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# TRUSTEE EXCHANGE

RAISING THE BAR FOR CHARITY GOVERNANCE

**26.04.2018**

Royal Garden Hotel, London

- Diversity deficit • New Charity Governance Code • GDPR • Transforming your charity
- Digital partnerships • Chair's Corner • Financial governance

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@CSGovernance #TrusteeExchange

# WELCOME



I am delighted to announce the return of *Governance & Leadership's* flagship event, Trustee Exchange on 26 April 2018. Now in its 11th year, the conference showcases some of the innovations and solutions that organisations of all sizes have devised to meet the challenges of governing modern charities, as well as addressing key developments and challenges such as the new Charity Governance Code and the incoming GDPR Regulation.

We hope you will join this unique forum to exchange knowledge, share best practice and connect with your peers and sector experts. With a variety of topics across governance, communications, fundraising, compliance and culture, you'll be able to take away real practical ideas and solutions to meet your organisation's priorities. We hope to welcome you and your team to The Royal Garden Hotel on April 26th for what promises to be another valuable and inspirational day.

**Tania Mason**, editor, *Governance & Leadership*

<b>09:00</b>	<b>Registration, coffee &amp; networking</b>
<b>09:25</b>	<b>Chair's welcome</b> <b>Tania Mason</b> , editor, <i>Governance &amp; Leadership</i>
<b>09:40</b>	<b>Opening Address: Making boardrooms places of harmony &amp; collaboration</b> In this inspiring yet practical opening keynote, Nada Kakabadse will share key insights from her co-published report into boardroom dynamics. She will outline the findings on what factors contribute to good governance, offer tips on how to capitalise on 'constructive tension' and demonstrate that conflict is not only inevitable, but plays an essential part in building the most effective boards. <b>Nada Kakabadse</b> , professor of policy, governance and ethics, Henley Business School
<b>10:15</b>	<b>Panel discussion: The diversity deficit – what can charity boards learn from progress outside the sector?</b> As a sector we champion diversity, and yet fail to demonstrate this in practice with many boards and leadership teams remaining largely comprised of older white men. In this lively panel discussion, experts from business, government and the health service will share their tips and techniques for improving diversity at the highest levels of organisations – including some surprisingly easy wins. Chair: <b>Ken Olisa</b> , chair, Shaw Trust and deputy chair, Institute of Directors Panellists: <b>Mark Lomas</b> , head of equality, diversity and inclusion, HS2; <b>Melanie Dawes</b> , civil service gender champion; <b>Paul Deemer</b> , head of diversity and inclusion, NHS Employers and <b>Rachel Osikoya</b> , head of diversity and inclusion, Maersk Group

<b>11:00</b>	<b>Networking &amp; refreshment break</b>
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## Breakout sessions – 11:30

<b>Stream A:</b> <b>COMMS &amp; FUNDRAISING</b>	<b>1A. GDPR: Demonstrating effective data governance</b> This session will serve as an essential update for any trustee with questions or concerns around the incoming GDPR Regulation. Attend this interactive session and bring any questions you may have for Ardi Kolah LL.M., who will cut through the fog of confusion and provide a clear view as to how your organisation can comply with the new data legislation, as well as create a framework that will unlock the opportunities for building deeper digital trust. <b>Ardi Kolah LL.M.</b> , executive fellow & director, GDPR Transition Programme, Henley Business School
<b>Stream B:</b> <b>GOVERNANCE IN FOCUS</b>	<b>1B. Unitary boards: The new model for governance?</b> In April 2017, the board of rights charity The Advocacy Project voted to change its constitution to allow its chief executive to become a trustee and to pay its service-user trustees for their board role. A year on, Judith Davey and Kate Ferguson will share learnings from their journey while Michael Hagan and Adam Antonio will offer insights into the unique perspective that they bring to the board as service-user trustees. <b>Judith Davey</b> , chief executive officer, <b>Kate Ferguson</b> , chair, <b>Michael Hagan</b> , trustee and <b>Adam Antonio</b> , trustee, The Advocacy Project
<b>Stream C:</b> <b>COMPLIANCE &amp; FINANCE</b>	<b>1C. Financial literacy: Advanced</b> The board is collectively responsible for the charity's finances – the tasks involved go well beyond reading regular management accounts and signing off your annual report. What do you need in place to have effective financial management and governance? What key questions should trustees be asking? This session will consider these questions as well as addressing the impact on financial governance of the new Charity Governance Code. <b>Judith Miller</b> , partner, Sayer Vincent
<b>Stream D:</b> <b>PEOPLE &amp; CULTURE</b>	<b>1D. Personality matters: Building better teams</b> This session will explore the interplay between different personality types and interpersonal styles in order to build boards and senior teams that are more compatible. Drawing on her extensive experience as HR director across various organisations, Helen Giles will outline why the best and most effective teams are those who have managed to successfully incorporate diverse individual personalities. She will offer insights into how different types of people can work together more harmoniously, and what you can do as a leader to foster collaborative relationships across your senior executive teams. <b>Helen Giles</b> , executive director of people & governance, St Mungo's

## Breakout sessions – 12:15

<b>Stream A:</b> <b>COMMS &amp; FUNDRAISING</b>	<b>2A. Action for Children case study: Driving impact and efficiency with digital</b> <p>In 2016 Action for Children partnered with the technology giant Fujitsu to digitally transform the charity's entire case file library. By leveraging this support to revolutionise their back office functions, they have been able to unlock opportunities to accelerate their impact and reach even more young people. Vivienne Hoskins will outline the motivation behind the partnership and some of the challenges faced, including the process of assessing risk and scrutinising progress. She will share some of the key impacts this project has had to date and will suggest practical tips on how to effectively increase your organisation's digital capacity.</p> <p><b>Vivienne Hoskins</b>, operations transformation manager, Action for Children</p>
<b>Stream B:</b> <b>GOVERNANCE IN FOCUS</b>	<b>2B. Mencap case study: The role of the trustee board in a crisis</b> <p>Last year, Mencap was staring down the barrel of insolvency after HMRC demanded £20m worth of back pay for their employed carers on 'sleep-in' shifts. While the charity awaits legal clarification of the issue, Oonagh Smyth will tell the story of how Mencap's board responded and impart some top tips on how trustees can best support their executive leaders in a crisis, particularly the importance of flexibility around the strategic/operational split.</p> <p><b>Oonagh Smyth</b>, director of strategy and influence, Mencap</p>
<b>Stream C:</b> <b>COMPLIANCE &amp; FINANCE</b>	<b>2C. Trustee liability: What risks do I face and how can I manage them?</b> <p>This session will be a practical update to help you understand and manage the legal risks you may face as a trustee. Am I liable for decisions taken if I wasn't at the meeting? In what circumstances might I be taken to court for my decisions as a trustee? How far can trustee indemnity insurance protect me? What do I do if I have concerns about my charity's governance? Con Alexander will answer these questions and more, explain the personal liabilities associated with trusteeship and outline how best to mitigate against personal risk.</p> <p><b>Con Alexander</b>, partner, Veale Wasbrough Vizards</p>
<b>Stream D:</b> <b>PEOPLE &amp; CULTURE</b>	<b>2D. Chair's Corner (Conducted under Chatham House Rule)</b> <p>This interactive session offers a confidential environment for chairs of any size organisation to come together to discuss challenges and share best practice:</p> <ul style="list-style-type: none"> <li>• Managing the relationship with your chief executive</li> <li>• Managing difficult relationships</li> <li>• Chairing effective meetings</li> <li>• Setting the vision, values and goals of your organisation</li> <li>• Ensuring your charity is financially sustainable</li> <li>• Trustee recruitment</li> <li>• Ensuring your charity is compliant</li> </ul> <p><b>John Williams</b>, vice chair, Association of Chairs</p>

13:00 | Lunch & networking break

## Breakout sessions – 14:00

<b>Stream A:</b> <b>COMMS &amp; FUNDRAISING</b>	<b>3A. Developing a proactive comms strategy</b> <p>Reputation is arguably a charity's most valuable asset and for a sector so often in the public eye, an effective comms strategy should be held on a par with operational, strategic and even financial risk. This session will outline the key approaches and considerations for developing a focused, deliverable comms strategy, giving real-world examples for both established and smaller charities, including: agreeing priorities, stakeholder engagement, maximising resources, protecting your brand and how to exploit opportunities to enhance your reputation.</p> <p><b>Peter Zarko-Flynn</b>, director of communications, Cancer Research UK</p>
<b>Stream B:</b> <b>GOVERNANCE IN FOCUS</b>	<b>3B. Stepping up: How to bring the new Charity Governance Code to life</b> <p>The new Charity Governance Code has been widely welcomed by the sector, with the Charity Commission even withdrawing its own 'Hallmarks of an Effective Charity' guidance and pointing boards towards the Code. But how easy and effective is it to use in practice? In this session, Delyth Morgan will share Breast Cancer Now's experience of implementing the Code, while the Code's architect Rosie Chapman will talk about next steps for its development.</p> <p><b>Rosie Chapman</b>, chair, Charity Governance Code Steering Group and <b>Delyth Morgan</b>, chief executive, Breast Cancer Now</p>
<b>Stream C:</b> <b>COMPLIANCE &amp; FINANCE</b>	<b>3C. Setting your investment policy</b> <p>With charities facing increased financial pressure and scrutiny, it is vital to effectively safeguard and promote your organisation's financial health. This session will explore the responsibility of a charity trustee in helping to shape a robust investment policy. Kate Rogers will outline the vital questions trustees must consider when investing for the longer term, and will impart practical tips on ensuring sound financial governance of your organisation's investment assets.</p> <p><b>Kate Rogers</b>, head of policy, Cazenove</p>
<b>Stream D:</b> <b>PEOPLE &amp; CULTURE</b>	<b>3D. Creating a culture in which people's minds thrive</b> <p>A large and growing body of research indicates that healthier, happier staff drive long-term business performance through higher engagement and increased productivity. How can you as a leader help create an effective organisational culture in which people thrive? Drawing on insights from neuroscience, psychology and real-life examples, author Andy Gibson will explore how to maintain mental health at work, and how the trustee board can influence organisational culture. Join this session to hear tangible solutions to take back to your own organisations to build happier, more effective teams.</p> <p><b>Andy Gibson</b>, head gardener and chief executive, Mindapples</p>

## Breakout sessions – 15:15

<b>Stream A:</b> <b>COMMS &amp; FUNDRAISING</b>	<p><b>4A. British Red Cross case study: Safeguarding your fundraising</b></p> <p>Charities are facing unprecedented pressure to demonstrate transparency and ethical assurance over their organisation's fundraising practices. The British Red Cross has responded to this challenge by establishing a committee to provide oversight of fundraising activities, highlight areas of risk and ensure the organisation adheres to the highest standards. Join Keith Shipman &amp; Hilary Douglas who will outline the framework, as well as some thoughts on what this model could mean for the sector.</p> <p><b>Keith Shipman</b>, trustee and <b>Hilary Douglas</b>, vice-chair, British Red Cross</p>
<b>Stream B:</b> <b>GOVERNANCE IN FOCUS</b>	<p><b>4B. Mosaic Clubhouse case study: The board's role in conquering adversity</b></p> <p>Seven years ago, Mosaic Clubhouse's main funder presented the charity with a long list of virtually impossible changes as a condition of renewing its contract. Instead of giving in, the board and executive team met the challenges head-on, and over the next few years completely turned the charity around. In this session Maresa Ness will reflect on the journey undertaken to transform the fortunes of the organisation: she will discuss the role of the board in dealing with unprecedented change, including how to effectively manage risk, and will impart practical tips for leaders who want to ensure their charity not only survives, but thrives.</p> <p><b>Maresa Ness</b>, chief executive (and former chair), Mosaic Clubhouse</p>
<b>Stream C:</b> <b>COMPLIANCE &amp; FINANCE</b>	<p><b>4C. Financial governance 101: A guide for non-finance trustees</b></p> <p>Ensuring your charity is financially healthy and will remain so for the foreseeable future is one of the key duties of trustees. But it can feel like a minefield to those without a background in finance. In this session Sam Coutinho will outline what good practice looks like in the relationship between the board and the finance director – including the questions trustees should be asking and the key financial risks all trustees should be aware of.</p> <p><b>Sam Coutinho</b>, audit and advisory partner, haysmacintyre</p>
<b>Stream D:</b> <b>PEOPLE &amp; CULTURE</b>	<p><b>4D. Promoting controversial causes: Leading a charity in the face of negative headlines</b></p> <p>Many charities work hard to further worthy charitable causes that sometimes attract criticism or controversy. Islamic Relief Worldwide, for instance, has achieved a record income while battling Islamophobia and media hostility on a regular basis. In this session, Naser Haghamed and Lamia El Amri will share their advice for dealing with opposition from a variety of sources, including how to maintain staff morale, what the board can do to help, and also the steps that Islamic Relief Worldwide has taken to promote diversity and build resilience within its own organisation.</p> <p><b>Naser Haghamed</b>, chief executive and <b>Lamia El Amri</b>, chair, Islamic Relief Worldwide</p>

<b>16:00</b>	<b>Transit time</b>
<b>16:05</b>	<p><b>Closing address: The next phase for the regulator</b></p> <p>In this closing address, the Charity Commission chair will share their thoughts on the future relationship between the sector and its regulator and on how charities should respond to modern challenges and opportunities. They will outline their priorities in the role and set out their vision for building better governance.</p> <p>incoming chair, Charity Commission</p>
<b>16:40</b>	<b>Chair's closing remarks</b>
<b>16:50</b>	<b>Networking drinks reception</b>

“Very well organised and stimulating event with excellent keynote speaker, many takeaways and networking opportunities.”

**John Gilbert, Change Foundation**

# QUICK REGISTRATION

	Early bird (booking made by 16 March)	Bookings after 16 March
Small charity rate < £250k income	£199 +VAT	£199 +VAT
Charity delegate	£249 +VAT	£299 +VAT
Charity extra place(s)	£149 +VAT	£199 +VAT
Charity team ticket (up to four places)	£599 +VAT	£749 +VAT

Delegate name (inc title)	Position	Email	Your sessions (write letter A-D) in box provided
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# The must-attend event for charity CEOs, chairs and trustees



## What the delegates say

“Great day, wide-ranging topics, just need to prioritise my actions now.”

**Stephanie Maurel**, Concordia

“Excellent breadth of information. Stimulating plenaries and workshops.”

**Sandie Keene**, Langley House Trust

“Very useful way to spend a day. Much food for thought and a good mix of tactical and strategic issues to discuss.”

**Susan Griffin**, The Donkey Sanctuary

“Excellent - critically important for getting up-to-date information, direct from the ‘horse’s mouth’ in many cases.”

**Duncan Bridges**, Malvern Hills Conservators

“Very valuable introduction to the role of the trustee on a charity board and excellent networking opportunity.”

**Ian Judson**, Sarcoma UK

“Extremely relevant to my role as chair. Some new perspectives and reminders offered.”

**Andrew Johnston**, C.C.I.L

## Speakers include

