DISCOUNTS FOR **GOVERNANCE & LEADERSHIP** AND **CHARITY FINANCE** SUBSCRIBERS

GOVERNANCE & LEADERSHIP

ONLINE TRAINING COURSES **2021**

- Understanding Governance-Stage 1 and 2
- Board Leadership-Stage 1 and 2
- Risk Management for Trustees
- Finance for Trustees
- Introduction to Anti-Racism in Charities
- The Art of Being an Effective Chair
- Digital Training for Good Governance
- Measuring the Impact of your Organisation
- Reserves Policy Training

BOOK TODAY WWW.CIVILSOCIETY.CO.UK/TRAINING

EVENTS@CIVILSOCIETY.CO.UK

TRAINING DATES The following courses are currently scheduled to take place online

THE ART OF BEING AN EFFECTIVE CHAIR

Takes place over two mornings

14-15th Oct 2021

INTRODUCTION TO ANTI-RACISM IN CHARITIES

Takes place over two mornings

8-9th June 2021

BOARD LEADERSHIP STAGE 1

Takes place over two mornings

18-19th Nov 2021

BOARD LEADERSHIP STAGE 2

Takes place over two mornings

21st-22nd June 2021

2nd-3rd Dec 2021

DIGITAL TRAINING FOR GOOD GOVERNANCE

Takes place over two mornings

24-25th June 2021

28-29 Oct 2021

FINANCE FOR TRUSTEES

One full-day

30th June 2021 21st Oct 2021

RISK MANAGEMENT

One full-day

15th June 2021 25th Nov 2021

UNDERSTANDING GOVERNANCE STAGE 1

Takes place over two mornings

17-18th June 2021 9-10th Sept 2021

12-13th July 2021 9-10th Nov 2021

UNDERSTANDING GOVERNANCE STAGE 2

Takes place over two mornings

15-16th July 2021 11-12th Nov 2021

MEASURING THE IMPACT OF YOUR ORGANISATION

Takes place over two mornings

14-15th Sept 2021

RESERVES POLICY TRAINING

One half-day

16th Nov 2021

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THE ART OF BEING AN EFFECTIVE CHAIR

The role of the chair of the board or a committee is more demanding and can be more complex than most people realise. This course will help you to chair well and to ensure that board governs effectively and that board committees add value to the governance process. Scenarios and case studies help develop skills in practical ways.

> "So useful to hear this combination of stories and tactics both from Dorothy and from colleagues in the room."
>
> Noelle Rumball, Chair, University of Bristol

Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Introductions
	Fundamentals of governance • What every chair of the board or every chair of a committee needs to have a deep understanding of **Role of chair** • The chair's role • Requirements of the role • Characteristics of a good chair • Do's and Don'ts
11.00am	Break
11.10am	**Relationship of chair with trustees** • Keeping board/committee members engaged and interested in governance **Planning:** • Planning the work of the board and committees • Agendas • Preparing for meetings • Basic rules for Board & Committee papers
12.15pm	Lunch
12.45pm	**Planning: Meetings** • Actions before and after meetings **The art of chairing a meeting**
2.00pm	**End**

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	Case study
	Re-join **Getting behaviours right at meetings** **Dealing with conflict including difference between tension and conflict** **Relationship with CEO and staff** • Getting the right balance between support and challenge • Julia Unwin's 5S model for high performance boards/ committees • Meetings without staff
12.30pm	**End**

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INTRODUCTION TO ANTI-RACISM IN CHARITIES

BRAND NEW FOR 2021

This course is a perfect introduction for senior leaders and trustees to learn and plan how to work towards race equity in their organisation's culture, practice and services.

Over two mornings, you will learn to:

- Understand key race equity concepts and terminology
- Understand the context and need for this work within our sector
- Assess where your organisation is on its journey towards race equity,
- Explore creating a compelling race equity vision
- Begin to set tangible goals.

The tools used in this programme will be shared so that you can use them with your own boards and teams to engage them in this shared journey towards race equity.

Day 1

9.55am	Log in to ensure prompt start at 10am
10.00am	**Introductions and tech rules** Purpose of the 2 sessions and intro to today Framing: Get comfortable being uncomfortable
10.30am	**Brief intro to definitions: racism, institutional / systemic / structural racism, interpersonal racism, non-racism, anti-racism** What is privilege? What are microaggressions? Where is the sector at? Some stats and quotes from the sector
1.00pm	**End**

NOTE: There will be a short comfort break at about 11.30am

Day 2

9.55am	Log in to ensure prompt start at 10am
10.00am	**Introductions and tech rules** Purpose of the 2 session and intro to today Framing: Get comfortable being uncomfortable
10.30am	**Assessing where your organisation is on its journey towards race equity,** Creating a compelling race equity vision Setting tangible goals. Using these tools with staff or trustee teams Commitment setting
12.30pm	**End**

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STAGE 1:
HIGH-PERFORMANCE BOARDS

Taking place over two mornings, this course is for new and experienced chairs and chief executives (ideally attending together). The course is designed to help you in your role of building a high-performance board, delivering valuable insights into the key areas of responsibility for chairs and CEOs and providing you with ideas to keep your board moving forward.

> "Great vibe, perfect pace. Nice to recap the basics but I also learnt so much throughout the day!"
>
> Amy Martin, CEO/Chair, Queen Ethelburga's Collegiate

Book onto Board leadership stage 1 and get 30% off stage 2*

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*You must be a registered charity and a *Governance & Leadership* subscriber to receive this offer

Part A

9.55am	Log in to ensure prompt start at 10am
10.15am	**Brief Introductions** **The changing environment in which trustees and charities have to operate** **Ensuring a deep understanding by Chair and CEO of the fundamentals of governance.** **Role and expectations of chairs** • the chair's leadership role • what the chair cannot do - limitations on the chair's role • respecting the collective authority and responsibility of trustees **Ensuring boards fulfil their governance role:** • Trustees' role and the chair's and CEO's relationship with trustees • Success and failure of organisations - the link with governance • Two different models of governance and what each has to offer. **The three key strands of governance: corporate/fiduciary; strategic and impact.**
	Making informed decisions: • Ensuring the board gets the information it needs for good governance. • When too much detail is dangerous – when detail could be important • What should be in a CEO's report to the board • What constitutes a good proposal to the board • Basic rules for board papers • The chair's and CEO's role in quality controlling board papers **Making sure your board is addressing the right issues** • Why well-crafted agendas are so important. • Why planning is vital to help boards fulfil their duties and responsibilities, and stick to their governance role
2.00pm	**End**

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	**Case study**
	Break
	Chair/CEO and CEO/board relationship: • Ensuring the board can hold the CEO to account without meddling in management • Building a successful chair/CEO relationship **Behaviours that can damage the relationship.** **Refreshing the board and finding new trustees** • providing support to and ensuring new trustees become effective as quickly as possible. • Open session - a chance to raise any other governance issues
12.30pm	**End**

STAGE 2:
PRACTICAL BOARD SOLUTIONS

Designed to provide chairs and chief executives who are experienced in their role, or have already attended our stage 1 course, with practical board solutions. This course addresses high-level board leadership and behavioural issues, enabling you to develop a high-performing board.

Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Brief Introductions
10.00am	**Brief reminder of the fundamentals of governance.** **Complexities of conflicts of interest.**
	Board committees • Making sure all committees add value to governance: • Governance structures • Reporting back and reviewing committee effectiveness **Each committee's role in risk identification and risk management.** **CEO remuneration** • Getting it right • Being able to defend the board's remuneration policy **Succession planning** • Planning for predicted as well as unexpected departures of key people including the CEO and chair.
2.00pm	**End**

NOTE: There will be a short 10 minute comfort break at about 11.30am and a 30-minute lunch break at about 12.30pm

> "Very useful and applicable to improving board leadership and therefore the experience of my fellow trustees."
>
> Alasdair Paterson, Chair of Board on Trustees, The Mount Camphill Community

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	**Case study**
	Break
	Chair/CEO and CEO/board relationship: • Ensuring the board can hold the CEO to account without meddling in management • Building a successful chair/CEO relationship **Behaviours that can damage the relationship.** **Refreshing the board and finding new trustees** • providing support to and ensuring new trustees become effective as quickly as possible. • Open session - a chance to raise any other governance issues
12.30pm	**End**

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DIGITAL TRAINING FOR GOOD GOVERNANCE

Digital and the COVID-19 crisis is changing the way charities fundraise, deliver services and communicate, and creates new opportunities and challenges for trustees. Taking place over two mornings, this course is packed with insights to help you understand which digital trends are most critical for good governance, how to manage risk, and what every charity board should be doing to delegate digital effectively during the pandemic. Everything you learn will help your charity improve sustainability now and post pandemic.

> "A jam-packed, all things digital course. Have taken away many actions – very enjoyable and informative, particularly the delegate/course leader experiences."
>
> Helen Elliot, CEO, Herts Young Homeless

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Day 1

9.30am	Introductions and icebreaker- biggest digital decision your board has faced during the crisis
9.50am	**What does digital really mean and what does it encompass?** • What happens if we don't adapt? (key stats) • What is digital governance? Tips for effective virtual board meetings • Assess where your charity is at with digital (exercise)
10.50am	Coffee
	Where are charities at with digital? Key stats and trends • Case studies and discussion • Exercise- 5 minute quiz to check what you've learned! • Action plan: apply what you've learned today by creating a digital action plan for your board • Scene setting for workshop 2 • Plenary and close
12.30pm	**Close**

Day 2

9.30am	Icebreaker
9.50am	**Resourcing and decision making** • How to make the right decisions about investment • Finding digitally skilled trustees and executive staff • Where can charities get funding for digital transformation? • Other means of funding • Discussion and checkin- what have you learned? • Add ideas to board action plan
10.20am	**Managing digital risk** • Case studies of where digital has gone wrong for charities and what board can learn from them • Topical examples • How to avoid pitfalls • Managing data, reputation, challenges, and how to anticipate risk • Discussion and checkin- what have you learned? • Add ideas to board action plan
11.10am	Coffee
11.20am	**Digital governance toolkit** • Asking the right questions • How to tackle digital at board meetings • Delegation and reporting • Scenario planning • Policies • Cybersecurity • Discussion and exercises • Planning for the future and key trends
12.00pm	**Exercise: finishing your digital action plan for your board and group discussion**
12.25pm	• Sharing useful resources • Plenary and close
12.30pm	**Session closes**

FINANCE FOR TRUSTEES

This one-day training course will provide you with the knowledge and confidence to monitor and question financial information, and make major decisions jointly with others regarding financial planning and major expenditure for your charity.

10.00am	Introductions and charity sector background
10.15am	**Accounts** • What is a SORP? • What's unusual in charity accounting? • How to understand charity accounts
11.30am	Refreshment break
12.15pm	**Annual reporting – public benefit and reserves** • What should be in annual reports? • Trustees' responsibilities
12.45pm	Lunch break
1.30pm	**Budgets & Financial information for trustees** • Essential elements of a good budget • Importance of setting financial targets, trend analysis, risk assessment etc
2.00pm	**Tax** • A whistle stop tour for trustees of how tax affects charities
2.30pm	**Audit and investments** • The role and responsibilities of the auditor • The board's relationship with the auditor • Types of investments a charity can make
3.00pm	Refreshment break
3.15pm	**Risk and fraud** • What do boards need to do about risk? • Preventing and dealing with fraud
3.45pm	**Q&A**
4.00pm	**End**

“Excellent course delivered with applicable examples to provide context.”

Kevin Barton,
Association for Project Managers

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RISK MANAGEMENT FOR TRUSTEES

This course is a non-technical introduction to risk and risk management designed to enable trustees to understand and manage risk generally, but with a focus on risks related to governance, employment, assets, service users and third parties. By the end of the day you will be better equipped to interact effectively with professional advisors and regulators, hold your executive to account, improve your own decision making and govern your organisation's risk management activities.

9.30am	• Introductions • Understanding your needs and aspirations
09.45am	Breakout session – what are the challenges and opportunities for your charity related to risk and risk management? What do you need to get out of today?
10.00am	**Annual reporting – public benefit and reserves** • What is risk? • What is risk management? • The Human Factor? • Why and how things go wrong... and right
11.30am	Break
11.45am	**Risk management for charitable boards** • Defining your Risk Universe • Defining your Risk Appetite • Building and using your Risk Register • Risk taking and decision making
13.00pm	Lunch
13.30pm	**Building resilience in your organisation**
14.00pm	Breakout session – what will you do differently with your board after today's session and what challenges will you face in doing it?
14.30pm	Break

14.45pm	**Risk management for charities and charitable trustees**
	• Accountability and "ownership"
	• Risks related to trusteeship
	  • Governance and compliance risks
	  • Strategic risk
	  • Regulatory risk
	  • Reputational risk
	• Charities and risk

15.45pm	Q&A and wrap up
16.00pm	**End**

" A comprehensive and thought-provoking introduction to risk management. "

Julia Ammon, trustee,
British Stammering Association

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" This course was full of useful information and a good foundation for future board action. "

John Watkins, trustee, CLC International

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STAGE 1: THE TRUSTEE ROLE

If you are new to the role of being a charity trustee, this course will provide the perfect introduction, while experienced trustees will also benefit from a refresher of their responsibilities and comprehensive updates on evolving elements of the trustee role. By blending governance and board leadership theory with interactive case studies, the first of our two Understanding Governance courses provides a lively learning environment where you can meet other trustees to share challenges and ideas.

> "Dorothy's knowledge is exceptional and her ability to convey a lot of important information in an engaging way is amazing."
>
> Hayley Lewis, director and owner, HALO Psychology

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Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Introductions
	The changing environment in which trustees and charities have to operate CC3 – Duties of trustees Including: • collective authority and responsibility of trustees • acting solely in the interests of the charity • not benefiting When trustees can be personally liable Duties of Company Directors
	What is governance? • The relationship between governance and management • Trustees' role description • Success and failure of organisations and the link with governance • Three different models of governance and what each has to offer
	Lunch
	Information needs of trustees • When too much detail is dangerous – when detail could be important • What should be in a CEO's report to the board • Basic rules for board papers **Planning the work of the board** • Why planning of the board work programme is vital to help trustees fulfil their duties and responsibilities • One way to plan the work of the board
2.15pm	End

NOTE: There will be a short comfort break at about 11.30am

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	Case study
	Break
	Relationships with your chief executive and chair of trustees • holding the CEO to account without meddling in management; • getting the right balance between support and constructive challenge; • Julia Unwin's 5S model for high performance boards
12.30pm	End

UNDERSTANDING GOVERNANCE

STAGE 2: GOVERNANCE IN PRACTICE

Designed for experienced trustees, secure in their knowledge of the governance processes and what being a trustee entails, 'Governance in practice' builds on the expertise gained from our stage 1 course 'Understanding governance and the trustee role', focusing on practical solutions to the challenges you face. This course covers a wide range of key governance issues and aims to help you to improve the overall effectiveness of your board.

> "Informative, interactive and highly stimulating. Great to learn from a real expert!"
>
> Caroline Savage, trustee, Kidney Research UK

Book onto Understanding governance stage 1 and get 30% off stage 2*

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Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Introductions
10.15am	**Brief reminder of the fundamentals of governance** **Refreshing the board – identifying new trustees** • What is your role in identifying potential trustees? • What is good board practice? • Once elected/appointed, ensuring new trustees receive appropriate induction and support
	Break
	Re-join **Board behaviours and dealing with people problems** • Trustees can behave badly too • Spotting the signs of a deteriorating relationship between the CEO and the board • Closed/private meetings/sessions of the board
	Lunch
12.15pm	**Dealing with risk strategically and systematically** • Much of governance is about identifying and managing strategic risk without getting risk averse What role should you as trustee play in dealing strategically and systematically with risk
2.00pm	End

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	Case study
	Break
	Developing a learning organisation – Why reviewing performance is important for every trustee and the board: • Reviewing the CEO's performance; • Reviewing the chair's performance • Reviewing the effectiveness of the board • Reviewing the effectiveness of each board committee • Reviewing the performance of each trustee. • Open session – a chance to raise any other trustee issues
12.30pm	End

MEASURING THE IMPACT OF YOUR ORGANISATION

Do you truly know the value of the good work that your charity does? Could you be doing more to demonstrate the impact that your work has to funders, donors and the public at large?

This training course will give attendees the knowledge and tools to be able to begin building an impact measurement framework for their organisation. Theoretical, practical and discussion sessions will ensure that trainees come away with a knowledge of how to apply the concepts of social impact measurement and an understanding of how measuring impact can benefit their organisation. Day 1 will focus on impact measurement methodology with Day 2 providing real examples and an opportunity for personal reflection.

Discount available to Charity Finance subscribers

DAY 1

9.30am	Introductions
9.45am	Why measure your impact?
10.05am	**Concepts of an impact measurement framework** • Key terminology and definitions • The impact measurement process
10.45am	Break
11.00am	**Discussions in breakout rooms** • Share your challenges around impact, where you are on your impact measurement journey, and what specific needs are relevant to your organisation • Opportunity to ask questions on information presented
11.20am	Building the impact concepts into an impact measurement framework
12.15pm	Wrap up of morning and final questions

DAY 2

9.30am	Greetings and recap on yesterday
9.45am	Understanding outputs and knowing your causal links
10.15am	Exploring your organisational outcomes – a practical task
10.45am	Break
11.00am	Considering impact – looking at the counterfactual, calculations and impact
11.30am	Discussions/questions on applying the model to organisations
12.00pm	Wrap up

RESERVES POLICY TRAINING

BRAND NEW FOR 2021

Reserves are an integral part of a charity's financial strategy and since the outbreak of the COVID-19 pandemic, many charities are having to rely on their reserves in order to continue operating effectively. This half-day online course has been designed to help charity finance professionals develop a reserves policy that meets the requirements of the Charity Commission and SORP but which is also focussed on financial risk and forms an integral part of the charity's financial strategy.

9.00am	**Introduction** • Why reserves are needed • Charity Commission expectations/definitions • What to disclose • Relationship between reserves and working capital
9.20am	• Developing a compliant reserves policy • Interactive case study and feedback
10.00am	Break
10.20am	**Common approaches to reserves policies** • A critical appraisal of how many charities approach reserves policies (with real life examples)
10.50am	**An alternative risk focussed approach** • Understanding financial risk • Which risks can reserves be expected to manage and which not
11.20am	Break
11.40am	**How to develop a smart reserves policy** • Interactive case study and feedback
12.20pm	**Conclusions** • How to use your reserves policy
12.35pm	**End**

CharityFinance **subscribers receive a £40 discount**

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MEET THE COURSE LEADERS

GOVERNANCE COURSE LEADER

Art of Being an Effective Chair, Board Leadership and Understanding Governance

Dorothy Dalton writes, lectures and trains extensively on charity governance. She has over 30 years of experience of governance and was the editor of *Governance* magazine for over ten years. With a 'first' in mathematics, Dorothy, a former headteacher, was chief executive of ACEVO from 1992 to 2000. From 2000 to 2003 she was a non-executive director of the Inland Revenue. She is currently chair of governors of the Petchey Academy in Hackney.

DIGITAL COURSE LEADER

Zoe Amar is widely regarded as one of the charity sector's leading digital experts. She founded digital agency and social enterprise Zoe Amar Digital in 2013. Their clients have included NSPCC, Anglia Ruskin University and The School for Social Entrepreneurs. Zoe is Chair of The Charity Digital Code of Practice. Zoe and her team produce an annual barometer of how charities across the UK are using digital, The Charity Digital Skills Report. She also co-authored The Charity Commission's digital guidance for trustees, 'Making Digital Work' and co-founded the Social CEO awards. Zoe has ten years' experience as a charity trustee. She currently sits on the board of Tech Trust. She also sits on the Board Audit and Risk Sub-Committee at the Samaritans as their digital expert. Previously, Zoe worked for 5 years as part of the leadership team at a national charity which advised non-profits about technology. She recently won an Inspiring Communicator award from Charitycomms.

RISK MANAGEMENT LEADER

Stephen McAndrew is an experienced consultant and advisor who works with charities, public services and businesses to understand and manage the risks that they face. He spent 10 years developing and implementing risk management and patient safety programmes in the NHS in the UK, and state health and care systems in Ireland, New Zealand and Australia. For over twelve years he has served as a trustee of a number of charities where he has successfully applied risk management to improving safety, quality, sustainability and organisational resilience.

FINANCE COURSE LEADERS

Don Bawtree heads up BDO's charity unit and has specific responsibility for larger and national clients. His experience spans 20 years of working in the sector, with a particular focus on financial governance. Apart from lecturing, client and committee work, he is chair of the Auditing Practices Board committee and author of the *Sorp Compliance Checklist* and (with Kate Kirkland) Tottel's *Charity Administration*.

Fiona Condron is an experienced auditor who spent the first ten years of her career with a Big Four firm. She now focuses exclusively on Not for Profits as a Partner at BDO.

Fiona has:

- presented at internal technical seminars
- co-authored Tolley's "Charity Administration" and the Charities Industry Accounting and Auditing Guide
- written finance modules for the "Informed Trustee" programme launched this year by STEP.

Fiona is also a Trustee and Treasurer of Compaid, a Kent based disability Charity.

Jill Halford is a Partner at BDO and has over 19 years' experience auditing charities. She specialises in audit and advisory work (especially governance reviews). She has also spent time on secondment into charities, working alongside CEOs, including covering the Finance Director role. Jill led a consultancy review on building a sustainable self-regulatory system for charity fundraising in the UK.

She holds the ICAEW diploma in charity accounting. She is an experienced tutor and runs training courses for charity finance professionals.

Jill is on the HighTide (theatre and performing arts company) Advisory Board. She is the treasurer of the membership body Association of Chief Executives for Voluntary Organisations (ACEVO) and a co-opted member on the Audit Committee of the School for Social Entrepreneurs.

RESERVES POLICY COURSE LEADER

Jonathan Orchard is a partner at Sayer Vincent, specialist advisors to the charity and not-for-profit sector. He combines a board portfolio of audit clients with a particular specialism on the international development sector. Prior to returning to Sayer Vincent in 2013 he worked with many of the leading international NGOs providing internal audit and risk management support. He advises charities on the benefits of improved risk management, internal controls and the value that can be added by internal audit. He has been a trustee for the last 10 years – currently with INTRAC where he is treasurer and chair the finance and audit committee.

MEASURING THE IMPACT OF YOUR ORGANISATION COURSE LEADERS

Karl Leathem Director (Impact), Moore Kingston Smith
Karl leads the Impact Measurement team, supporting a broad client-load to understand, articulate and improve their social impact. As an experienced Advanced Social Value Practitioner, Karl has produced a number of impact studies across the breadth of the charity and social value sectors.
Karl has been involved with Social Return on Investment (SROI) from its inception, contributing to the establishment of SROI methodology in the UK and the launch of The SROI Network across some 22 countries and growing. He set up and managed the Assurance Process for Social Value International and has unrivalled experience of impact reporting and verification systems.

Helen Campbell Deputy Director (Impact), Moore Kingston Smith
Helen has worked in the charity sector for eight years. She is accredited as an Advanced Social Value Practitioner, and at Moore Kingston Smith works with clients on impact measurement and management, as well as presenting at conferences, webinars and training sessions.
Previously, as the Communications and Membership Coordinator for Social Value UK, Helen organised sector-leading events in impact measurement, and led on communications to raise the agenda of social value and improve quality and consistency of impact measurement. Helen has also worked as Campaigns Officer for FRC Group, a Liverpool based social enterprise, and blends competency of the technical side of impact measurement with an understanding and familiarity with operations and activities within charities.

Penny Court Senior Associate (Impact), Moore Kingston Smith
Penny is an accredited Associate Social Value Practitioner and is currently working towards becoming an Advanced Practitioner in the field. As Senior Associate of Impact at Moore Kingston Smith, she plays a key role in the planning, coordinating and conducting of impact measurement research projects. She presents at webinars, runs training sessions on impact methodology and is involved in the business development and communications side of things.
Penny has been involved in the charity sector for over 15 years in various capacities across the globe. She has lived and worked in the UK, Malaysia, Malawi and South Africa, and has led fundraising programmes and community projects in all of these countries. Penny has been a trustee and board member of a UK and South African not for profit and was chair of the Marlborough College Malaysia Charity Committee between 2012 and 2015. In 2017 Penny set up Channeling Change in Cape Town, South Africa, managing both individual and corporate giving projects.

ANTI-RACISM COURSE LEADERS

Pari Dhillon is the founder and senior consultant at Social Justice Collective Ltd. Pari works with organisations, teams and individuals to maximise their ability to achieve social justice. She has led strategic transformation programmes, EDI audits, EDI learning programmes, embedded culture change and supported teams to define and become the change they wish to see in the world. Pari is an experienced leadership coach, facilitator and trainer.

Chaka Bachmann is the founder and senior consultant at Impact & Culture Ltd. As an intersectional activist and community focused social researcher, Chaka develops evidence-based tools for cultural change. She is an experienced researcher and facilitator, who has led various research and impact projects from evaluating short-term EDI interventions to conceptualising large-scale mixed methods research projects.

Pari and **Chaka** have worked together to support boards and their teams to create equity, diversity and inclusion internally and through their organisational purpose. Clients include: Charity Governance Code, Diversity Principle; Girl Guiding UK, NCVO, Stonewall, Liberty, Citizens Advice, Young Women's Trust; and the FREA/Equally Ours.

PRICES

	Charity subscriber rate*	Charity non-subscriber rate	Corporate subscriber rate*	Corporate non-subscriber rate
All courses excluding Introduction to Anti-Racism in Charities	£195	£235	£300	£400
Introduction to Anti-Racism in Charities	£279	£319	£300	£400

* Governance & Leadership magazine subscribers receive a £40 discount on all courses except Measuring the Impact of your Organisation and Reserves Policy Training

* Charity Finance magazine subscribers receive a £40 discount on Measuring the Impact of your Organisation and Reserves Policy Training

Find out more about subscription options at civilsociety.co.uk/gandl