the youngest of the three offerings and still the smallest (they don't offer donor advised funds, tax advice, or corporate



philanthropy). 'But the most important thing is that clients don't expect their wealth manager to offer philanthropy at all,' says Turner. 'When you go to the dentist, you don't ask for a haircut.'

Such remarks characterise her style. She doesn't like to use the word 'philanthropy' as it sounds too serious. Sifting through the 160,000 charities in the UK can be a daunting experience and Turner, who has a family foundation of her own, is keen to make charity a pleasure, not a pain.

'I want people to enjoy their giving and understand how it makes a difference. If you get it right, it can be the most powerful experience.'

Practically she's in a position to

explain how charities work from the inside, having raised significant sums for Action on Addiction in the 1980s. But she's also the most financial of the advisers, having run Goldman's charitable giving, where, as part of a team, she set up a 3,000-strong employee volunteering scheme.

Moreover, the research that Turner commissions is usefully philosophical. For example, her team recently tackled the question that troubles every HNW: when should I stop hoarding money and start giving? Surveys showed that with £3 million in the bank, most people will donate £10,000 or more. So if that's you, pick up the phone.

THE PIONEER

**DAME STEPHANIE SHIRLEY**  
AMBASSADORS FOR PHILANTHROPY

As the UK's Philanthropy and Giving Ambassador in 2009, Dame Stephanie's achievements have been recognised at the very highest level. Her foundation, which she seeded with tens of millions in 1996, is one of the top-50 grant-making bodies in the UK, having donated £65 million.

Shirley's desire to improve the lives of others stems from the fact that she arrived in Britain in 1939 as an unaccompanied child refugee. 'If you're conscious of having been saved, you want your life to be worth saving,' she says.

Her philanthropy has centred on autism, investing £2 million after her son Giles died of the condition aged 35. Although medical understanding is now 'much better', increasing it was not her main aim: the child refugee speaks when she says that all she wanted to do was 'support and care for the people with the condition.'

But Dame Stephanie is not stopping there. Utilising her technology skills, she's revolutionising the way that charities make use of the internet.

While superficially it's surreal to hear a 75-year-old extolling the benefits of social-networking sites, it's not so strange bearing in mind that Shirley's success as an entrepreneur derives from her ability to harness technological developments and use them to improve people's working lives.

Thus with the Oxford Internet Institute exploring avenues that are 'totally unexploited so far', a Golden Age for e-philanthropy is not unthinkable.



Clive Cutbill

LAWYERS

**CLIVE CUTBILL**  
WITHERS

Representing the largest firm of private client lawyers in the index is gentle giant Cutbill. At 6ft 4in, he is the man to talk to if you are looking to donate to a foreign charity and receive tax relief.

While this may sound simple, it's not. For tax purposes, countries generally only recognise their own charities. This means that if you are an expat working in London and wishing to donate to an English charity, you may actually increase your overall tax bill by giving to the needy.

Here, Cutbill and Richard Cassell (his bow tie-wearing colleague) come into their own. Using a provision of the US Internal Revenue Code called the tick-the-box election, they structure

your donation in such a way that while in reality you are donating to an English charity and HMRC gives you a tax deduction, conversely, the IRS considers you to be donating to a branch of a US-exempt organisation and gives you a tax deduction too.

Yet the quick-talking Cutbill does more. 'Broadly speaking, my area of expertise is getting the design of charities correct from the word go,' he says. 'Be that advising on the best legal vehicle, the most appropriate jurisdiction, or the right level of family involvement, given the client's particular circumstances.'

What makes him well placed to do so, is his knowledge of the tax issues surrounding charitable donations and awareness of the governance issues that arise in the third sector. The former is proven by his chairmanship of STEP's philanthropy committee, the latter by his work for Tate, Cancer Research UK and London's Capital Community Foundation.

When questioned about what's currently right and wrong with HNW philanthropy, Cutbill gets reflective. 'The key issue is that private clients don't ask their advisers about philanthropy because they don't think they offer those services, and advisers don't raise philanthropy with clients because they don't think that their clients want to hear about it from them.'

This is a trap that Cutbill prides himself on avoiding — seeking to get in front of HNWs as soon as possible when it becomes clear that philanthropy could be relevant.

Away from the office, the UCL graduate lives outside Croydon, a mile away from where he grew up. Despite his passion for walking the Downs, his real pleasure comes from the history of London, possibly a reflection of his Huguenot-immigrant ancestry.

**CERIS GARDNER**  
MAURICE TURNOR GARDNER

Bubbly and enthusiastic, Gardner is the godmother we all wish we had. Her style is reflective of the firm that she co-founded in 2009: a highly collegiate Allen & Overy spin-off where the partners all work as one, rather than as silos, as is common elsewhere.

These days, she only spends 25 per cent of her time on charity work. But what she does is highly regarded, particularly her structuring of arts vehicles.

In the current climate, this is especially pertinent as the Arts Council cut its grants by 15 per cent in March. As a result, 200 of its 850 organisations are predicted to fold over the next four years — a situation compounded by Arts and Business, the company that helps arts institutions fundraise, also losing its subsidy.

Such is the kerfuffle that culture minister Jeremy Hunt recently appealed to the international wealthy to step in and save cultural Britain. It's not a one-sided offer though, as the perks of taking him up on the plea include fast-track introductions to the London establishment and the opportunity to find meaning



beyond a world of money.

Should this appeal, Gardner — a Monet and Mozart lover — will help you tease out whether you are interested in donating to the performing or visual arts. From there, she will introduce you to the directors of leading institutions such as the National Gallery, the Royal Opera House and Tate Modern, and engage you with New Philanthropy Capital to sense which are providing most value for money.

Once the target has been identified, she will advise you how to structure your gift. That could involve going through the Charities Aid Foundation, Prism the Gift Fund, or setting up your own foundation, depending on your budget and disclosure preferences.

Taking legal advice here is necessary because the Charity Commission doesn't always see the big picture in art donations. Say you want to fund a new museum wing, there will be questions over whether it can be named after you and what logo can be used, as aligning your business with your philanthropy is seen — legally if not in practice — to be uncharitable and improper.

Of the legion of lawyers out there, Gardner's advice stands out for two reasons. Firstly, her thirty years of experience means that she knows the fine details of the law from the charities' perspective — as proven by her STEP work — and from the donors' viewpoint, as seen in her work for the Goodison Report, now regarded as the blueprint for Tory policy reform.

Secondly, her Magic Circle ethos is a rare commodity in the dusty world of tax and trust. Few competitors have worked in cutthroat commercial environments before, so when Gardner says, 'Our style is built on rigorous quality of service, quick turnaround times and being on top of your game at all times,' you'd better believe her.

Away from the office, she lives in Twickenham, to be close to the rugby. A Wales supporter, she keeps up with her native tongue which, through its emphasis on grammar, has spawned a lifelong love affair with German and Russian, both studied to degree level at the University of London.



Simon Weil

**MARTIN PAISNER  
BERWIN LEIGHTON PAISNER**

If you are scouting trustees for your education, social welfare, or Jewish-causes foundation, then look no further than Paisner. With a style reminiscent of a village cricket umpire, he has been trusted by everyone from the Wolfson Foundation to the Jerusalem Foundation.

Small wonder, considering he envisages the perfect trustee as 'a person without ego, who sees their role as a temporary guardian and who thinks that the cause is more important than their own point of view.'

Such a humble attitude is supported by towering experience. Having practised charity law for over 40 years, he can put the current regulatory burden in perspective. Lucky man; back then, all that was required to start a charity

was an idea, quite unlike the military-invasion detail required today.

In the unlikely event that he encounters an obstacle he hasn't seen before, he has excellent ancillary support, particularly in the regulatory and property spaces. That becomes particularly relevant in substantial public-private partnership projects. For example, when the Hastings and St Leonards Foreshore Charitable Trust made a claim against the council last year for the misapplication of property, Paisner negotiated a settlement which altered the charity's boundaries and ultimately led to a new Charity Commission scheme.

When not working, the former Oxford law man enjoys lunching at the Garrick and collecting 18th and 19th-century English and American literature; the jewel of his collection is Thackeray's copy of *Jane Eyre*.



THE PIONEER

**STEPHEN DAWSON  
JACANA**

It was during his time at leading private equity house ECI Partners that Dawson became dissatisfied with the philanthropic scope available to the time-poor businessman: 'All my philanthropic activities were knee-jerk reactions. It was either some colleague doing a marathon or some crisis somewhere that I'd read about.'

In the early 2000s, planning his retirement, Dawson started researching ways to improve the impact of his donations, and came across a movement gathering pace in the US, known as venture philanthropy: 'This rang all sorts of bells... They used a vocabulary that I was familiar with, and they proved that someone with my sort of background could do something useful in the charity world.'

This was all the encouragement Dawson needed, and in 2002 he teamed up with Nat Sloane, then a partner at Accenture, and together they founded Impetus.

The organisation targets small charities and increases their effectiveness by improving their capacity, including their staff-base, infrastructure and funding opportunities.

Though still a trustee of Impetus and closely involved with its work, Dawson's main professional engagements are now with Jacana Venture Partnership, an organisation he co-founded in 2008 to tackle poverty in Sub-Saharan Africa.

The thesis of Jacana is that if you want to tackle poverty, aid is important but it doesn't solve the root problem. A long-term solution can only come from economic development and job creation. Jacana works with local partners in Sub-Saharan Africa who have some of the skills needed for venture capital management and, as with Impetus, builds their capacity and helps them with international fundraising.

Although with two highly successful and innovative organisations already launched, one senses that Dawson won't be stopping any time soon: 'I want to carry on being useful, enjoying myself, learning and getting new experiences.'



**SIMON WEIL  
BIRCHAM DYSON BELL**

Light-hearted and congenial, Weil has a sense of the game to him best illustrated by his wry smile. It's useful as he's the man to talk to if your charitable donation becomes contentious.

Usually such problems arise when HNWs make deathbed donations. This breeds challenges such as 'the testator did not have capacity, or there was want of knowledge and approval' which, if successful, means that the will can then be set aside and an earlier version (in which the charity does not figure) can be adopted.

Lawyers take wildly divergent attitudes to these situations. Some, like Withers and Herbert Smith, have a reputation for working well with more litigious clients. Others, like Bircham Dyson Bell, favour alternative dispute resolution, believing that clients are happiest when they author their own solutions and avoid the uncertainty of court.

But inspiring love in a world of hate requires the ability to think outside the box. Weil, a City of London School and Trinity College Cambridge man, has form doing so: he introduced fund of hedge funds investments to the charity sphere in 2001, allowing long overdue diversification into the world of alternatives.

His current project is inculcating the US ethos of philanthropy into the relevant professions across Europe. As chairman of the body that spearheads the movement, the European Association for Philanthropy and Giving, he is perfectly positioned to keep abreast of any developments in cross-border giving, a rare commodity in Bircham Dyson Bell, a firm that is best known for its UK parliamentary work.

Away from the office, Weil lives in Highbury. He loves Handel so much that he helped the Handel House Trust secure a 999-year lease on Brook Street. Over time he has also become an opera buff; this year he's caught both *Die Meistersinger* and *Rusalka* at Glyndebourne.



David Carrington

## STRATEGISTS & ADVISERS

### DAVID CARRINGTON PHILANTHROPY ADVISERS

Competitors report that Carrington brings 'a long history and extraordinary knowledge' to his work as an independent consultant. His 25 years in senior management positions within UK charities, including three stints as chief executive, enable him, in his own words, to 'ensure that charitable resources — both money and people — are used, managed and led as effectively and adventurously as possible.'



rely on financial incentives and bonuses to inspire their employees to perform better — they have to 'find new ways of encouraging people day after day to achieve excellence.'

A frequently recurring theme in this Index is the question of whether charities should be copying the organisational methods of the private sector to a greater extent. Carrington grimaces at this suggestion, saying: 'Looking at the wondrous leadership of the business sector over the past ten years, you have to wonder about the legitimacy of this perception.' On the whole, he says, the UK's charity sector is extremely well run: 'Of course charities must know what they're doing and do it well, and the good charities do precisely that.'

Away from the office, the eloquent Cambridge graduate has another pre-occupation besides philanthropy: grandchildren. 'They certainly are infectious, although whether they're relaxing or not, I'm not sure.'

### JO ENSOR AND NATALIE PINON CHARITIES AID FOUNDATION

It's an exciting time for philanthropy, according to Charities Aid Foundation. Not only are more people talking about it, but donors are increasingly willing to explore different forms of giving, such as venture philanthropy and social investment. And this, say Ensor, head of advisory and consulting, and Pinon, senior manager, opens up a whole world of opportunity for donor and beneficiary charity alike.

Charities Aid Foundation was set up to help other charities by working with donors and companies to help encourage and facilitate giving. Indeed it's one of the biggest UK-registered charities itself, with its 2010 annual income reaching £377 million, a figure generated mainly by selling services such as those offered to philanthropists. These range from advice around 'effective and thoughtful' giving to philanthropy workshops and specific donor-advised funds, including its latest offering — a social impact fund. A donor makes a

gift, CAF then lends this money to a charity or charities (depending on how generous the donor has been, of course), and when it's repaid, they loan it again, and again, and again — meaning one gift can have multiple impacts.

The team is well-placed to provide such services. Ensor, the former chief executive of African medical charity, AMREF, has a wealth of experience in bringing about social change: be it working with high-net-worth individuals who wanted to transform African health care, or designing services that would provide the interventions needed to bring those transformations about. Pinon adds years of working with HNWs within her capacity as head of philanthropy and social investment at Novator private equity fund and as a consultant at Marmanie Consulting, a specialist philanthropy advice firm.

The services offered are not limited to our shores either. With offices in nine different countries around the world, Ensor and her team help 'individuals,

families and advisers who wish to make a difference locally and globally through strategic philanthropy.'

Indeed, their client base is increasingly global and increasingly sophisticated, both in terms of its knowledge of the charity sector and new and exciting ways to give.

'Historically people looked to us for information on charities and to set up trusts, funds and other structures,' says Ensor. 'Nowadays they are coming to us with a longer-term vision and are looking to us to help them develop philanthropy strategies. They're looking for advice on different forms of philanthropy, such as social investment models, where they may get a financial return on their gift, and also venture philanthropy.'

This, she explains, is where donors do not just offer financial investment leverage but human and intellectual capital too. Whereas in regions such as Asia there is 'huge interest' in venture philanthropy, it has yet to become embedded in UK-giving culture.



Jo Ensor



'It is slowly becoming more mainstream as philanthropists become more confident about engaging in these types of initiatives,' adds Pinon. 'I hope these types of models will continue growing, as the more engaged a donor is, and the longer they are involved with a cause, the more impact they will have. Social change doesn't happen overnight — it takes time.'

### ANNA JOSSE PRISM GIFT FUND

When she's not doing her day job as director at Regent Capital, a financial services company that offers tax-driven investment products and services to HNW individuals, Josse is busy providing philanthropy advice to a range of donors through her capacity at Prism, the gift fund.

Founded in 2002, Prism came about after conversations Josse had had with her clients at Regent which often involved questions about philanthropy. What she realised was that people were



Anna Josse

time poor, didn't keep a record of their giving — so didn't know how successful they had been — and didn't understand the tax breaks available to them. Josse decided to develop a product that would address all these issues. Working with her Regent co-director Gideon Lyons, they established a donor-advised fund — a kind of charitable giving account that enables

donors to donate to their favourite causes and get the immediate tax benefits, without having to deal with any administration.

'We provide them with quarterly reports, end of year tax statements... We also promote share-giving and other tax advice. Most clients don't come to us for strategic advice as they know what they want to do with their money,' she says, before adding that she doesn't always agree that they're directing their money to the right places. 'They just want us to take away the admin strains and the mess. They want clarity in terms of tax claims and information about where their giving has gone and what they have achieved. In other words, they want life — philanthropy — to be simple.'

Indeed Josse freely admits that Prism's strengths do not lie in the strategic space, such as that held by New Philanthropy Capital, but in admin and in understanding the needs of HNWs. This latter area, she believes, is key if we are to see increased levels of philanthropy across the UK.

'I often come across some very wealthy people who are sheltering millions of pounds and not even considering giving anything away as they feel it's the role of government to tackle social problems. It's about finding ways of getting them engaged, getting them to consider it, such as through share giving or social investment.'

Josse believes that the responsibility for this does not just lie at the feet of philanthropy advisers, but with financial advisers, wealth managers, private banks, lawyers — and even with the charities themselves.

'If we could get all these people pushing tax-effective means of giving — how great would that be? Bankers have a wide portfolio that they offer clients. How difficult is it to add on one more product? It's not difficult at all but it could do wonders for philanthropy.'

Josse draws attention to the social investment market, which Prism has recently entered into with its new project that it has developed in partnership with Big Issue Invest. Clients

of Prism are invited to pool charitable donations into one fund, the money from which is invested in social enterprises. As the social enterprises repay the money, any returns from the donors' investments can then be reinvested into a different charity. The donation is recycled, multiple organisations can benefit, and the social benefits are much greater than those normally achieved by a one-off donation.

However, while it sounds like a win-win situation, Josse is finding breaking into the financial advisory market harder than anticipated. 'It's quite a challenge getting advisers' heads around the fund. They understand reg-

ular investment funds, but not really charitable funds. It's a complicated message to get across unless an individual is already very philanthropic. Then they find it much easier to grasp.'

Despite these challenges, Josse and her colleagues are pressing forward in the hope that not only will more donors invest in it, but that eventually there may even be a proper government tax break for it.

**THERESA LLOYD**  
**THERESA LLOYD ASSOCIATES**

After a City and international NGO career, Lloyd established her own



Theresa Lloyd



THE PIONEER

**SALVATORE LASPADA**  
**INSTITUTE FOR PHILANTHROPY**

As a young social entrepreneur, LaSpada's first venture was the New York-based Urban Video Project, an organisation that worked to improve the lives of African-American and Hispanic teenagers on the then-impoverished Lower East Side. But 'there was always the frustration,' he says, 'that I wasn't having any impact beyond the small group of people I was working with.'

Stints working for the Fords and the McArthurs followed before LaSpada was hired as a philanthropic adviser to the Rockefeller family. That experience proved 'transformative,' and it was there that he became director of the pioneering Philanthropy Workshop.

The workshop was created in 1995 to increase the philanthropic skill-base of a new generation of HNWs. They wanted to engage in philanthropy, the only problem was that they had no idea how to do it: 'If you want to be a good business manager you do an MBA, if you want to become a good doctor, you go to medical school, but there was no such school for philanthropy.'

Students on the three-week course, which costs \$18,000, are sent out to shadow charity leaders carrying out the front-line work they wish to support: it's this, says LaSpada, that meets the demands of a new kind of high-net-worth philanthropist.

'The old models of beneficence and cheque-writing are giving way to more engaged approaches,' says LaSpada. 'The modern philanthropist is actually dissatisfied with just writing a cheque — they really want to roll up their sleeves and get engaged.'

The Institute for Philanthropy, of which LaSpada became chief executive in 2006, is fuelled by the same passion for donor engagement. With offices in London and New York, the organisation's mission is threefold: educating donors; building and maintaining international donor networks; and raising awareness and understanding of philanthropy in the high-net-worth community. The best thing about what he does, says LaSpada, is working with extraordinary individuals: 'It's so inspiring to see these brilliant, generous people dedicate their energies to these types of things.'



consultancy, Theresa Lloyd Associates (TLA), in 1995.

At that stage she was advising institutions seeking funding from HNWs. But, in typically methodical style, she wanted to know more about what it was that motivated the wealthy, and in particular, the emerging class of self-made millionaires, to give. Upon enquiry, she found some excellent US research but there was nothing similar in the UK.

Six years on, she was invited to be the founder director of Philanthropy UK, where she ensured that understanding the attitudes of major donors was an integral element of the organisation's work.

The subsequent output has provided a unique resource for the third sector. In 2003, the award-winning *A Guide to Giving* was published which provided advice to HNWs on the latest giving strategies and tax reliefs.

That was followed by *Why Rich People Give*, a survey based on 100 in-depth interviews, which is still regarded as a 'fundamental reference point for motivations for giving'. Its follow-up newsletter is still considered to be essential reading for philanthropy professionals.

Having built a reputation in the field, TLA looked to fill a gap in the private-client market by offering bespoke giving advice, not only to institutions, but to HNWs looking to develop strategies for their philanthropy.

'It was a two-way thing,' says Lloyd. 'Not everyone would talk to their lawyer or banker about what they saw as really private issues.'

'But also at that time lawyers and bankers weren't usually seen as being competent to advise on issues such as the development of a personal or family strategy for philanthropy.'

With trusteeships at a string of high-profile charities — including Sadler's Wells, CARE International UK, the Young Vic and The Royal Marsden Cancer Campaign — and a board position at the European Association for Philanthropy and Giving, Lloyd is fully qualified to fill that void.



**PLUM LOMAX**  
NEW PHILANTHROPY  
CAPITAL

Recently a wealthy businessman wanted to donate to charities that helped disabled children. His lawyer helped him set up a foundation through which to channel funds, but he was unsure exactly which charities to support. He turned to New Philanthropy Capital (NPC) for help.

Set up in 2002 by Gavyn Davies and Peter Wheeler of Goldman Sachs, NPC has developed a reputation for being the place to go for information about charities. Initially set up to help donors find effective charities, it has since extended its remit to helping charities analyse their results, as well as inspiring public debate about the role and impact of the charitable sector.

This knowledge of how the sector operates is one of the aspects that really makes NPC stand out from the crowd.

'Banks and others are good at helping donors set up appropriate financial structures for their giving. It's the additional information they tend to come to us for,' explains Plum Lomax, who previously worked as a banker at



Plum Lomax

**SPEARS**  
TOP RECOMMENDED



Randi Weaver

Merrill Lynch before joining NPC as a senior consultant.

'People want to have more impact with their giving so come to us with questions about how they find effective charities and what tools are available to help them evaluate whether they've been successful. Our teams really understand what makes an effective charity. It's not just about their finances; it's about ambition, leadership, values — a range of different issues.'

In the case of the wealthy businessman, NPC took him through the 'philanthropic journey', providing information about the key areas of need for children's disability charities, such as equipment, support for families, and education, and helping him establish where his priorities lay — did he want to support small or large organisations? Pilot projects or established programmes? And in which geographic areas?

According to Lomax this service is becoming increasingly popular. 'Philanthropy has seriously risen up the agenda over the last few years,' she says. 'It's been embedded within four major private banks and the ones that don't have it are thinking about it. Similarly it's becoming more mainstream within family offices and private client world. The reason is that

clients want this type of advice. There has been an incredible amount of wealth made and they are looking for new ways of investing it.'

**RANDI WEAVER**  
GOOD GIVING

Successful philanthropy advice, according to Weaver, is all about donor satis-

THE PIONEER

**MICHAEL GREEN**

'Philanthrocapitalism is something born of my experience of the limitations of government,' says Green. He was a senior official in what is now the Department for International Development, before co-authoring, *Philanthrocapitalism* (2008). The book is now touted by Bill Clinton as a work that tells us how to 'transform the world into one of shared responsibilities, shared opportunities and a shared sense of community.'

There are two definitions of the philanthrocapitalist approach: at the micro-level, it's about applying 'cutting edge techniques from business to philanthropy': venture philanthropy is a sub-category of philanthrocapitalism, says Green. But its scope is broader: at the macro-level 'philanthrocapitalism describes the ways in which capitalism itself can be philanthropic, working for the good of mankind'. Green's enthusiasm for ideas is infectious — but the approach to solving the world's problems he is pioneering is not a mere intellectual exercise: 'The defining feature of philanthrocapitalism is that it is about trying to solve problems — it's not just about doing some charity and showing you care about the problems.'

Having the freedom to be innovative is something that gives philanthropists the edge over governments, reckons Green: 'I think government isn't designed to be innovative... The risk/reward ratio is very much skewed in favour of rewarding failure.' This constrains governments when it comes to tackling issues like poverty creatively, and with high impact.

Failure is, of course, a reality for philanthropists too — but this is a fact which can be turned to their advantage, according to Green: 'My great wish for philanthropists around the world is that they would talk more about failure... If there's [talk about] failure, then there's learning.'

Learning is something Green is constantly doing himself: a big science fan, he is 'a great believer in what you can learn from across the disciplines'. He also enjoys cooking and wine, as well as suffering as a season-ticket holder of Crystal Palace Football Club.



faction. The happier they are, the more likely they are to keep on giving. To get this right requires an understanding of HNWs, their priorities and expectations, as well as experience in both financial products and structures, and in the voluntary sector.

This means helping time-poor individuals identify their giving priorities, defining their mission and creating guiding principles by which gifts will be made. Conducting discreet due diligence on charities may be one part of this; providing regular reports on the impact of the gift on another.

'Every client is different, but one area where they do have similarities is that they are thoughtful and strategic about their giving. They already know what their interests are, but maybe don't have the time to follow through with it, or want to remain anonymous. I do the hard work for them,' Weaver says, before adding how her clients tend to favour more traditional forms of giving. 'Social investment is something I've been asked about, and there are green shoots coming in the area of venture philanthropy. The trend is that people want to know about it, but aren't necessarily doing it.'

As with many advisers, a career in the financial world coupled with an interest in charity led her to her current role as founder of Good Giving, which she set up in recognition of the increasing importance and relevance of philanthropy in strategic wealth management and wealth transfer.

'I used to work in financial services within investment management,' says Weaver. 'For example, I spent several years at BNY Mellon. I then spent some time working with family offices which is where I became aware of the trend for philanthropy. These days my work expands much further than just family offices, although I work with these too. I have a lot of professional sportsmen and City professionals.'

'You'd be surprised at how philanthropic the sports industry is. There is an incredible amount of wealth and lots of people wondering what they can do with it.'

**SPEARS**  
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