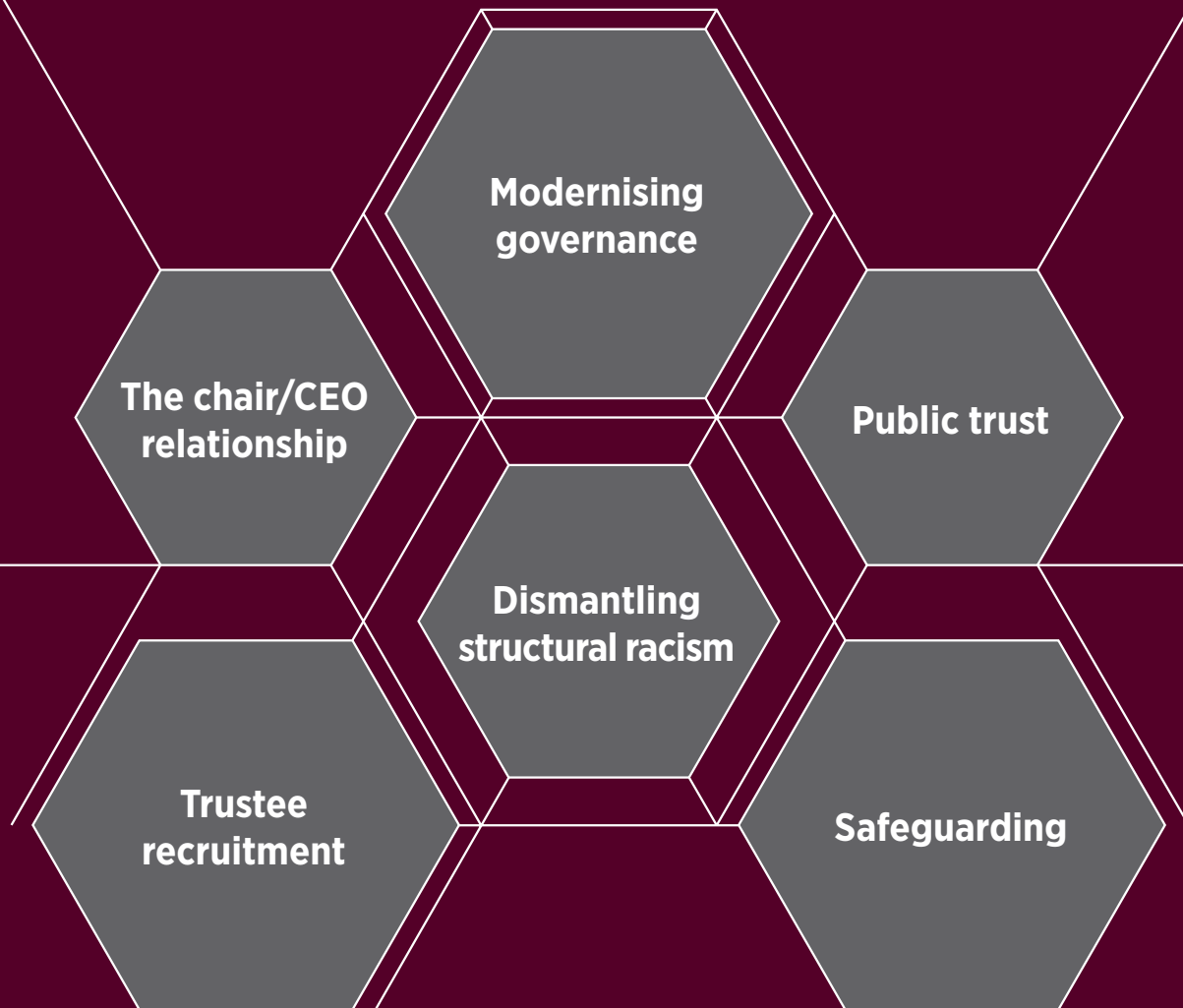


# TRUSTEE EXCHANGE

 ONLINE

29 & 30 July 2020 • 9.30am-1pm each day



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 @CSGovernance  
#TrusteeExchange

# Trustee Exchange goes virtual



Join us at the 13th annual Trustee Exchange conference – the first to be run in an exciting new virtual format. We have become increasingly aware of trustees' desire for more advice and support to help them navigate the current crisis. Pressure on trustee boards has never been higher and we are keen to respond to that need for greater help and guidance in a safe and timely manner – hence the move to an online conference on 29 and 30 July.

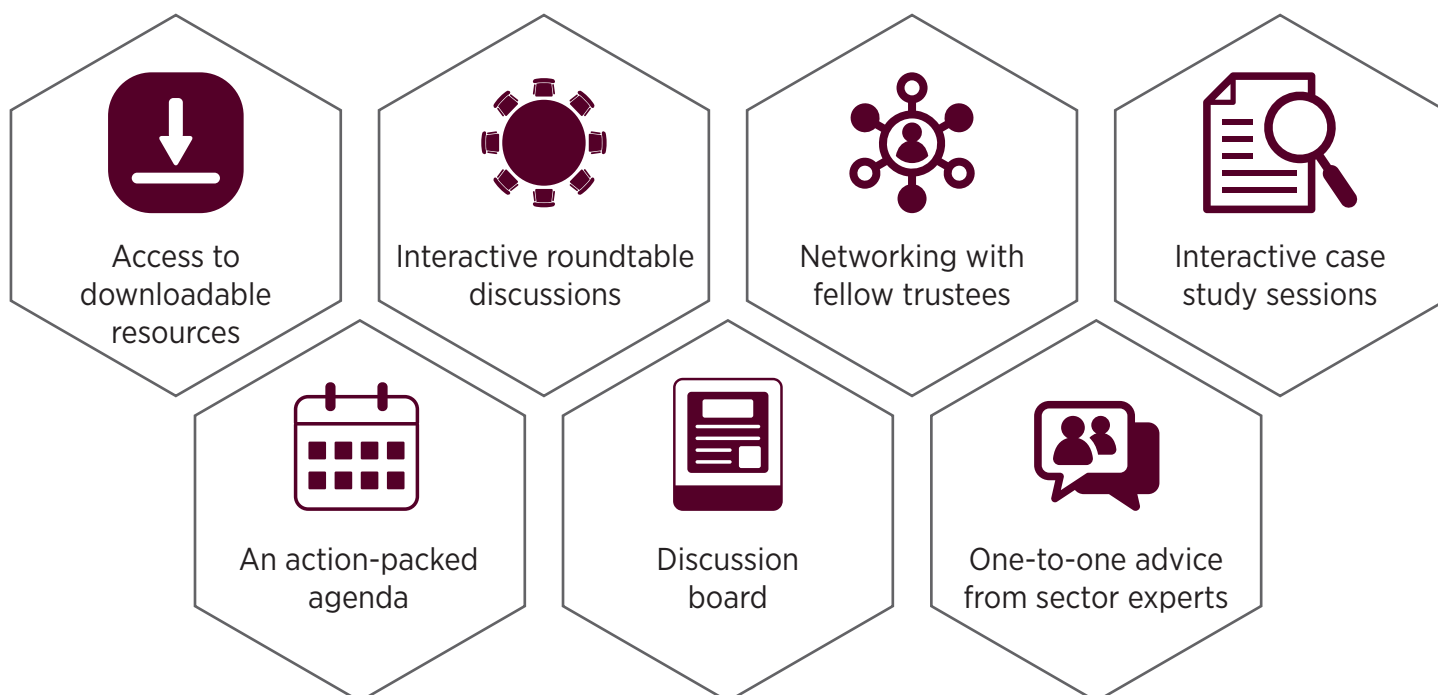
While the sector's response to the Covid crisis will inevitably be a key theme across the content, we will also be exploring the latest perspectives on more perennial issues such as trustee recruitment, responsible investment, governance reviews, safeguarding, diversity and inclusion and the chair/CEO relationship. There will be a panel debate about the Charity Commission's approach to regulating the sector and the growing responsibilities heaped upon volunteer trustees, as well as some stimulating keynote speeches.

And new for 2020 will be a series of interactive roundtable discussions on key topics, that delegates will be invited to join. These will be run under the Chatham House Rule and we would encourage you to use these as an opportunity to share the challenges and issues that may be keeping you awake, and to contribute your examples of good practice or innovation.


We are really excited about the functionality afforded by the online platform and confident that this year's Trustee Exchange will be bigger and better than ever.

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

## What does this mean for you?



# Programme – Wednesday

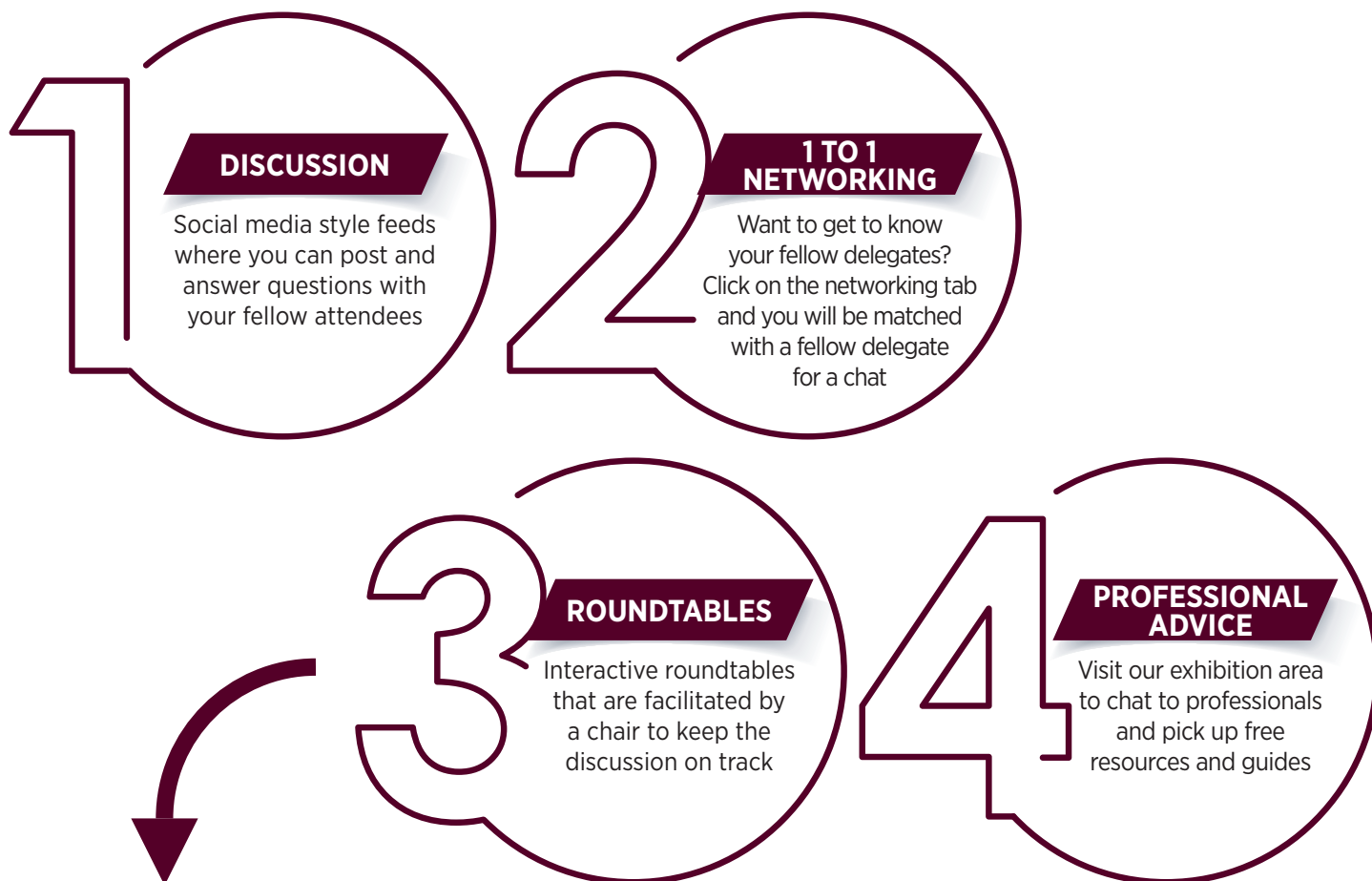
09:30	<b>Chair's welcome</b>	
	Tania Mason, editor, Governance & Leadership	
09:40	<b>Opening keynote – Steering through a winter storm: The role of trustees in a prolonged period of crisis</b>	
	We've survived the initial shock and ridden the shockwaves, but what comes next could be even more testing. How can trustee boards steer their charities through the next challenging phase of this crisis, in order to minimise the pain of inevitable internal reviews while also maximising impact for service users? In this perceptive opening keynote, Girish will draw on discussions among ActionAid's board to offer insights into the trustees' role in governing through the next stage of this unprecedented situation, touching on functions including ensuring financial stability, securing the charity's reputation, supporting the efforts of fundraisers and safeguarding the wellbeing of staff.	
	Girish Menon, chief executive, ActionAid UK	
	<b>Stream A</b>	<b>Stream B</b>
	<b>Chair: Tristan Blythe</b> , editor, Charity Finance	<b>Chair: Tania Mason</b> , editor, Governance & Leadership
10:05	<b>1A. Panel discussion: Not for loss – aligning investments with charitable purpose</b>  <p>Last year, a group of charities wrote to the Charity Commission and Attorney General asking them to seek a legal ruling on the extent to which charities should align their investments with their charitable objects and their commitment to public benefit. They said current expectations for trustees are unclear, because the most recent relevant case law is nearly 30 years old, and charities need clear direction on how to deal with critical new threats such as the climate emergency. Join our expert panel for a lively debate about what really constitutes responsible investment, and what role the regulator should play in setting and policing the rules for charities.</p> <p><b>Sian Ferguson</b>, trust executive, Mark Leonard Trust; <b>Emilie Shaw</b>, portfolio director, Cazenove Charities; <b>Matt Luheshi</b>, chair of trustees, R L Glasspool Trust; <b>Tristan Blythe</b>, editor, Charity Finance (chair)</p>	<b>1B. Safeguarding 2.0 – prevention is better than cure</b> <p>Most of the sector's recent focus on safeguarding seems to have been on things like whistleblowing and reporting, and other actions taken after a situation has occurred. But The Advocacy Project's work with beneficiary groups, asking what "being safe" means to them, suggests charities may be missing a key ingredient in their safeguarding practice – preventing problems from arising in the first place. Join this session to hear how The Advocacy Project has been helping its service users to understand what constitutes bad behaviour and to know their rights, as part of an holistic approach to safeguarding practice.</p> <p><b>Nicola Youens</b>, head of service delivery, The Advocacy Project</p>
10:40	<b>Roundtable 1: Ethics</b>	
	How important is it that charities are ethical in all they do, as the Charity Commission keeps telling us? Should they strive to be more ethical than organisations in other sectors? What can boards do to lead by example? What can trustees and executive leaders do to ensure that the behaviours of everyone in the organisation matches its values at all times?	
11:20	<b>Morning break:</b> comfort/coffee break as well as time to visit the virtual exhibition, participate in networking and download event resources	
11:45	<b>Roundtable 2: Crisis response</b>	
	What have trustees learned about how to respond to a crisis? How did your board respond – good and bad? How did you communicate with staff and other stakeholders? What would you do differently if you were doing it all again? How have you changed your services? What was required to make this happen? What can you keep going forward from what you've been doing differently?	
12:25	<b>2A. Employing operational research to make better decisions</b> <p>Operational research (OR) is a broad discipline that uses rigorous analytical and scientific approaches to help organisations gain insight, make better decisions and deliver better outcomes. Already widely used across the private and public sectors, it has enormous potential for use in civil society too. Join this session to learn about these approaches and how they can be used by charity trustees of both large and small charities in their decision-making processes.</p> <p><b>Ruth Kaufman</b>, chair of the OR Society pro bono steering group; <b>Ian Seath</b>, trustee, Dachshund Health UK</p>	<b>2B. Responding to "Mug-gate" – how the RNLI took on the Daily Mail</b> <p>Join this session to hear the inside story of the communications crisis now known as "Mug-gate" – the RNLI's sacking of two long-serving volunteers over their possession of pornographic material – and how the charity effectively seized control of the ensuing media storm.</p> <p><b>Isla Reynolds</b>, senior media engagement manager, RNLI</p>
12:55	<b>Chair's closing remarks</b>	

# Programme – Thursday

09:30	<b>Chair's welcome</b>	
	Tania Mason, editor, Governance & Leadership	
09:40	<b>Dismantling structural racism in the charity sector</b>	
	<p>Lady Phyll, as she is known, has spent her life campaigning for equity and equality for all people, regardless of their race, gender, class or sexuality. Her work centres on identifying barriers to progress and identifying ways of overcoming these, to promote real-world solutions that achieve lasting change.</p> <p>Drawing on her own lived experiences and her wide-ranging cross-sector career, Phyll will use this opportunity to get delegates thinking about what they can do, as individuals and organisations, to challenge the structures and policies that perpetuate the systemic structural racism which is holding back the charity sector from being as effective as it should be.</p> <p><b>Phyll Opoku-Gyimah</b>, founder and executive director of UK Black Pride and executive director of the Kaleidoscope Trust</p>	
10:05	<b>Roundtable 3: Planning for uncertainty</b>	
	<p>How can you do any strategic planning when the future is so terribly uncertain? Are there any planning models or techniques you can deploy? Is a PEST analysis useful in such a situation or do we need entirely new models? What challenges are you facing over the next few months as a result of the pandemic? What is keeping your trustees awake at night? (A problem shared can be a problem halved!)</p>	
10:45	<b>Morning break</b>	
	<b>Stream A</b>	<b>Stream B</b>
	<b>Chair: Stephen Cotterill, editor, Fundraising</b>	<b>Chair: Tania Mason, editor, Governance &amp; Leadership</b>
11:10	<b>3A. What good looks like – financial management for trustees</b> <p>Trustees do not typically join boards with a desire to engage in financial management. But ensuring the financial bottom line is managed and the drivers to sustainability are understood is a vital part of the job, particularly in these challenging times. This session will take you through what you need to understand about your charity's financial model to enable you to ask the right questions and have confidence you are on the right track. It will also point out the ingredients needed for effective finance teams, robust systems and controls, as well as key policies such as reserves and risk management.</p> <p><b>Judith Miller</b>, partner, Sayer Vincent</p>	<b>3B. Challenges in contemporary governance – working together to build resilience</b> <p>It's generally accepted that the strength and effectiveness of the chair/CEO relationship can make or break an organisation, but until now there has been little systematic examination of it. Cass is currently running a seminar series for these dynamic duos, where pairs of chairs and CEOs are challenged to address hypothetical challenges. In this session, Caroline will share the learning from these and focus especially on chair/CEO reflections about their relationship during the recent pandemic: working together through turmoil, and how the relationship can strengthen individual and organisational resilience.</p> <p><b>Caroline Copeman</b>, consultant and senior visiting fellow, Cass Centre for Charity Effectiveness</p>
11:40	<b>Achieving public benefit vs meeting public expectations: Has the Charity Commission got the balance right?</b>	
	<p>In an era of heightened media interest in what charities do and greater public awareness of how things can go wrong, the Charity Commission has been very clear about the role that trustees have to play in increasing public trust and confidence in the sector. At the same time, the role of the volunteer trustee has become more onerous, with greater expectations of their duties in relation to how their charities operate; including, for example, the Commission's emphasis on charities upholding the highest standards in everything they do. The Commission itself faces an apparently relentless increase in compliance casework, serious incident reporting and statutory inquiries. In this session, our expert panel will consider the key challenges the Commission is likely to face as regulator in the future, the different approaches it might take to regulation and the part that trustees can play in helping to build public trust and confidence in the sector.</p> <p><b>David Russell</b>, board member, Greenfields Community Housing Association (chair); <b>Andrew Purkis</b>, trustee, ActionAid International; <b>Habibunnisha Patel</b>, general counsel and company secretary, Save the Children UK; <b>John Maton</b>, assistant director - legal services, Charity Commission</p>	
12:25	<b>4A. Case study: Engineering a new governance structure</b> <p>In 2018, the 44-strong Council of the Institution of Civil Engineers recommended changes to its governance structure to bring it more in line with modern governance practice and comply with the Charity Governance Code. But when your organisation is 200 years old and boasts nearly 100,000 members, such changes are never going to be straightforward. Join this session to hear Nick Baveystock relate the ICE's story and the lessons learned, especially how to communicate with people suspicious of change and build engagement and acceptance.</p> <p><b>Nick Baveystock</b>, director general and secretary, Institution of Civil Engineers</p>	<b>4B. Finders keepers - how and where to find new trustees</b> <p>We're all well aware of the benefits of greater board diversity, but the fact remains – trustees don't grow on trees. How do we source new board members with the skills, abilities, experience and characteristics that we need to optimise our decision-making?</p> <p>Join this interactive, workshop-style session for practical top tips gleaned from Getting on Board's Trustee Recruitment Pathways project, which in its first year helped 22 charities to recruit 60 new trustees.</p> <p><b>Penny Wilson</b>, chief executive, Getting on Board</p>
12:55	<b>Chair's closing remarks</b>	

# Networking opportunities

Delegates will be able to pose questions and comments to the speakers, as usual, and there is an array of additional functionality that enables delegates to interact and network with speakers, sponsors, the organisers and each other, before, during and after the event.



## Roundtable discussion topics

### Ethics

How important is it that charities are ethical in all they do? Should they strive to be more ethical than organisations in other sectors? What can boards do to lead by example?

### Crisis response

What have trustees learned about how to respond to a crisis? How did your board respond - good and bad? What would you do differently if you were doing it all again?

### Planning for uncertainty

How can you do any strategic planning when the future is so terribly uncertain? Are there any planning models or techniques you can deploy? What is keeping your trustees awake at night?

## What the delegates say

“ A very useful opportunity to take a step back from day-to-day pressures, reflect on strategic priorities and future challenges and learn from others’ knowledge and experience ”

**Brian Burgees**, Brentford FC Community Sports Trust

“ As a new trustee I was expecting to feel overwhelmed or thrown in at the deep end, but the human, practical and clear attitude of all speakers and organising team was excellent ”

**Sarah Hobhouse**, Brendon Care Foundation

“ Excellent event. Sessions all topical and relevant speakers covered them in a practical way to be helpful to trustees of charities from across the UK ”

**Grant Macrae**, Family Fund

“ The Trustee Exchange conference gives trustees the opportunity to meet and discuss with experts and other trustees issues that are impacting their charity’s effectiveness. Not to be missed! ”

**Christine Purdy**, Donkey Sanctuary

## Prices

**Super early-bird charity ticket (before 10 July)**

£49

**Standard charity ticket (before 22 July)**

£64.99

**Last chance charity ticket**

£79

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