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WELCOME



Welcome back to Trustee Exchange, the sector's best one-day event covering all things governance and leadership. Now in its 15th year, Trustee Exchange continues to provide a comfortable forum for trustees to share ideas and spread good practice, meet friends new and old, ask questions, and share challenges with a view to improving the effectiveness of their charity and its governance.

This year's theme is Fit for the Future: Strategies and Tools for Sustainability in an Era of Permacrisis. Much as we tried to find a form of words that were more optimistic, in the end we concluded that the current external environment, both politically and economically, was so challenging that there was no point trying to sugar-coat it. Double-digit inflation, rocketing energy, mortgage and food bills, war in Ukraine, the broken asylum system, failing public services, a vacuum of political leadership and the looming climate and biodiversity emergency, are all coalescing to create a sense of perpetual crisis. And charities, as usual, are at the sharp end, dealing with the fallout.

So this year's conference explores how charities can stay one step ahead; get on the front foot, and ensure they are prepared to withstand the next set of shocks, wherever they may come from. Sessions will comprise a mix of technical and regulatory updates, practical case studies and lively panel discussions, plus we will provide plenty of opportunities to network with fellow delegates. Trustee Exchange always sells out, so be sure to book early – and as an added incentive, the first 25 delegates to sign up will receive a free copy of *What Have Charities Ever Done for Us?*, a book that I co-wrote with Stephen Cook.

We look forward to seeing you at Trustee Exchange 2023!

Tania Mason, editor, *Governance & Leadership*

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09:00	Registration, coffee & networking		
09:20	Chair's welcome – Jenni O'Donovan , events director, Civil Society Media		
09:30	<p>Keynote panel discussion: Boost or brake? The role of trustee boards in enabling – championing, even – charity chief executives to speak out</p> <p>Last year, the Sheila McKechnie Foundation (SMK) launched a new initiative bringing together charity CEOs who want to work together to ensure charities take their proper place in the national conversation. Evidence and experience show that charity CEOs are relatively under-represented in public debate, compared to, say, business leaders. The concern is that charities' society-wide and systemic perspectives are missing at a time we need our national conversation to be at its richest.</p> <p>Exploring this question with others both within and outside the sector suggest that trustee boards can be one of the barriers to CEOs having a platform. In this timely and important discussion, led by SMK's CEO Sue Tibballs, our panellists will unpack why charity CEOs are not given the same exposure as their private and public sector peers on the major issues of the day, and explore what needs to happen to ensure their voices are heard in the national debate.</p> <p>Sue Tibballs, chief executive, Sheila McKechnie Foundation (chair); Halima Begum, CEO, the Runnymede Trust; Alison Holt, social affairs editor, BBC; Joe Saxton, founder, nfpResearch and editor-in-chief, HeyHeyJoe.info; Chris Sherwood, chief executive, RSPCA</p>		
10:35	Morning networking break		
11:00	<p>Morning plenary: Second-chance saloon</p> <p>James Timpson OBE DL is chief executive of Timpson Ltd, a family-run business with over 2,000 high-street shops including cobbler and key-cutter Timpson, Snappy Snaps and Johnsons the Cleaners. He's also chair of the Prison Reform Trust and national chair of the Employment Advisory Board, which works closely with New Futures Network and the Ministry of Justice helping those in prison to secure a job on release. Undoubtedly inspired by his experience of being raised in a family that fostered more than 80 children, James is famed for his determination that everyone deserves a second chance in life, and his business model is built on employing ex-offenders. In this uplifting keynote speech, James will share his philosophy of upside-down leadership and tips for instilling a culture of kindness in an organisation.</p> <p>James Timpson, chief executive, Timpson and chair, the Prison Reform Trust</p>		
11:30	Transit time		
	<p>Stream A – Finance & Fundraising Chair: Tristan Blythe, editor, Charity Finance</p>	<p>Stream B – Compliance & Culture Chair: Jenni O'Donovan, events director, Civil Society Media</p>	<p>Stream C – Governance & Leadership Chair: Stephen Cotterill, editor, Fundraising Magazine</p>
11:35	<p>1A. Audit and taxation: An update on latest changes</p> <p>The introduction of new audit standard ISA 315 will add a significant volume of work to every charity audit, particularly those that rely heavily on IT systems to support their operations. On top of this, the new chancellor's autumn and spring statements are likely to announce further tax changes that will affect charities, including around employment, Gift Aid, VAT and capital allowances. Join this session to get up to speed on all these changes and their impacts on your charity, so you can be confident that your financial forecasting is robust.</p> <p>Richard Weaver, head of charities and not for profit, Nick Bustin, employment tax director</p>	<p>1B. Regulatory update: The Charities Act, latest Charity Commission guidance and implications of recent court rulings</p> <p>With two implementation stages of the new Charities Act already under way and a third due to commence, Con and Shivaji will provide their expert reflections on the changes to charity law and their impacts on trustee decision-making. They will also unpick the new Charity Commission guidance on the rules around ESG investing in light of the Butler-Sloss case, and consider the implications of other recent court decisions involving charities.</p> <p>Con Alexander and Shivaji Shiva, partners, VVV</p>	<p>1C. Bringing governance into the 21st century</p> <p>Most charity trustees are busy people, and charities have a responsibility to ensure that their boards can operate as effectively and efficiently as possible. Digital technologies can support this aim by making it easier for trustees to send and receive information, interrogate data, assess risks and opportunities and attend virtual meetings. In this session, Ed and a charity partner will explain how a digital-first approach to governance can help charity boards to make better decisions while also saving both time and money.</p> <p>Ed Rees, sales director, Diligent Institute and charity client</p>
12:20	Transit time		
12:25	<p>2A. How well governed are you financially?</p> <p>How up-to-speed are you with your charity's financial position in these challenging times? How resilient and sustainable is the organisation?</p> <p>This session will look at the importance of good financial governance and explore the building blocks that contribute to good quality financial information, ensure effective systems and controls, and create a culture that supports all trustees to engage in the numbers.</p> <p>Judith Miller, partner, Sayer Vincent</p>	<p>2B. The Charity Governance Code: the next evolution</p> <p>The Charity Governance Code is now firmly embedded in the framework of the sector as a widely-accepted illustration of what good governance looks like. But more can always be done in a changing world to evolve its content and improve its uptake across the sector, and the Code Steering Group is keen to ensure the Code is as user-friendly as possible. Join this session to hear the Steering Group's early thinking about the next iteration of the Code, as well as a trustee's first-hand account of how their board used the Code's pillars and principles to improve decision making.</p> <p>Radojka Miljevic and Rosalind Oakley, independent chair and member, the Charity Governance Code Steering Group, Rachel Bailey, head of governance, Book Trust, Laura Crandley, COO, NCVO</p>	<p>2C. Good going: A chief executive's last 100 days</p> <p>Much has been written about a chief executive's first 100 days, but what about their last 100 in the role? What might a chief executive do to make a good departure both for them and the organisation? Hear key insights from the Centre for Charity Effectiveness's research study into this important period, and advice and learning from senior charity leaders about how they and their organisations have successfully navigated a CEO's last 100 days.</p> <p>Host: Fiona Ash, consultant, Centre for Charity Effectiveness</p> <p>Panel: Helen Simmons, CEO, St Christopher's Hospice, Steve Chu, former CEO, Age UK Sheffield, Chris Roles, former CEO, Age International</p>

13:10	Lunch break		
14:10	<p>3A. Net-zero targets: Incorporating investments and tracking progress</p> <p>Many charities have made ambitious and commendable climate commitments. However, many are yet to decide whether their investment portfolios will be included in their net-zero targets. Verified science-based targets are likely to include financed emissions via a charity's investments, so understanding how investment portfolios can be incorporated in measurement and management of an organisation's emissions is important.</p> <p>Kate Rogers, global head of sustainability and Emily Petersen, portfolio director – charities, Cazenove Capital</p>	<p>3B. Panel discussion: Mainstreaming equity, diversity and inclusion (EDI)</p> <p>Most charities are now aware of EDI imperatives, and are taking some steps towards improving their performance in this area. However, it is also apparent that there is a gulf between what some people believe is good progress, and what others believe is good progress. So, what does 'good' look like, now that EDI is no longer a fringe activity or an optional extra?</p> <p>Nathan Nalla, founder/director, Be the Riot, (chair); Amanda Bennett, EDI lead, Guide Dogs; Anusha Everson, associate director, people strategy and transformation, Wellcome; Aurelia Michael, sexual health community development officer, Staffordshire Sexual Health Charity</p>	<p>3C. Observations from the CEOs' chair: How leaders must adapt to deal effectively with buffeting external forces</p> <p>As chair of Acevo and an experienced charity chief executive to boot, Rosie Ferguson has a unique perspective on the state of the sector and the challenges facing its leaders. Join this session to hear Rosie's take on how the current unprecedented pace of change in the external environment impacts on CEOs and chairs, what this means for organisational strategy and people management, and how each can help the other to keep the whole charity focused on what matters and living its values.</p> <p>Rosie Ferguson, chair, Association of Chief Executives of Voluntary Organisations and chief executive, the House of St Barnabas</p>
14:55	Refreshments & networking break		
15:20	<p>4A. How trustees can support big audacious goals in fundraising</p> <p>We've all heard that ambitious, focused goals can energise people, but how can trustee boards get behind their fundraisers to help them set, and achieve, such goals? In this talk Liz will share:</p> <ul style="list-style-type: none"> • How she and her team worked with trustees to develop a new fundraising strategy for GOSH Children's Charity. • Her journey leading a team emerging from the pandemic to create a transformational plan and ambitious pathway for the future. • Practical tips on how trustees can empower and galvanise the leadership team, colleagues and donors behind a transformational plan. • How to nurture a positive, ambitious culture that delivers results. <p>Liz Tait, director of fundraising, Great Ormond Street Hospital Children's Charity</p>	<p>4B. Surviving a statutory inquiry: an RNIB case study</p> <p>When Matt Stringer and Jessica Holifield joined the RNIB in 2019 and 2020 as CEO and head of governance respectively, they plunged straight into a high-profile statutory inquiry that had been opened by the Charity Commission in 2018 following concerns about governance and poor safeguarding at an RNIB school. In this session, they will share their experience of steering the organisation through this highly turbulent period – against the backdrop of Covid-19 – including how they dealt with the media scrutiny, shored up staff morale, rebuilt beneficiary confidence and worked constructively with the Charity Commission.</p> <p>Matt Stringer, chief executive and Jessica Holifield, director of legal and governance, RNIB</p>	<p>4C. 10 hallmarks of a modern and successful charity chair</p> <p>Chairing a board requires specific qualities and abilities in order to get the best out of the group both individually and collectively. The days of simple command and control are long gone, as leaders recognise the need to adapt their leadership style to different situations and personalities. John Williams is a highly experienced chair and trustee, and has compiled his list of top 10 values and characteristics that any great charity chair should possess. This session is a must-attend for anyone who already chairs a board, as well as all those that aspire to do so.</p> <p>John Williams, chair of governors, Stanhope Primary School and former vice chair at Association of Chairs</p>
16:05	Transit time		
16:10	<p>Closing keynote: A new relationship between trustees and the Charity Commission</p> <p>In this closing session, Helen will provide an update on the Commission's priorities, including its work to improve its use of data to better support trustees, and to identify and tackle problems in charities. As part of this, she will set out the Commission's vision for a new relationship with trustees, including through the My Commission Account service, which will be rolled out and developed in the months and years ahead.</p> <p>Helen Stephenson, chief executive, the Charity Commission</p>		
16:40	Chair's closing remarks		
16:45	Networking drinks reception		

Speakers include:



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What did the 2022 delegates say?

“Great return to in-person conferencing with some outstanding networking opportunities. Being a chair can sometimes be lonely, but I now feel ready to tackle the year ahead having reconnected with peers! For the amount of information transfer in one day, I’d recommend this conference to trustees far and wide.”

Dale Hoyland, Vegetarian Society

“Very useful to me as a new-ish trustee and very new chair; chats at breaks were invaluable and the sessions I attended gave good insights from experienced people who obviously knew their stuff.”

Eilidh Murray, London Cycling Campaign

“This event was excellent. The topics covered were relevant to enhancing my skills and knowledge as a trustee and valuable to take back to the charity and share with other trustees and employees.”

Sylvia McCabe, Expert Ltd Liverpool

“An excellent opportunity to meet, learn and exchange experiences across so many diverse people and activities.”

Sudanta Abeyakoon, The English Sangha Trust

“A dynamic and accessible conference for trustees with a good balance of formal and informal content.”

Charlotte Williams, The Ehlers-Danlos Support UK

“A must for trustees, new and experienced. Ideal chance to hear the latest thinking and to network with other trustees.”

Don Steele, CBLC

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Charity team ticket (up to four places)	£649 +VAT	£779 +VAT
Charity extra place(s)	£169 +VAT	£219 +VAT

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