



# Culture Check<sup>®</sup>

Building resilience and minimising risk  
in the UK's charities.

[www.alder-uk.com](http://www.alder-uk.com)

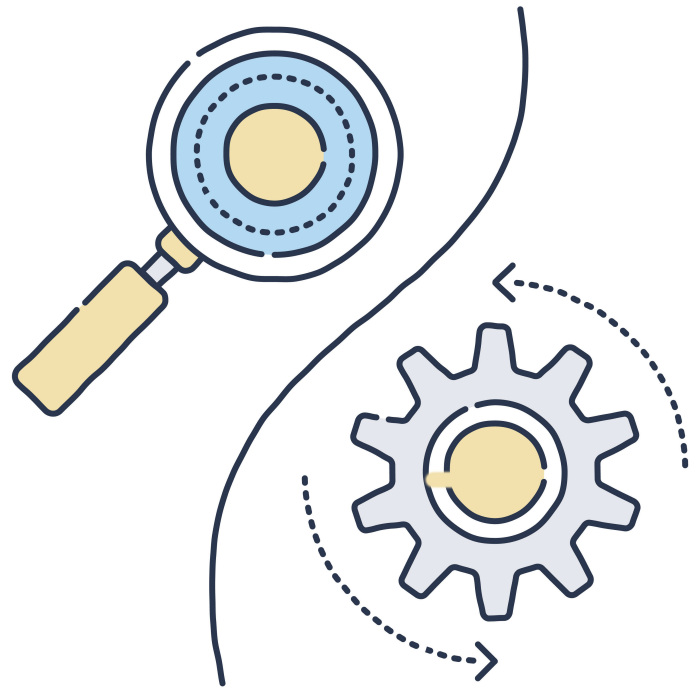
# Introducing Culture Check

Scrutiny of the third sector has rarely been more intense. Fundraising controversies, the collapse of high profile charities and questions about executive remuneration have brought unprecedented attention from regulators, politicians and the media.

But shooting the messenger is no answer. Charities have to find ways of adapting to this new environment, and this starts by looking within.

Our unique service Culture Check has been developed specifically to help charity leaders develop organisational resilience by identifying and acting on early warning signs before they become reputational disasters.

It deepens understanding about how exposed charities are to risk, and entrenches transparency and self-awareness which improves the quality of decision-making at all levels of the organisation.



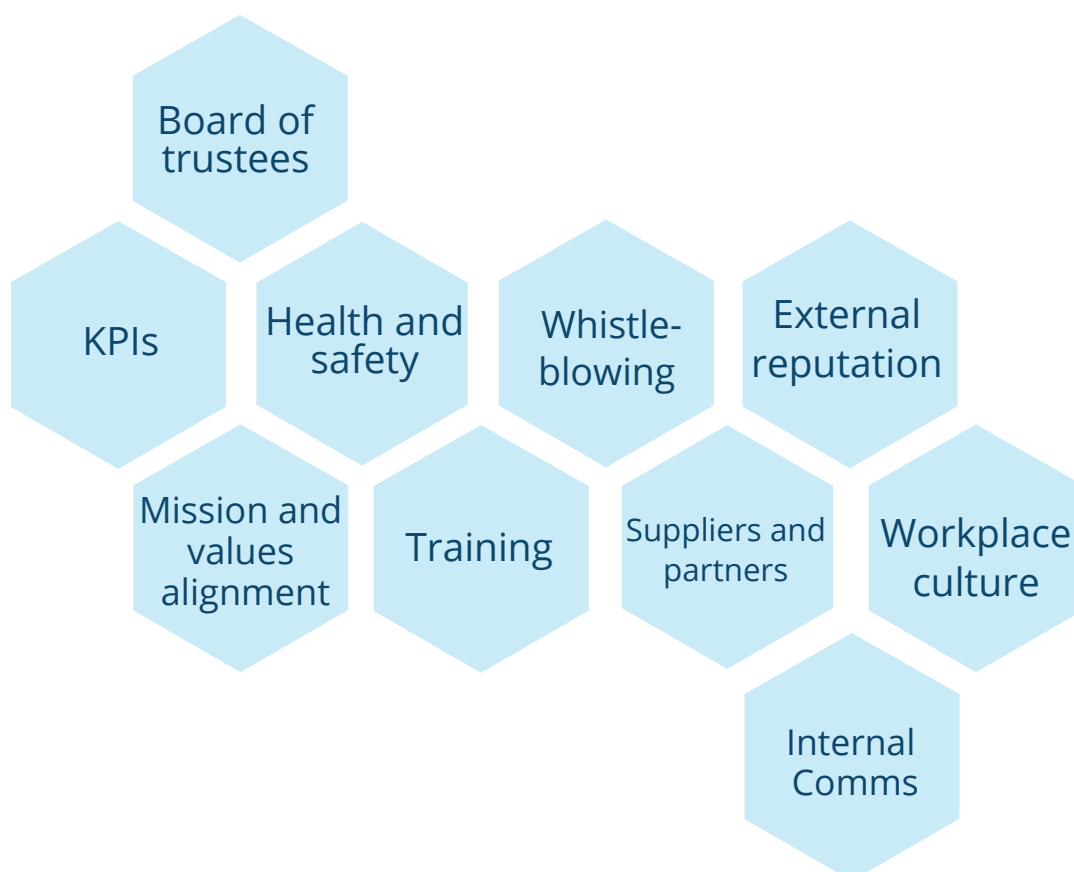
# Why Culture Check?

When scandals occur, the finger of blame is often aimed at 'cultural problems'. These are easy to identify in hindsight but almost impossible to spot in real time.

We have responded to this challenge by developing our own unique service that builds a comprehensive profile of a charity's exposure to reputational risk and highlights any 'red flags' that require action. Clients report that it builds confidence, reduces the costs of failure and protects their brands.

Based on our own research and years of consulting experience, Culture Check examines ten key indicators of organisational health and makes recommendations for improvements.

Using a mixture of qualitative and quantitative research, we examine the following areas:



# Key indicators

- **The board of trustees.** The tone for the whole organisation is set from the top. We look at how the board functions, makes decisions, and interacts with the rest of the organisation.
- **Mission and values.** Does the behaviour of your staff align with your professed values? Is there widespread understanding of your mission?
- **Workplace culture.** Would your trustees know if there was a bullying problem in the workplace? We look at the HR steps taken to build a positive culture.
- **Internal communication.** There is a strong relationship between low morale, bad culture and poor internal communication which is why we review performance in this important area.
- **Whistleblowing.** Post-mortems on corporate scandals often highlight the inadequacy of whistleblowing schemes. The quality of such schemes – and the degree of trust staff have in them – is therefore an essential area for review.
- **Health and safety.** Accidents are often the cause of crises in all types of organisations, but can you show that health and safety is a genuine priority?
- **KPIs.** One of the best-known drivers of culture is how performance is measured and behaviour incentivised. We will consider whether your KPIs are storing up trouble for the future.
- **Training.** How is your training scheme helping to create the sort of corporate culture you want?
- **Suppliers and partners.** Problems with suppliers can frequently give rise to bad publicity. We review the steps taken to ensure the relationship is healthy and check your interests are aligned.
- **Reputation audit.** Your reputation is what other people think about you, so it is essential to hear from third parties – including the media – what they think about **your culture** and way of doing business.



# How we do it ?



To begin with, we will talk to you about any particular issues facing your charity or the sector as a whole.

We will then use a mixture of qualitative and quantitative research to delve deeply into the key indicators in order to build up a 360 degree picture of organisational health.

Each project is bespoke and we will bring insights that are unique to your sector. We will review the most recent research and best practice to ensure our advice reflects the very latest thinking.

At the end of the project, we will present our findings and recommendations in a report or presentation (or both) according to your preferences.

## How much does it costs?

Each project is tailored to your organisation- al and financial needs. The cost depends on the size and complexity of organisation and whether all the indicators are relevant in your particular case. We will be happy to discuss the precise scope of the project with you personally.



# Culture Check

## Will help you:

- Minimise the risk of PR disasters
- Recover from reputational setbacks
- Build resilience in your organisation
- Improve the quality of decision-making
- Identify areas for improvement
- Demonstrate a commitment to transparency to your stakeholders

## Testimonials

'This was just what we were looking for and we were so relieved to find a professional but friendly consultancy that was offering it. Thank you for your fascinating and extremely helpful work which has helped keep us on the front foot'. **Chair of Trustees.**

'This gave us our confidence back after the bashing the sector took last year from the media. We know how to stay strong'. **CEO of charity.**

'Alder gave us exactly the expertise we need. Their broad knowledge was a wonderful resource from which to draw'. **NGO which had been subject to sustained criticism from the media.**

# Our people



## Tim Toulmin

Our founder and Managing Director, Tim advises many charities on a range of management and communication issues. A former Director of the Press Complaints Commission, he is also an adviser to public affairs specialists Pagefield Communications and a trustee of Stonewall.



## Sallie Ryle

Sallie is our strategic communications partner, with a specialism in diagnosing organisational problems. Her career includes a 30-year stint at ITV plc, where she was a senior executive advising both high profile individuals and the business itself on the full range of communication and management matters.



## Anthony Longden

Anthony is Alder's specialist partner for crisis PR and live issues, in which role he regularly advises charities on how to handle developing stories. Before joining us in 2012, he was a newspaper editor for more than 20 years, and is currently an adviser to the Society of Editors and a judge at the British Press Awards.



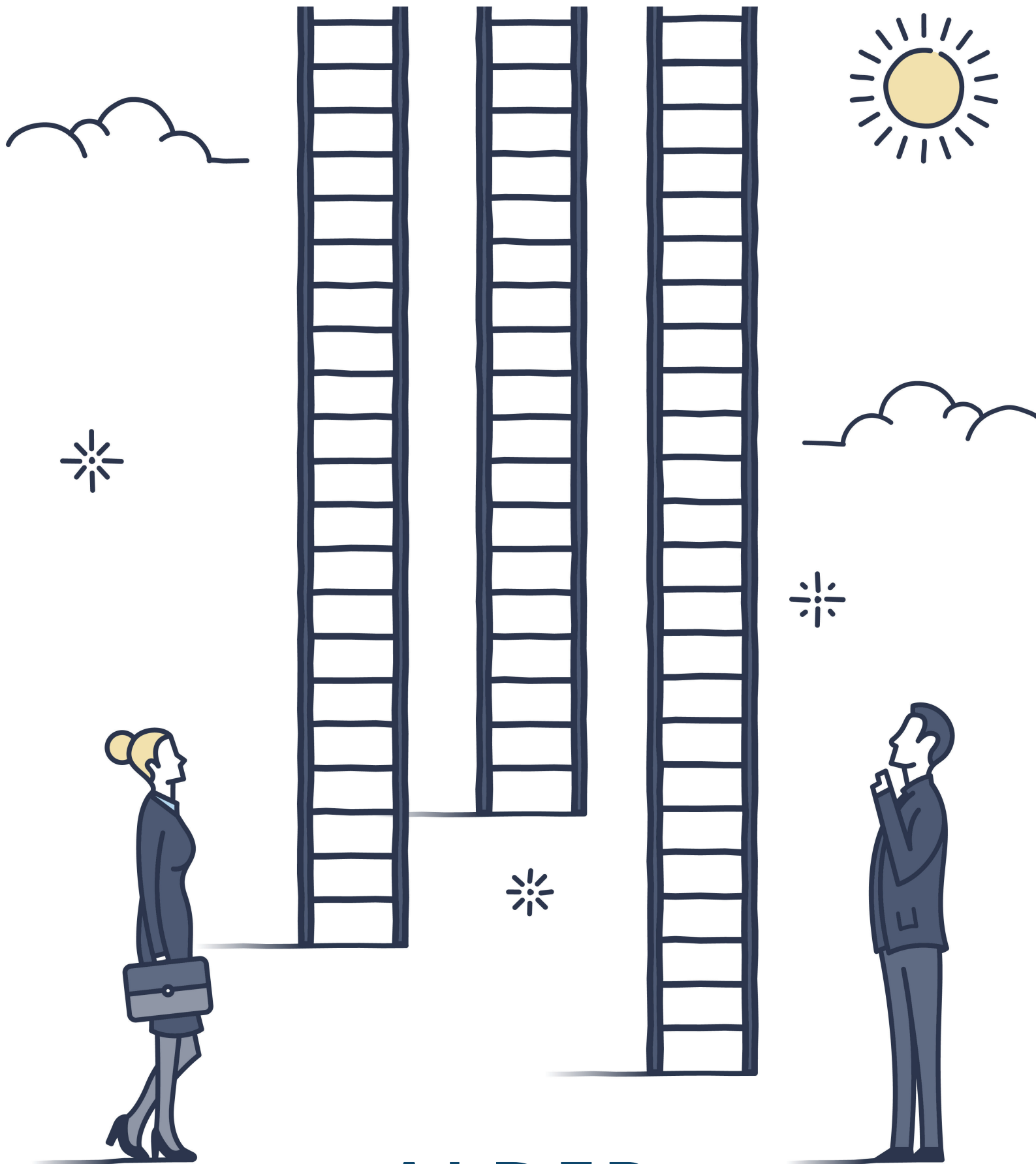
## Alison Hastings

Widely regarded as an expert in strategic communications, Alison has broad experience in a range of sectors, having been a newspaper editor, BBC Trustee for England and Vice-President of the BBFC. She is a member of the Council of Governors at Clatterbridge Cancer Centre and a Member of the Council of Durham University.



## Nick Buckley

Nick's long career in journalism includes senior roles at the Mail on Sunday, Express Newspapers and Trinity Mirror, and he is now our specialist partner for issues management, in which role he advises organisations in a variety of sectors about how to minimise risk to reputation. He is a school governor and director of a multi-academy trust in South West London.



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25 Sackville Street  
London W1S 3AX

For a discreet, no obligation conversation,  
please phone us on  
020 76925675.

[enquiries@alder-uk.com](mailto:enquiries@alder-uk.com)  
[www.alder-uk.com](http://www.alder-uk.com)