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TRAINING DATES

UNDERSTANDING GOVERNANCE STAGE 1: THE TRUSTEE ROLE

LONDON: 17th January 2019
 BIRMINGHAM: 7th February 2019
 LONDON: 14th March 2019
 MANCHESTER: 15th May 2019
 EDINBURGH: 23rd May 2019
 LONDON: 6th June 2019
 LONDON: 10th July 2019
 LONDON: 12th September 2019
 EDINBURGH: 6th November 2019

 Look forward	LONDON: 8 Finsbury Circus, London, EC2M 7AZ
	BIRMINGHAM: Two Snowhill, Birmingham, B4 6GA
	MANCHESTER: 3 Hardman Street, Spinningfields, Manchester, M3 3AT
	EDINBURGH: 19A Canning St, Edinburgh, EH3 8HE

UNDERSTANDING GOVERNANCE STAGE 2: GOVERNANCE IN PRACTICE

LONDON: 28th March 2019
 LONDON: 11th July 2019
 LONDON: 17th October 2019
 EDINBURGH: 7th November 2019

	MARCH AND OCTOBER – LONDON: 80 Victoria Street, London, SW1E 5JL
 Look forward	JULY – LONDON: 8 Finsbury Circus, London, EC2M 7AZ
	EDINBURGH: 19A Canning St, Edinburgh, EH3 8HE

BOARD LEADERSHIP STAGE 1: HIGH-PERFORMANCE BOARDS

LONDON: 12th March 2019
 LONDON: 13th November 2019

LONDON: TBC

BOARD LEADERSHIP STAGE 2: PRACTICAL BOARD SOLUTIONS

LONDON: 13th June 2019
 LONDON: 5th December 2019

	JUNE – LONDON: 25 Moorgate, London, EC2R 6AY
DECEMBER VENUE: London, TBC	

TRAINING DATES

ART OF CHAIRING

LONDON: 28th February 2019
 LONDON: 2nd October 2019

FARRER & Co

LONDON: 66 Lincoln's Inn Fields
 London, WC2A 3LH

DIGITAL TRAINING FOR CHARITY TRUSTEES

LONDON: 25th June 2019
 LONDON: 24th October 2019



JUNE – LONDON: 24 Monument St,
 London EC3R 8AJ

CIWEM

OCTOBER – LONDON: 106-109
 Saffron Hill, London EC1N 8QS

FINANCE FOR TRUSTEES

LONDON: 24th April 2019
 LONDON: 18th July 2019
 LONDON: 21st November 2019



LONDON: 55 Baker Street, London,
 W1U 7EU

RISK MANAGEMENT FOR TRUSTEES

LONDON: 26th February 2019
 LONDON: 20th June 2019
 LONDON: 28th November 2019



LONDON: 80 Victoria Street,
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UNDERSTANDING GOVERNANCE

STAGE 1: THE TRUSTEE ROLE

If you are new to the role of being a charity trustee, this one-day 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.

“A brilliant and inspiring introduction to governance. I now want to be a governance geek too!”

Steph Upton, trustee, ASPENS

9.45am	Registration and coffee
10.00am	Introductions
10.15am	<p>Changing environment for charities What is required of trustees: The new CC3 Duties of trustees including:</p> <ul style="list-style-type: none"> • Collective authority and responsibility of trustees • Acting solely in the interests of the charity • Not benefiting <p>When trustees can be personally liable Duties of Company Directors</p>
11.30am	Tea and coffee
11.45am	<p>What is governance?</p> <ul style="list-style-type: none"> • 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 <p>Information needs of trustees</p> <ul style="list-style-type: none"> • 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 <p>Agendas</p> <ul style="list-style-type: none"> • Why getting agendas right is so important for every trustee • Why planning of agendas and the board work programme is vital to help trustees fulfil their duties and responsibilities
1.15pm	Lunch
2.00pm	Case study – Trustees work in groups to advise a charity that has run into problems
3.15pm	Tea and coffee
3.30pm	<p>Relationships with your chief executive and chair of trustees</p> <ul style="list-style-type: none"> • 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.
4.00pm	End

Edinburgh course is tailored to take account of Scottish law and regulation

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 one-day course covers a wide range of key governance issues and aims to help you to improve the overall effectiveness of your board.

“Excellent- kept my attention throughout and I learnt so much.”

Jayne Meadows, Trustee,
Bristol Animal Rescue Centre

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

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

9.45am	Registration and coffee
10.00am	Introductions
10.15am	<p>Brief reminder of the fundamentals of governance and the roles of trustee, chair and chief executive (CEO). Refreshing the board – identifying new trustees</p> <ul style="list-style-type: none"> • What is your role in identifying potential trustees? • What is good board practice? • Once elected/appointed, ensuring new trustees receive appropriate induction and support
11.15am	Tea and coffee
11.30am	<p>Board behaviours and dealing with people problems</p> <ul style="list-style-type: none"> • 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
12.15pm	<p>Risk identification</p> <ul style="list-style-type: none"> • Much of governance is about identifying and managing strategic risk without getting risk averse • What role should you as trustee play in dealing strategically with risk?
1.00pm	Lunch
2.00pm	Case study (From one extreme to another) – Trustees work in groups to advise a charity that has run into problems
3.15pm	Tea and coffee
3.30pm	<p>Developing a learning organisation – Why reviewing performance is important for every trustee and the board:</p> <ul style="list-style-type: none"> • 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 <p>Open session – A chance to raise any other trustee issues</p>
4.00pm	End

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.

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

Kevin Barton,
Association for Project Managers

9.30am	Registration and coffee
10.00am	Introductions
10.15am	Finance in general <ul style="list-style-type: none"> Where does a charity get its money? What is so special about funds? Accounts <ul style="list-style-type: none"> What is a SORP? What's unusual in charity accounting? How to understand charity accounts
11.15am	Tea and coffee
11.30am	Annual reports <ul style="list-style-type: none"> What should be in them? Trustees' responsibilities Budgets and performance measures <ul style="list-style-type: none"> Essential elements of a good budget Importance of setting financial targets, trend analysis, risk assessment etc Financial papers to the board <ul style="list-style-type: none"> What should they ideally contain? What should trustees look for? Crucial questions to ask
1.15pm	Lunch
2.00pm	Charity Tax and VAT made simple <ul style="list-style-type: none"> A whistle stop tour for trustees of how tax affects charities An explanation of gift aid Investments <ul style="list-style-type: none"> The board's responsibilities Types of investments a charity can make
3.15pm	Tea and coffee
3.30pm	Risks, audit and fraud <ul style="list-style-type: none"> What do boards need to do about risk? The role and responsibilities of the auditor The board's relationship with the auditor Preventing and dealing with fraud
4.30pm	End

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

9.30am	Registration and coffee
10.00am	Introductions
10.15am	Fundamentals of governance <ul style="list-style-type: none"> The role of chair Requirements of the role Characteristics of a good chair Do's and Don'ts Board Committees <ul style="list-style-type: none"> Fundamentals of committee effectiveness Common reasons why committees don't function effectively A planned approach to ensure the effectiveness of the board/committee <ul style="list-style-type: none"> Planning and preparation for the year What needs to be done before and after each meeting Minutes of meetings and rolling actions required chart The art of chairing a meeting <ul style="list-style-type: none"> Tips for chairing a successful meeting Getting behaviours right in meetings Dealing with poor behaviour at meetings Dealing with conflict on the board/committee
1.00pm	Lunch
2.00pm	Case study – delegates work in groups to find solutions Relationship with CEO and staff <ul style="list-style-type: none"> Getting the right balance between support and challenge Julia Unwin's 5S model for high performance boards/committees Meetings without staff Relationship of chair with their board/committee members <ul style="list-style-type: none"> Keeping board/committee members engaged and interested in governance Relationship between the board and its committees <ul style="list-style-type: none"> Clarity of delegation from the board to committees Committees reporting back to the board (after each meeting and annually) Reflecting on the committee's effectiveness and ensuring the committee adds value to the governance process
4.00pm	End

There will be a 15 minute break for tea/coffee at about 11.15am and again at about 3.00pm

BOARD LEADERSHIP

STAGE 1: HIGH-PERFORMANCE BOARDS

The first of two one-day courses 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.

“ Insightful, even for those who have been in the sector for many years! ”

Paul Gray, executive secretary,
Prespetarian Children's Society

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

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

9.30am	Registration and coffee
10.00am	Introductions
10.15am	Role and expectations of chairs <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Trustees' role and the chair's relationship with trustees Success and failure of organisations - the link with governance Three different models of governance and what each has to offer The three key strands of governance: corporate/fiduciary, strategic and impact
11.30am	Tea and coffee
11.45am	Making informed decisions <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 Refreshing the board and finding new trustees <ul style="list-style-type: none"> Providing support to and ensuring new trustees become effective as quickly as possible
1.15pm	Lunch
2.00pm	Case study of where things went wrong - Tackling difficult/sensitive situations and learning from others' mistakes <ul style="list-style-type: none"> Delegates split into groups to decide how best to lead the charity in the case study out of its difficulties
3.15pm	Tea and coffee
3.30pm	Building a successful chair/CEO relationship <ul style="list-style-type: none"> Behaviours that can damage the relationship Chair/CEO and CEO/board relationship <ul style="list-style-type: none"> Ensuring the board can hold the CEO to account without meddling in management Open session - A chance to raise any other governance issues
4.15pm	End

BOARD LEADERSHIP

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 one-day course addresses high-level board leadership and behavioural issues, enabling you to develop a high-performing board.

“ 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

9.30am	Registration and coffee
10.00am	Introductions
10.15am	Brief reminder of the fundamentals of governance and the roles of trustees, the chair and CEO Board behaviours and dealing with people problems <ul style="list-style-type: none"> Trustees behaving badly Board manners Board committees <ul style="list-style-type: none"> Making sure all committees add value to governance: <ul style="list-style-type: none"> Governance structures, terms of reference Reporting back and reviewing committee effectiveness Each committee's role in risk identification and risk management
11.30am	Tea and coffee
11.45am	CEO remuneration <ul style="list-style-type: none"> Getting it right Being able to defend the board's remuneration policy Succession planning <ul style="list-style-type: none"> Planning for predicted as well as unexpected departures of key people including the CEO and chair Dealing professionally with CEO problems <ul style="list-style-type: none"> Spotting the signs of, and helping your CEO manage, stress Dealing professionally with CEO under performance Spotting the signs of a deteriorating relationship between the CEO and the board Closed/private meetings/sessions of the board
1.15pm	Lunch
2.00pm	Case study of where things went wrong - Tackling difficult/sensitive situations and learning from others' mistakes <ul style="list-style-type: none"> Delegates split into groups to decide how best to lead the charity in the case study out of its difficulties
3.00pm	Tea and coffee
3.15pm	Strategic risk management <ul style="list-style-type: none"> Much of governance is about identifying and managing strategic risk without getting risk averse The chair and CEO's role in ensuring that boards deal strategically with risk and that risk is dealt systematically throughout the charity Open session - A chance to raise any other governance issues
4.15pm	End

DIGITAL TRAINING FOR CHARITY TRUSTEES

Digital is changing the way charities fundraise, deliver services and communicate, and creates new opportunities and challenges for trustees. This one day training 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. Everything you learn will help your charity thrive in the fast moving digital age. The course will be run by the co-author of the Charity Commission guidance on digital for trustees.

“Excellent framing of the digital agenda, promoting strategic and operational thinking.”

Trevor Arnold, trustee,
Essex Cancer Research

09.30am	Registration and coffee
10.00am	Introductions
10.15am	<ul style="list-style-type: none"> • What does digital really mean and what does it encompass? • Why does it matter? Quick recap of stats on use of digital and technology and key demographic information, and the consequences of not adapting • What is digital governance? • Assess where your charity is at with digital
10.45am	<ul style="list-style-type: none"> • Where are charities at with digital? Key stats and trends • Case studies of charities doing well in digital, covering: fundraising, campaigning, volunteering, recruitment (staff, trustees, donors, volunteers, comms, governance, data collection and analysis, service delivery and creating stronger relationships with supporters, including community building • Exercise- 5 minute quiz to check what you've learned!
11.45am	Coffee
11.55am	Resourcing: <ul style="list-style-type: none"> • Where can charities get funding for digital transformation? • Other means of funding • Finding digitally skilled trustees and executive staff • How to make the right decisions about investment • How to launch a digital transformation programme - case studies • How to effect culture change • Does size matter? Digital priorities for small and large charities
12.30pm	Lunch
1.15pm	Managing risk: <ul style="list-style-type: none"> • Case studies of where digital has gone wrong for charities and what board can learn from them • Managing data, reputation, challenges, and how to anticipate risk
1.40pm	<ul style="list-style-type: none"> • How to launch a digital transformation programme - case studies • How to effect culture change • Does size matter? Digital priorities for small and large charities
2.10pm	• Exercise: writing a digital action plan for your board and discussing in groups
2.40pm	Practical steps every board should take to improve its governance in the digital age: <ul style="list-style-type: none"> • Asking the right questions • How to tackle digital at board meetings • Delegation and reporting • Scenario planning • Policies • Cybersecurity
2.55pm	Coffee
3.05pm	Tips for trustees on social media
3.20pm	What does the future look like? Key trends such as AI
3.35pm	<ul style="list-style-type: none"> • Useful resources for trustees • Review and add to action plans • Plenary and close
4.15pm	Plenary and close

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.

“Pitched perfectly for me. Excellent knowledge and delivery. Workshop scenarios had us put learning into practice.”

Rob Dance, trustee & treasurer,
Wild Oxfordshire

09.30am	Registration and coffee
10.00am	Introductions
10.15am	Introduction to Risk and Risk Management <ul style="list-style-type: none"> • Risk, what is it? • Risk management, how do we do it? • Definitions, models and concepts, tools and techniques, tactical and strategic mitigations
11.15am	Break
11.30am	The Human Factor <ul style="list-style-type: none"> • Why do we have to do risk management? • The psychology of risk taking and decision making with case studies and worked examples Applied Risk Management <ul style="list-style-type: none"> • Specific tools and techniques for building resilience and keeping your organisation safe before and after an adverse event
1.00pm	Lunch
1.45pm	WORKSHOP - opportunity to apply the morning's learning to a scenario based decision making process
3.00pm	Break
3.15pm	Governance Risks and Trusteeship <ul style="list-style-type: none"> • The Trustee's role in risk management • Compliance risk management and specific risks related to employment, assets, service users and third parties
4.00pm	Wrap Up - matters arising during the day, next steps, "homework", questions and answers.
4.30pm	Close

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

John Watkins, trustee, CLC International

GOVERNANCE COURSE LEADERS



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.



Beryl Hobson has worked as a board director and chair in the private, public and voluntary sectors. She has worked with the boards of many high profile charities on regulatory issues and to improve governance. She is chair of an NHS Foundation Trust, and was previously the chair of the NCT, the UK's largest parenting charity.



Anne Moynihan has over 20 years' experience of working in the sector and was head of NCVO's Governance and Leadership Team until 2011. She has worked extensively within Citizens Advice – from being a chief executive of a CAB to being a member of the senior management team of the national organisation. Anne is a Fellow of the RSA and was a member of the steering group that produced and published the current edition of the sector's Code of Good Governance. Anne edited the latest edition of The Good Trustee Guide.

DIGITAL COURSE LEADER



Zoe Amar is widely regarded as one of the charity sector's leading experts in digital communications and marketing. She founded Zoe Amar Communications in 2013. Their clients have included The Commonwealth War Graves Commission, The School for Social Entrepreneurs and the NCT. Zoe writes for The Guardian Voluntary Sector Network about charities and digital issues. She also co-founded the Social CEOs awards. Zoe is a trustee for The Foundation for Training and Education in Care and sits on the Board Audit and Risk Sub-Committee at the Samaritans as their digital expert. She tweets @zoeamar

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 a Director in the BDO Not for Profit team. Her career started with Deloitte in London and Cape Town working with a wide range of corporates. Fiona has specialised in charity audit for the past 10 years and has worked with many of the UK brand name charities. Fiona works within a significant and established team at BDO who are recognised as leading experts in the delivery of audit and advisory services in the sector. She has presented at internal technical seminars, provided training to the ICAEW special interest group for Charities and has co-authored Tolley's "Charity Administration" and the Charities Industry Accounting and Auditing Guide.

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.

“ A systematic, insightful run through the role representative of a trustee. ”

Steve Ellison – Royal Artillery Centre for Personal Development

“ Essential for a new trustee and recommended for old ones. ”

Imogen Morgan – CEREBRA

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GOVERNANCE & LEADERSHIP

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