



**Charity: Heavy with Complexity.  
Built for Contradictions.  
Leadership not for the Faint-Hearted.**

**Sarah Hughes, CEO, Mind**

# Love Letter to the Sector

This sector doesn't just plug gaps – it holds up entire parts of the country and community

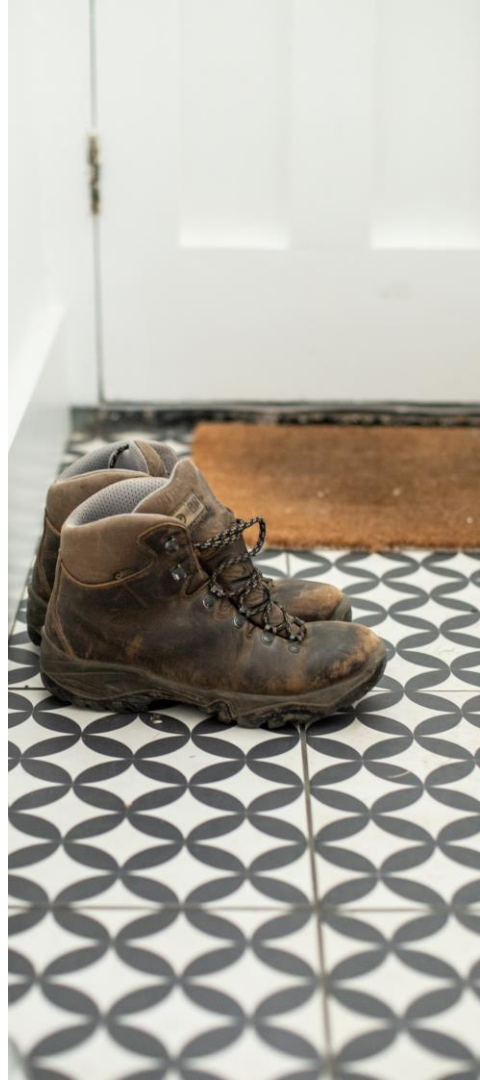
- £18.6bn to UK economy
- 16M volunteers
- Holding communities together
- Lifelines where systems have failed



# Equity and Our Uncomfortable Truths

Equity is not a phase. It's a path.

- 2020: George Floyd. Pandemic. Disenfranchisement
- Passion met naivety
- Underestimated depth of repair
- Some stayed on the path, some have fallen away



# Charity Culture – Surviving, Not Thriving

Culture eats mission for  
breakfast.

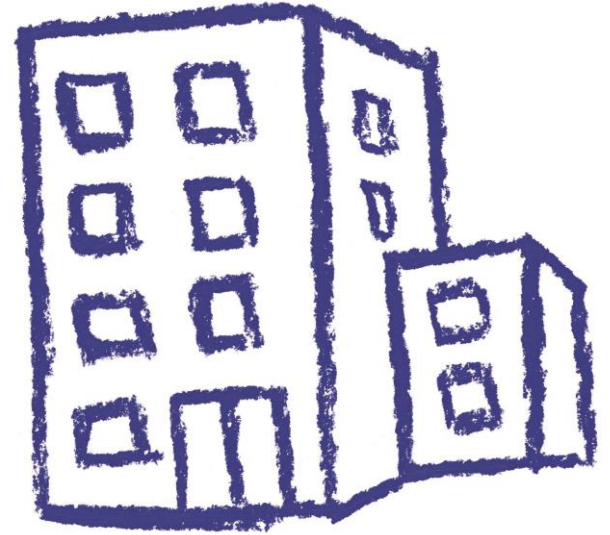
- Internal politics and positions
- Unrealistic expectations  
workforce/leaders
- Hybrid naivety & pandemic hangover
- Era of disgruntlement & mistrust
- No shared definition of equity



# Charity, Business and the Myth of Sameness

We're all in the same ocean — but not in the same ship.

- Big vs small charities vs Social Business
- Resources and access are not equal
- Fund and govern with equity





# Follow the Money

Starving your cause isn't humility — it's a failure of imagination.

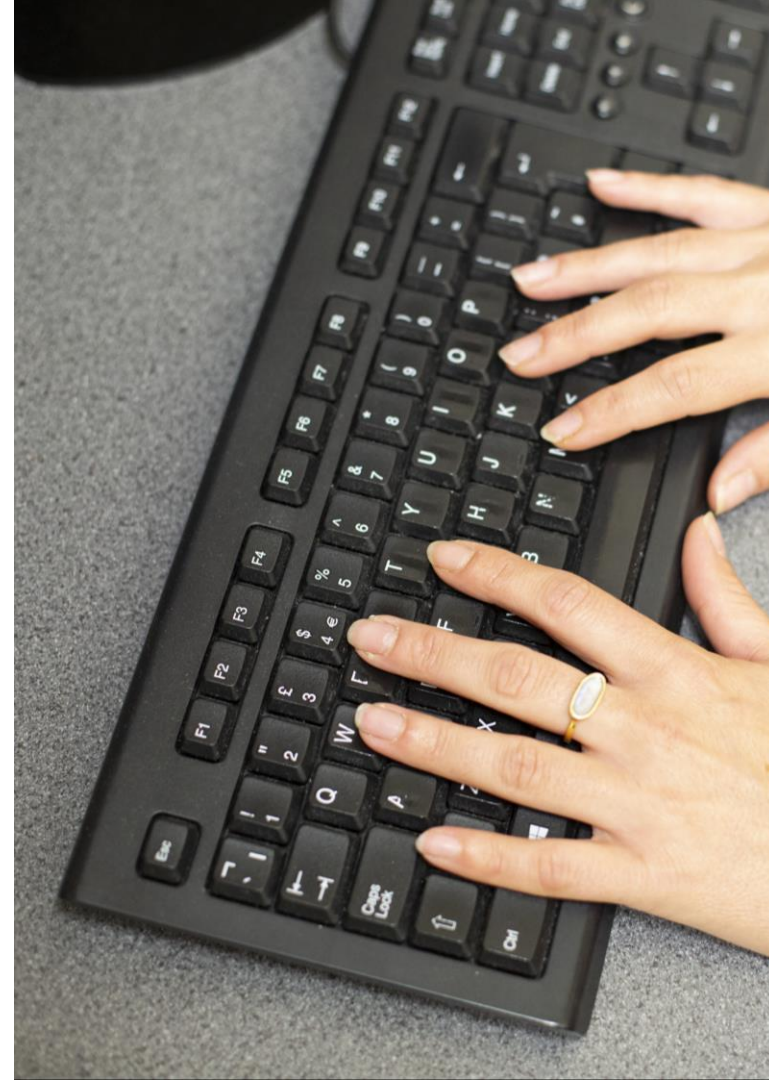
- Public investing in justice
- Returns on dignity & systems/social change  
ROI/IMPACT, truth of the cost
- VC-style risk capital needed



# The New Frontlines of Change

They didn't wait to be invited. They got on with it.

- Influencers driving change
- Digital visibility is civic power
- Boards must adapt



# Tech, Access, Data = Justice

- You can't fight 21st-century problems with 20th-century infrastructure.
- Digital equity = social equity/Tech is justice infrastructure
- Data is poor - real time insights, population health /local
- Government must invest





# A Braver, Bolder Sector

Let's be the generation that didn't just manage the charity sector — we reimagedined it.

- This is a love letter with a BUT
- Evolve or retreat
- Legacy built on courage





**Recommendations...**

# Equity and Our Uncomfortable Truths

- Anti-Racism Progress Audits
- Restorative Forums for Equity
- Leadership Impact Terms



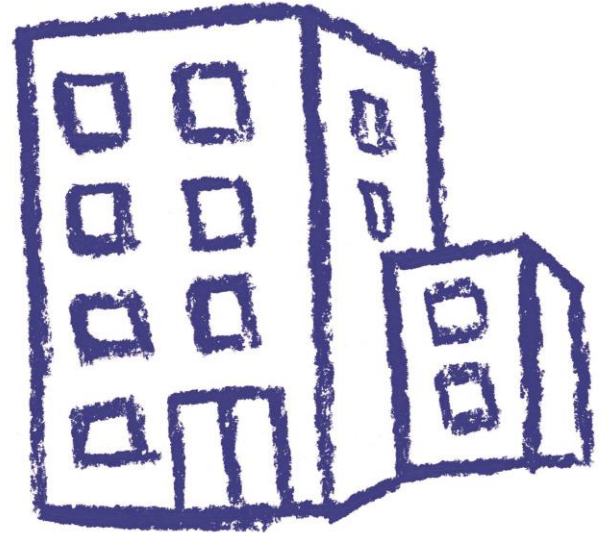
# Charity Culture – Surviving, Not Thriving

- Leaders to develop skills around movement building, mediation and restoration
- Internal Social Contract with workforce
- Courageous Conversations
- Power-Sharing Leadership
- Restorative Culture Audits /Interventions
- Hybrid Culture Frameworks
- Shared Equity Definitions



# Charity, Business and the Myth of Sameness

- New Civic Structure Model
- Sector Rebrand: Civic Infrastructure
- Power-First Storytelling





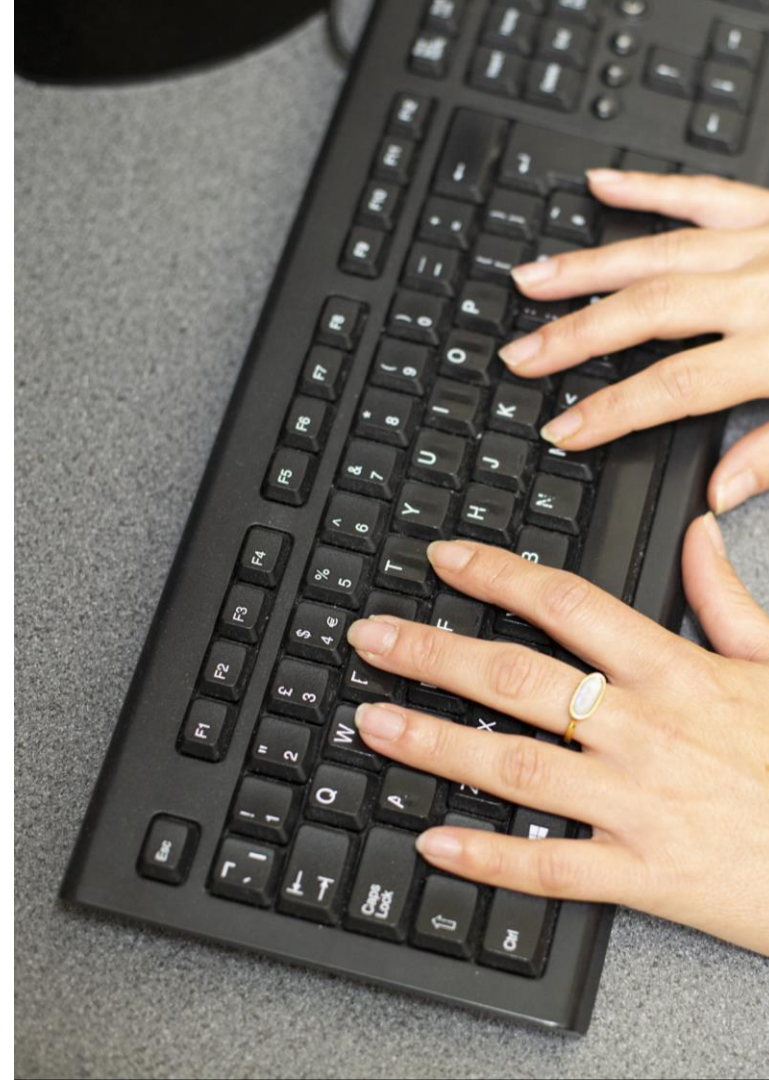
# Follow the Money

- Third Sector VC Fund
- Moonshot Granting
- Shared Commercial Platforms



# The New Frontlines of Change

- Paid Influencer Partnerships
- Impact Creator Network
- Digital + Lived Experience Trustees



# Tech, Access, Data & Justice

- National Digital Justice Fund
- Digital Competency Standards
- Charity-Tech Labs



# A Braver, Bolder Sector

→ Public–State–Sector Compact

→ People's Assembly





*mind*

**Thank you....**