

DAVID CARRINGTON: Independent Consultant (from 2001)

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Consultancy work since 2001 is listed on www.davidcarrington.net

PREVIOUS EMPLOYMENT *(for details of responsibilities, see pages 3-5)*

PPP Healthcare Medical Trust (now The Health Foundation): Chief Executive (1998-2001)

The Baring Foundation: Director (1992-1998)

Housing Associations Charitable Trust (HACT): Director (1988-1991)

Stonham Housing Association: Housing Services Manager (1984-1988)

Self-employed consultant (1982-1984)

NACRO: Assistant Director (initially Assistant Training Organiser) (1972-1982)

BOARD AND COMMITTEE MEMBERSHIPS SINCE 2010

Big Society Capital: Director 2011-2017

Centre for Effective Philanthropy: member of Advisory Board 2009-2018

Civil Society Media: Chair of Board 2019-2021

Finance Innovation Lab: trustee and co-vice chair 2019-2023

Gulan: trustee from 2008

Impact Investing Institute: Non-Executive Director 2019-2022

Inspiring Impact Programme Board: Chair 2012-2016

SOFII Foundation: trustee 2008-2019; Company Secretary & Hon Treasurer from 2019

Triodos Bank NV: member of Supervisory Board 2009-2017

PREVIOUS BOARD AND COMMITTEE MEMBERSHIPS

Allavida: Trustee and Chair 2002-2010

ACEVO (Association of Chief Executives of Voluntary Organisations) – The Young Committee: Investment Powers Working Group member 2002-3

ACENVO: Social Auditing Steering Group 1997-2000

Association of Charitable Foundations: Executive Committee Member 1997-1999

BBC Appeals Advisory Committee: 1989-1997 (Chairman from 1992)

BBC Children in Need: Trustee 1993-1999

Charities Aid Foundation Grants Council: Chairman 1997-2001

Commission on Unclaimed Assets: member 2006-2009

The Community Channel: Director 2000-2005

engage (The National Association for Gallery Education): Trustee and Chair 2004-2008

London & Quadrant Housing Trust: member of SW Regional Committee 1990-2005 and of Quadrant Community Investment 2001-2006

London South Bank University: Governor 1998-2006

The Media Trust: Trustee 1994-2005 (founding Chairman 1994-1995)

The National Youth Orchestra of Great Britain: Trustee 1999-2009

New Opportunities Fund: Board Member 2001-2004

NCVO Sustainable Funding Project: Advisory Group member 2000-2004

Open University School of Management: Voluntary Sector Programme Advisory Committee 1996-2000

Philanthropy UK: Chair Editorial Group 2004-2010

Social Investment Task Force: member 2000-2010

Youth Music (The National Foundation for Youth Music): Board Member 2003-2009

FULL TIME EDUCATION

1960 - 1964 Bryanston School, Dorset
1965 Hill School, Pennsylvania, USA (ESU Exchange)
1965 - 1968 King's College, Cambridge (Choral Scholar)
BA/MA History (Part 1); Social Anthropology (Part 2)

PREVIOUS EMPLOYMENT

1998 – 2001 Chief Executive, PPP Healthcare Medical Trust (now The Health Foundation)

The PPP Healthcare Medical Trust derives its endowment from the proceeds of the sale in 1998 of PPP Healthcare – I was appointed in that year to set up the charity. With an anticipated annual distributable income of about £20 million, the Trust immediately became one of the UK's largest grant making trusts. The charity has diverse objects which enable it to support service development, research, education and training across the healthcare and public health sectors.

As Chief Executive, my responsibilities were to ensure that:

- the Trust's investments were managed efficiently and within the agreed strategy
- each grant programme was introduced and managed effectively, with appropriate publicity, guidelines and application materials, and systems for the review and processing of applications, committee scrutiny and decision making procedures, grant offer terms and conditions, grants management and monitoring
- the policy development capacity of the trust was of appropriate quality – including, when necessary the use of external consultants and advisers – and that systems were in place for the evaluation of individual grants and of the impact and organisation of grant programmes as a whole
- administrative, IT, project planning and financial management systems were in place to support the operational and day to day running of the Trust and to enable the Board to ensure that high standards of risk management and conflicts of interest procedures were achieved and that all regulatory and compliance requirements were met
- an appropriately skilled and organised group of staff were recruited to provide a high quality of service to applicants, grant recipients, reviewers and advisers, committees and Board members
- action was taken to publicise and promote the work of the Trust to potential applicants, other grant making organisations, the healthcare, charity, academic and research practitioners and policymakers, the media and government.

By the time I left the Trust, the charity had a Board of 20 Governors, employed 18 staff and was assisted by 13 expert committee members and 4 specialist consultants. 13 grant programmes had been introduced between the launch of the first programmes in January 1999 and November 2001.

1992-1998 **Director, The Baring Foundation**

The Baring Foundation is a grant making charity. It was set up in 1959 and in the year that I became its Director distributed grants totalling £7.9 million. In 1994, the Foundation processed 4,197 applications for funds, making 724 grants totalling £16.3 million.

Following the collapse in February 1995 of the source of 85% of the Foundation's income, Barings plc, the work of the charity had to be completely reorganised. It was relaunched in 1996 with an annual target spend on grants of £2.5 million a year and three completely new grant programmes.

As Director of the Baring Foundation throughout this period, I was responsible to the Trustees for the leadership and management of all aspects of the charity's work including:

- preparation and implementation of policies
- production of related guidance and publicity
- detailed assessment of applications for decision by the Trustees
- monitoring of the use of grants
- financial and other administration of the charity, including meeting regulators' requirements, carrying out Company Secretary duties and servicing audit and investment committees
- representation of the Foundation
- supervision of 4 staff and 7 specialist advisers.

From 1995-1998, in addition to their work for the Foundation, I also led the staff in contract work for other grant distributors, for example setting up the Bridge House Estates Trust Fund for the Corporation of London in 1995-1996 and, in 1997, providing consultancy services to help set up the Northern Rock Foundation.

I was also retained as adviser to ING Barings on the company's charitable donations and sponsorship.

- 1988 - 1991 **Director, Housing Associations Charitable Trust (HACT)**
 Responsible to the Trustees for the leadership and management of all the charity's grant making and advisory services, policy development, fund raising, staff supervision, financial and other administration, publicity and external relations, liaison with regulators and advisers.
 (In 1991, HACT employed 11 staff, had total expenditure of £1.4 million and made 204 grants and loans to charities and housing organisations throughout the UK).
- 1984 - 1988 **Housing Services Manager, Stonham Housing Association**
 Responsible for planning and coordinating the management of the staffing of the Association's 170 local projects throughout England and Wales for homeless people in need of accommodation, care and support.
 (Stonham HA then employed 600 staff, had over 1,500 volunteer committee members, an annual capital development programme of £6 million and a revenue budget of £12 million).
- 1982 - 1984 **Self-employed freelance work**
 Contracts included consultancy, report writing, training and advisory work for, among others, NACRO, NCVO, CCETSW, a Local Government Associations' Working Group, several probation services, voluntary organisations and housing associations.
- 1972 - 1982 **NACRO (National Association for the Care & Resettlement of Offenders):**
- 1972* Assistant Training Organiser
 - 1973 – 1976* Organiser, Hostels and Training Services Leader, Resource Team (NACRO Information Services, Publicity, Publications)
 - 1976 – 1977* Assistant Director, Central Services (job retitled, responsibilities as before plus research)
 - 1977 – 1982* Assistant Director responsible for the management of : Training Services; Housing & Residential Services (until 1981); Community Alternatives for Young Offenders – CAYO (1978 - 1981); Juvenile Crime Unit (1982); Education Development Team and Advisory Service (from 1979); NACRO Staff/Management relations (from 1981)
 - 1973 – 1982* NACRO Management Team and Executive Committee.
- 1970 - 1972 **London Borough of Lambeth, Social Worker (unqualified),** initially with the Mental Health Department, subsequently the Social Services Department.
- 1968 - 1970 **Northorpe Hall, Mirfield, Yorkshire: Assistant Director.**