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WELCOME



We are delighted to welcome you to the 13th annual Trustee Exchange conference, back for the second year at the lovely BMA House. The theme of this year's event is 'Effective decision-making in a complicated world', as at a time when the sector is facing unprecedented challenges, the quality of decisions by trustee boards and executive leadership teams can make or break organisations. We have three streams covering finance and investment, compliance and culture, and building solid foundations – this latter stream features sessions on overhauling a governance structure, gathering evidence to inform discussions, and putting in place sound policies that will help see you through a media storm or other crisis.

We also have two panel debates: one on the rules around charity investments in light of the climate emergency, and a plenary panel discussion about the Charity Commission's current approach to regulation and the growing responsibilities heaped upon volunteer trustees. And there are two insightful keynotes, one from Shaw Trust chair Sir Kenneth Olisa and the other from celebrity cobbler James Timpson, who also chairs the Prison Reform Trust.

As always, we will also provide plenty of opportunity for networking, sharing your issues 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 13 March 2020. We look forward to seeing you on the day.

Tania Mason, editor, *Governance & Leadership*



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09:00	Registration, refreshments & networking		
09:20	Chair's welcome Tania Mason , editor, <i>Governance & Leadership</i>		
09:30	Opening keynote: "You never get too important to be nice to people" The CEO of high-street cobbler and key-cutter Timpson is renowned for his commitment to employing ex-offenders in his shops when they leave prison. In this uplifting keynote speech, James Timpson will share his unique philosophy of upside-down management and instilling a culture of kindness throughout organisations. James Timpson , chief executive, Timpson and chair, the Prison Reform Trust		
10:05	Transit time		
	Stream A – Finance & investment Chair: Tristan Blythe , editor, <i>Charity Finance</i>	Stream B – Compliance & culture Chair: Tania Mason , editor, <i>Governance & Leadership</i>	Stream C – Building strong foundations Chair: Stephen Cotterill , editor, <i>Fundraising Magazine</i>
10:10	1A. Panel discussion: Not for loss – aligning investments with charitable purpose 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. Sian Ferguson , trust executive, Mark Leonard Trust; John Thirlwell , honorary treasurer, St Luke's Parochial Trust; Anita Bhatia , investment director, Guy's & St Thomas' Charity; Kate Rogers , co-head of charities, Cazenove Capital; Charity Commission representative (tbc)	1B. Safeguarding 2.0 – prevention is better than cure 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. Nicola Youens , head of service delivery, The Advocacy Project	1C. Case study: Engineering a new governance structure 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. Nick Baveystock , director general and secretary, Institution of Civil Engineers
10:55	Refreshments and networking break		
11:20	2A. Investment in turbulent times – Trump, Twitter and trade Deciding the best way to protect and maximise your charitable assets can be daunting at the best of times, but the social, political and economic landscape feels particularly challenging at the moment. What is going on? This session will take a look at the state of the global economy; consider the risks – from Trump to climate change – and help trustees work out how to take advantage of long-term investment opportunities to maximise your charity's impact. Caspar Rock , chief investment officer, Cazenove Capital	2B. Charity Governance Code update: Responses to the consultation and likely changes While broadly positive, the anecdotal feedback to the new version of the Charity Governance Code suggested there were aspects that could benefit from being looked at again. In autumn 2019, the steering group launched a new consultation on potential changes: alignment with NCVO's Ethical Principles, more guidance on diversity and inclusion, and expectations around wellbeing of staff and safeguarding activity, to name just three. Join this session to hear a summary of the consultation responses and a sneak preview of how the next incarnation of the Code will look. Rosie Chapman , chair of the Charity Governance Code steering group; and Louise Thomson , head of policy – not-for-profit, ICOSA: The Governance Institute	2C. Finders keepers – how and where to find new trustees 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? 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 recruit 60 new trustees. Penny Wilson , chief executive, Getting on Board
12:05	Transit time		

12:10	<p>3A. Using the Charity Governance Code to become a better charity</p> <p>As a charity accountant and a trustee, Steve Harper has been at the sharp end of several root-and-branch governance reviews, including supporting Kidney Research UK in a recent review. Join this session to hear Steve and Vicki relate their experiences of reviewing a charity's performance, processes and culture against the Charity Governance Code, including what lessons they learned along the way and what they might do differently next time.</p> <p>Steve Harper, audit director, haysmacintyre; and Vicki Shaw, head of best practice, Kidney Research UK</p>	<p>3B. Case study: Living your values – how Drake Music became a truly disabled-led organisation</p> <p>Drake Music has resculpted its board so that more than half of its trustees are disabled. The appointment of a new chair and four new trustees are the culmination of a targeted process of board development with a focus on disability, which aimed to ensure that the leadership of the organisation is more reflective of the communities it works with. Join this session to learn how Drake Music overhauled its policies and recruitment procedures, created inclusive application processes and built networks within disabled communities.</p> <p>Carien Meijer, chief executive, Drake Music</p>	<p>3C. Employing operational research to make better decisions</p> <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>Ruth Kaufman, chair of the OR Society pro bono steering group; Ian Seath, trustee, Dachshund Health UK</p>
12:55	Lunch & networking break		
14:00	<p>Achieving public benefit vs meeting public expectations: Has the Charity Commission got the balance right?</p> <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 a wide-ranging duty in relation to safeguarding. 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>Con Alexander, partner, VVW (chair); Andrew Purkis, trustee, Safe Passage International; Habibunnisha Patel, general counsel, Save the Children and trustee, Muslim Aid; David Russell, trustee, the Philharmonia Orchestra in Bedford Trust; Charity Commission representative (tbc)</p>		
15:00	Refreshments and networking break		
15:25	<p>4A. What good looks like – financial management for trustees</p> <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. 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, and robust systems and controls, as well as key policies such as reserves, risk management and more. At a time when the focus is on transparency of reporting, the session will also include tips on enhancing your annual report and accounts.</p> <p>Judith Miller, partner, Sayer Vincent</p>	<p>4B. Challenges in contemporary governance – where power lies in the chair/CEO relationship</p> <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, Lynne will share the learning from these, including themes such as the nature of leadership and where power lies, how responsibility for culture change is shared, what communication styles work and which don't, and the challenges of navigating a governance framework that recognises the contributions of chairs and CEOs rather differently.</p> <p>Lynne Berry, visiting professor, Cass Business School</p>	<p>4C. Responding to "Mug-gate" – how the RNLI took on the Daily Mail</p> <p>Join this session to hear the inside story of the communications crisis now affectionately 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>Isla Reynolds, senior media engagement manager, RNLI</p>
16:10	Transit time		
16:15	<p>Closing keynote: The charity dividend – Why Welfare State 3.0 needs charities at its heart</p> <p>The Shaw Trust has an ambitious goal: to transform a million lives a year. But it is constrained by existing public sector commissioning models that focus on process, not outcomes. In this thought-provoking closing address, Sir Ken will outline why successful social care can only be delivered by charities, not businesses – and what the sector needs to do to persuade the government of their added value.</p> <p>Sir Kenneth Olisa, chair, the Shaw Trust</p>		
16:50	Chair's closing remarks		
16:55	Networking drinks reception		

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Bookings after 13 March

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Charity delegate	£269 +VAT	£319 +VAT
Charity team ticket (up to four places)	£649 +VAT	£779 +VAT
Charity extra place(s)	£169 +VAT	£219 +VAT
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What the delegates say

“An excellent event to attend – in one day it provides a wide range of current advice directed to charity trustees and staff, in one place”

Duncan Bridges, Malvern Hills Trust

“My first attendance here, but I certainly hope to return: informative, current, and provided fantastic insight throughout. Well worth the time”

Dale Hoyland, Vegetarian Society

“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 at the deep end, but the human, practical and clear attitude of all speakers and organising team was excellent”

Sarah Hobhouse, Brendon Care Foundation

“Really helpful to meet so many trustees from different organisations with really diverse backgrounds”

Jenny Heathcote, FSRH

“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

Speakers include

