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WELCOME



We are delighted to welcome you to the 14th annual Trustee Exchange conference on 4th May 2022. Charity boards have faced more challenges than ever over the past two years so we are pleased to give you the opportunity to come together in-person to share best practice, discuss ideas and challenges, and network with fellow delegates.

We have three streams covering fundraising, finance and investment; compliance and culture; and governance and leadership. Mark Norbury, chief executive at UnLtd, will deliver an opening keynote address on the organisation's journey towards diversity, equity and inclusion. The closing keynote will be presented by the Charity Commission's chief executive Helen Stephenson who will explore what is next for the charity regulator.

We also have a compelling panel discussion in which three charities will share how they have implemented a person-centred approach to service delivery, ensuring that those with lived experience are kept at the heart of their charities' work.

As always, we will also provide plenty of opportunity for networking and seeking advice from professional advisors. Don't miss out: this conference is usually a sell-out, so take advantage of the early bird offer and book your place by 18 March 2022. We look forward to seeing you on the day.

Tania Mason, editor, *Governance & Leadership*

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EASY WAYS TO BOOK

USE booking form overleaf **CALL:** 020 7819 1200 **VISIT:** civilsociety.co.uk/exchange

09:00	Registration, coffee & networking		
09:20	Chair's welcome – Tania Mason , editor, Governance & Leadership		
09:30	<p>Opening keynote: The long road to anti-racism</p> <p>The past couple of years have exposed just how far the UK still has to go to be a genuinely equitable society. Closer to home, institutional racism and toxic cultures within the charity sector have never had a higher profile. Mark Norbury is determined that UnLtd, the foundation for social entrepreneurs which he has led since 2016, should truly embody diversity, equity and inclusion, and believes it is incumbent on white leaders like himself to own the issue, educate themselves and be genuine allies.</p> <p>From how it assesses its grant applications to the way it carries out its support work, from the composition of its board and management to diving deeper through an equity audit, UnLtd is taking real action to address its failings. Yet achieving progress is hard. In this warts 'n' all opening keynote, Mark will share UnLtd's journey so far and outline why "not being racist" is not good enough – an actively anti-racist position is the only one that will deliver meaningful change.</p> <p>Mark Norbury, chief executive, UnLtd</p>		
10:10	Transit time		
	Stream A – Fundraising, Finance, Investment Chair: Tristan Blythe , editor, Charity Finance	Stream B – Compliance & Culture Chair: Kirsty Weakley , editor, Civil Society News	Stream C – Governance & Leadership Chair: Tania Mason , editor, Governance & Leadership
10:15	<p>1A. First-class finance supervision: who, what, when, why and how</p> <p>We all know that the trustee board carries ultimate responsibility for the charity's financial health and sustainability. But how does this really work in practice, especially when so many trustees feel out of their depth when it comes to the finances? What are the roles of the chair, the treasurer, the subcommittees, the finance director and the auditor – and how should they all relate to and engage with the wider board to improve knowledge and understanding? Join this practical, interactive session for a masterclass in relationship-building to help your trustees get a deeper grip on financial stewardship.</p> <p>Judith Miller, partner, Sayer Vincent</p>	<p>1B. Shining a spotlight on the activities of trusts and foundations</p> <p>Private UK grantmaking foundations own assets totalling more than £62bn and give grants totalling more than £6.5bn a year. Yet they are almost uniquely unaccountable and the composition of their trustee boards (99% white, two-thirds men, average age 65) means they are wholly unrepresentative of the communities they serve. A group of forward-thinking foundations have decided to address this accountability vacuum by creating an annual rating that assesses foundations on their diversity, accountability and transparency practices. Using publicly available data, the new Foundation Practice Rating aims to highlight best practice and to encourage foundations to raise their standards in those three areas.</p> <p>Danielle Walker-Palmour, director, Friends Provident Foundation and Caroline Fiennes, director, Giving Evidence</p>	<p>1C. Lived experience on nonprofit boards with the Centre for Charity Effectiveness (CCE), Bayes Business School</p> <p>Three charities discuss their experiences of actively developing lived experience on their boards. Many charities are looking to increase the diversity of their boards and considering the benefits of recruiting trustees with lived experience expertise, to bring into the boardroom greater insights into the needs and experiences of those they seek to support. We'll also share insights from the development of CCE's growing online resource Lived experience on nonprofit boards, combining CCE's knowledge and research with direct experiences and learning generously shared by a wide range of charities.</p> <p>Host: Jacqueline Williams (CCE) Panel: Stephanie Papapavlou, Director of Impact and Innovation, Leap Confronting Conflict; Peter Olaway, Vice Chair, Leap Confronting Conflict; Ambreen Shah, Trustee, Smallwood Trust; and Kate Hitchcock, Trustee, National Association for Children Abused in Childhood (NAPAC)</p>
11:00	Morning break		
11:25	<p>2A. The changing role of the trustee in the audit cycle</p> <p>What level of audit information should trustees receive in order to fulfil their duties and what challenges should they have of their auditors as apposed to their management team? Join this session to improve your knowledge of the role that trustees take in the audit cycle and what their remit is in complying with the ever-increasing regulations around audit.</p> <p>Richard Weaver, head of charities and not for profit, haysmacintyre</p>	<p>2B. Charity Commission priorities: forecasting the future by analysing the past</p> <p>Regulators relaxed some of their requirements during the pandemic as charities reacted to the emergency and switched into crisis-response mode. But this flexibility can't last forever, and charities will need to sharpen their compliance tools. In this session, Shivaji and Con will probe the trends in charity law and regulation over the past 18 months, drawing on Charity Commission inquiry reports and other guidance, to predict some of the issues and concerns that look likely to be priorities for the Commission and its caseworkers as they return to more of a business-as-usual regulatory environment.</p> <p>Con Alexander, partner, VVV and Shivaji Shiva, partner, VVV</p>	<p>2C. A digital-first approach to governance: the future of modern charity boards</p> <p>The pandemic has demonstrated how a digital-first approach can reinvent working practices, rebalance work and personal lives and deliver more efficient services to greater numbers of people. Now it's time to consider how a similar transformation could take place in the world of charity governance. New technologies can help boards to set the digital agenda by facilitating the efficient interrogation of data, speeding up communication and providing tools to assess risks and opportunities and set strategy. Join this session to learn what "digital-first" means in a governance context and how it can underpin more effective trustee decision-making.</p> <p>Ed Rees, sales director, BoardEffect</p>
12:10	Transit time		

12:15	<p>3A. How to hold your fund manager to account on the climate emergency</p> <p>The COP26 summit has highlighted the huge role to be played by investors in responding to the climate crisis and tackling other global problems like biodiversity loss and inequality. Cazenove's own net zero ambition is made more challenging by the fact that it is a significant investor in other managers' funds, as well as investing directly in companies. However, this means it has an opportunity to use its influence to drive change and in 2021, Cazenove quizzed 140 fund managers on their ESG credentials. Join this session for an overview of how the investment management industry is performing on the journey to sustainability and some advice on the questions to ask your fund manager to ensure that their activities are fully aligned with your charity's values and commitment to decarbonisation and a net zero future.</p> <p>Kate Rogers, head of sustainability, Cazenove Charities</p>	<p>3B. Confessions of a chief executive: the double-edged sword of more professional boards</p> <p>The recent drive to increase professional skills and experience on charity boards was undoubtedly well-intentioned, but if the balance tips away from a majority of trustees that are mission-focused in favour of a majority that are compliance-focused, this can seriously increase risk-adversity and curtail the charity's potential. Sue Freeth is an experienced charity CEO who has observed the mounting regulatory burden and accompanying board emphasis on accountability and compliance with growing unease, and she wants to start a conversation about it. Join this interactive session for an honest appraisal of the current state of charity governance from a chief executive in a position to know.</p> <p>Sue Freeth, chief executive, Lifecare (Edinburgh)</p>	<p>3C. Bucking the trend for smaller boards: a case study from All We Can and Y Care International</p> <p>While recent trends have tended towards reducing the size of boards, international development charity All We Can has deliberately enlarged its board as part of a comprehensive programme of work to increase trustee diversity, boost the effectiveness of committees and make meetings more dynamic. Not only that, but its recent merger with Y Care International has also doubled the board's responsibility and workload, requiring the implementation of more transparent and efficient governance structures and systems. Join this session to hear the story of one charity's impressive efforts to ensure trustees are fully engaged with the cause and with their role as governors and stewards.</p> <p>Graeme Hodge, chief executive, All We Can and Y Care International</p>
13:00	Lunch & networking break		
14:00	<p>Co-production, prototyping and beyond: The true meaning of a person-centred approach to service delivery</p> <p>Involving people with lived experience of your cause in the design and implementation of your services is something that many charities aspire to, but few have yet achieved. Fewer still have handed the conception and prototyping of their entire ways of working to those they seek to support. Join this session for an illuminating discussion among three charities that have listened, reflected, challenged and changed their organisations in order to create the environment for truly person-led work to flourish.</p> <p>Chair: Elizabeth Balgobin, charity sector consultant and interim manager; Arfan Hanif, chief executive, Touchstone; Alex Fox, chief executive, Mayday Trust; Thomas Lawson, chief executive, Turn2Us; Heather Blake, chief executive, Changing Faces</p>		
15:00	Refreshments and networking break		
15:25	<p>4A. Fundraising: Beyond compliance to best practice</p> <p>In a regulatory environment where boards are legally responsible for their organisation's fundraising practices, it is critical that trustees understand not just what compliance looks like, but also how to champion best practice. In this session, Gerald will examine the role of fundraising in governance and offer some advice on the types of questions that trustees ought to be asking their fundraisers in order to achieve assurance. In addition, he will provide an update on current projects at the Fundraising Regulator, such as its upcoming strategic plan and its impact on fundraising charities.</p> <p>Gerald Oppenheim, chief executive, Fundraising Regulator</p>	<p>4B. Safety first: Boosting protection for whistleblowers, including trustees</p> <p>Whistleblowing charity Protect's pilot project investigating whistleblowing culture in mid to large sized charities uncovered some concerning findings, including weak spots in training and confidentiality. Protect knows from its Advice Line that many charity workers do not feel safe about speaking up, or confident their concerns will be listened to. Not only that, the UK whistleblowing law, the Public Interest Disclosure Act (PIDA) 1998 fails to protect charity volunteers who have cause to raise the alarm about bad practice in their organisations – and that includes trustees. Protect is campaigning to update and reform PIDA. Join this session for some expert advice on how to operate an effective whistleblowing system within your charity, and steps you can take to improve protection for trustees.</p> <p>Liz Gardiner, chief executive, Protect</p>	<p>4C. A journey of reinvention to achieve more impact: a case study from Forces in Mind Trust</p> <p>Forces in Mind Trust (FiMT) is a lottery-endowed, limited-life grantmaking charity, set up in 2011 for with £35m. Its purpose over its 20-year lifespan is to support those leaving the armed forces as they make the transition to civilian life. In its first few years, the Trust responded to needs as they arose, funding veterans' charities as they applied. But more recently, the new chair and CEO decided to take a more strategic, impact-focused approach that sought to treat causes, not symptoms. As well as changing the composition of the board to match the charity's new direction, the Trust identified and nurtured allies in national and local government and was able to heavily influence the government's first Veterans' Strategy.</p> <p>Hans Pung, chair, and Ray Lock, former chief executive, Forces in Mind Trust</p>
16:10	Transit time		
16:15	<p>Closing keynote: What next for the charity regulator?</p> <p>In his closing keynote address, Orlando Fraser will cover two important issues going forward, namely:</p> <ul style="list-style-type: none"> his general priorities for the Charity Commission the Commission's specific approach towards trustees <p>Orlando Fraser, chair, Charity Commission</p>		
16:45	Chair's closing remarks		
16:50	Networking drinks reception		

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