

NCVO Trustee Conference 2010  
in association with BWB

Monday 18 October 2010  
The Brewery, London, EC1



# GOVERNING

WITH CONFIDENCE: LEADING  
THROUGH CHANGE



supported by:



**NEWTON**  
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**GOVERNANCE**

# PROGRAMME

Drinks reception  
Supported by:



**09.30–10.00**

## **Registration**

**10.00–10.12**

## **Welcome**

Sir Graham Melmoth  
Chair, NCVO

**10.12 – 10.15**

## **Sponsor's address**

Geoffrey Barber  
Charity Property Help

**10.15–10.45**

Peter White  
BBC

**10.45–11.15**

Julia Unwin CBE  
Joseph Rowntree Foundation

**11.15–11.45**

## **Refreshments**

Exhibition & networking

**11.45–13.00**

## **Morning workshops**

AM1

Picture perfect: How to  
make the most of your Board

AM2

Managing risk for maximum input

AM3

Using the Code of Good Governance  
to improve your effectiveness

AM4

An introduction to  
the Charity Tribunal

AM5

Legal update

AM6

Leading and governing  
for collaborative working

AMDS

Direct support sessions

**13.00–14.00**

## **Lunch**

Exhibition & networking

**14.00–15.15**

## **Afternoon workshops**

PM1

Moving governance  
from good to great

PM2

Regulatory update

PM3

Recruiting trustees: Problems,  
pitfalls and practical solutions

PM4

Cuts are coming: Get ready now

PM5

Founders: Blessing or Curse

PM6

Charities exist to do 'good things'?

PMDS

Direct support sessions

**15:15–15:45**

## **Refreshments**

Exhibition & networking

**15.45–16.45**

## **Panel session**

Governance: Fit for  
purpose or fit for change

## **Chair**

Stephen Lloyd  
Bates Wells & Braithwaite

## **Panel**

Kevin Carey  
RNIB

Hilary Carty

Cultural Leadership Programme

Dorothy Dalton

Governance specialist

Andrew Hind

Charity Commission  
(until Autumn 2010)

**16.45–17.00**

## **Closing remarks**

Ben Kernighan  
Deputy Chief Executive, NCVO

**17:00**

## **Drinks reception**

Supported by Russam GMS  
All delegates are warmly invited  
to stay for the drinks reception

# GOVERNING WITH CONFIDENCE: LEADING THROUGH CHANGE

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Success starts with the way that organisations are governed and led. In these uncertain times, this conference will reveal the latest thinking, give you practical tools and show you how to get support to help you and your organisation respond to change.

## **Who should attend?**

The conference is for anybody who sits on, or works with, trustee boards. With a broad range of workshops, the conference will cater for those new to trusteeship through to the experienced board member looking to update their knowledge. All those wanting to share in the latest thinking on governance and leadership practices should make sure that they attend.

## **What can I expect?**

- Keynote speakers who will inspire thought and discussion
- Workshops offering advice and information on a range of governance and leadership issues
- The latest legal and policy updates
- Plenty of networking opportunities to share successes and challenges with sector peers.

Book now using the form in this brochure  
or at [www.ncvo-vol.org.uk/trusteeconf2010](http://www.ncvo-vol.org.uk/trusteeconf2010) or call **020 7520 2442**

# KEYNOTE SPEAKERS

## Sir Graham Melmoth

Sir Graham Melmoth is a former Chief Executive of the Co-operative Group, the £12 billion co-operative retail, banking, insurance and farming business. He is also a one-time President of the Geneva-based International Co-operative Alliance. Sir Graham was elected chair of NCVO and became a board member of Charities Aid Foundation in February 2004. Sir Graham was a trustee of NACRO and chair of the Restorative Justice Advisory Group until 2004.

## Julia Unwin CBE

Julia Unwin was appointed Chief Executive of the Foundation and the Joseph Rowntree Housing Trust in January 2007. She was a member of the Housing Corporation Board for 10 years and a Charity Commissioner from 1998-2003. Julia was also deputy chair of the Food Standards Agency and worked as an independent consultant operating within government and the voluntary and corporate sectors. In that role, she focused on the development of services and in particular the governance and funding of voluntary organisations. Julia has researched and written extensively on the role, governance and funding of the voluntary sector. She previously held a position as chair of the Refugee Council from 1995 until 1998, and is now a trustee of York Museums and Gallery Trust, and a member of the University of York's Council. She is also a governor of the Pensions Policy Institute.



**Peter White** first presented *In Touch*, Radio 4's programme for visually impaired listeners in 1974. Born in Winchester in 1947, Peter has been blind since birth. He doorstepped BBC Radio Solent even before they had opened and began broadcasting for them in 1971.

He presented and edited *Same Difference*, Channel 4's programme on disability, between 1987 and 1989 and was both presenter and producer of *Link*, Central Television's magazine for disabled people between 1989 and 1991.

Since 1995 Peter has been the BBC's Disability Affairs Correspondent. He was the first totally blind person to produce reports for television news. Over the last decade he has written four series of autobiographical talks for Radio 4, as well as the acclaimed series *No Triumph, No Tragedy*. Peter is the regular presenter of *You and Yours*. Other Radio 4 programmes Peter has presented include *Pick of the Week* and a series of 15-minute features called *Blind Man on the Rampage*. In 1993 Peter devised and presented the pub quiz series *It's Your Round*. Peter is married with four children. In 1999 he published his autobiography *See it My Way*.



# PANEL SESSION

## Governance:

### Fit for purpose or fit for change

Considering the present and future challenges we face, will our current governance structures carry us through to a brighter future or is there need for reform? Is now the time to shake things up?

- Have the private and public sectors got a more professional approach?
- Should we consider paying trustees?
- Do unitary boards offer an alternative?
- Do we need reduced regulatory control?
- Would any changes undermine the public's trust and confidence?

## Chair

Stephen Lloyd is the Senior Partner and Head of Charity and Social Enterprise Department at Bates Wells & Braithwaite. He is involved in numerous aspects of charity law including general advice, formations, joint ventures, mergers, business transfers, financing, refinancing and funding. He is also the co-author of the idea that led to the Community Interest Company and author, or co-author, of *Charities – the New Law 2006* (2007), *Charities, Trading and the Law* (2009), *The Fundraiser's Guide to the Law* (1998) and *Keeping it Legal* (2007). He is Chairman of CaSE Insurance (Charity and Social Enterprise Insurance Management LLP) and of Trustees UnLimited LLP and Chairman of the Centre for Innovation in Voluntary Action and a trustee to three other charities.



## Panel

Kevin Carey is chair of RNIB and was its vice chair from 2000–2009. As well as founding his own charity, humanITy, Kevin has been instrumental in founding a large number of charities and has sat on the governing bodies of a wide variety of third sector organisations. He was a member of the Ofcom Content Board from 2003–2006 which gave him experience of unitary governance and he was a member of the ACEVO Charity Regulation Task Force which met earlier this year. He is also a member of the board of the Social Investment Business. Carey helped steer through radical governance changes at RNIB and since becoming chair he has sought more scope for its board to improve its own performance and that of the organisation as a whole based on user satisfaction, impact and output. Carey is a widely published author and sought-after conference presenter; he is a lay minister in the Church of England and a member of its General Synod.

Hilary Carty is the Director of the Cultural Leadership Programme, a £22m government investment in excellence in leadership within the cultural and creative industries. The programme works strategically at a national and international level to innovate, curate and deliver effective leadership training, advocacy and development to and for the sector. Hilary was previously Director of Arts at Arts Council England, London, and Director of Culture and Education at London 2012, the successful Olympic bid team. Hilary is a strong champion of the arts and culture whose work and contribution has been recognised through the award of Honorary Doctorates from De Montfort and Middlesex universities. A trustee of the Arts Foundation, Hilary has channelled her interest in people development, change management and organisational development through lecturing at Birkbeck, University of London, and through supporting senior managers as an accredited coach (CIPD). Hilary was appointed a Commissioner to the Mayor's Commission on African and Asian Heritage (2004–2006) and is a jury member for the European Cultural Foundation's ROUTES Princess Margaret Award for Diversity. Hilary was recently appointed to the NCVO's Leadership 20:20 Commission exploring the future leadership of civil society.

Dorothy Dalton is editor of *Governance: Essential information for effective trustees* and author of several publications on governance. She advises a number of professionally managed charities on their governance. With a first in mathematics, Dorothy, a former headteacher, was chief executive of ACEVO, the Association of Chief Executives of Voluntary Organisations from 1992 to 2000. From 2000 to 2003 she was a non-executive director of the Inland Revenue. She was until recently chair of trustees of the Journey of a Lifetime Trust (JoLt) and chair of governors of Orley Farm School Trust. She is a trustee of EveryChild and the Grandparents' Association, and governor of Northwood College where she chairs the governance committee. She has been a trustee of several charities including Marie Curie Cancer Care. She is a Fellow of the Leadership Trust Foundation and of International Students House. She is on the advisory council of the Institute for Global Ethics UK Trust and of the Leadership Trust. She founded JoLt, the Network of Women Chairs, and Groundbreakers: Voluntary Sector Women Leaders.

Andrew Hind joined the Charity Commission as its first chief executive in 2004 and will be standing down from this position in the autumn at the end of his six-year term of office. He has extensive experience of working at board level, in both executive and non-executive capacities, in both the public and charity sectors. He was finance director with ActionAid (1986–1991) and Barnardo's (1992–1995) before moving to the BBC World Service as chief operating officer in 1995. Andrew has also served as a trustee of a wide range of charities, including VSO, the UK Committee for UNICEF, the Diana, Princess of Wales Memorial Fund and a number of smaller charities in his local community. He is a non-executive board member of the Council for Healthcare Regulatory Excellence and the Information Commission. Andrew was co-founder of the Charity Finance Directors' Group in 1988 and its chair from 1992–1994. He received the Outstanding Achievement Award for long-standing commitment and service to the voluntary sector at the Charity Awards 2008.

# MORNING WORKSHOPS

## AM1

### Picture perfect: How to make the most of your board

Looking through the lens at the latest thinking and ideas on governance, participants will explore criteria for success and how to deal with failure. How can good practices and processes encourage healthy board behaviours? How can trustees agree behaviours that can enhance and encourage board efficiency?

Moving beyond assessment as a means of measuring performance this session will look at how you build a high performing team that is extremely engaged, committed, motivated and energised as it fulfils its trustee role. What behaviours help? What can be deemed unhelpful as a board develops and implements its value-based systems? This is an opportunity for participants to craft a toolkit for its board which includes a menu of practices that work.

**Tesse Akpeki**

On Board/BWB Consultant

## AM2

### Managing risk for maximum impact

Most organisations need to take risks in order to achieve their mission. At the same time trustees are meant to be prudent. Trustees can manage this dichotomy by ensuring their organisations understand risks and are equipped to take appropriate actions to manage them.

This workshop will provide the latest thinking on risk management and will also share simple tools and methodologies. Delegates will leave this session with a thorough understanding of best practice in risk management and knowledge of how to effectively manage the downside of risks and maximise the opportunities. That means fewer control failures, increased likelihood of achieving objectives and improved stakeholder value.

**Pesh Framjee**

Partner, Head of Non Profits  
Horwath Clark Whitehill LLP

## AM3

### Using the Code of Good Governance to improve your effectiveness

Leadership is about ensuring your organisation has a clear, shared vision of its purpose, maintains its vitality and has a sense of urgency about its work. *Good Governance: A Code for the Voluntary and Community Sector* ('Code') has been used widely and successfully by boards of voluntary and community organisations to improve the way in which they are led and to ensure their governance is much more than compliance and a tick-box exercise.

The chair of the Code Steering Group will outline how the Code principles have been refashioned and you will hear how Oxfam GB used the Code to improve its governance and the positive impact this had.

#### Chair

**Lindsay Driscoll**

Chair, Code Steering Group

#### Speaker

**Joss Saunders**

Company Secretary and  
Legal Adviser, Oxfam GB

## AM4

### An introduction to the Charity Tribunal

The Charities Act 2006 introduced the Charity Tribunal as a swift, low-cost means of challenging decisions of the Charity Commission. This session will explain how the Tribunal works, including:

- What decisions can be appealed
- Who can bring an appeal
- How the Tribunal does its work
- How the Tribunal helps appellants to represent themselves
- What free legal assistance is available
- How the Tribunal clarifies charity law

**Alison McKenna**

Principal Judge, First-tier  
Tribunal (Charity)

## AM5

### Legal update

This workshop will look at the legal developments in the last year including some unforeseen consequences with the Companies Act 2006; the sections of the Charities Act 2006 which have been brought into force (and those that remain to be implemented), the new equality legislation and the Heyday case. Anne-Marie will also look at some legal issues facing charities in fighting to avoid or in financial difficulties, including care providing charities suffering as a consequence of the personalisation agenda.

Anne-Marie Piper  
Farrers LLP

## AM6

### Leading and governing collaborative working

Voluntary and community organisations are increasingly exploring different ways of working together in a bid to increase efficiency and effectiveness. The success of all joint-working ventures – from informal networking to merging organisations – depends on how well they are governed and led.

This workshop will explain your responsibilities and leadership role as a trustee when your organisation works in 'partnership' and the formality required depending on the risk involved or the resources being invested.

#### Chair

Anne Moynihan  
Head of Governance  
and Leadership, NCVO

#### Speaker

Stephanie Biden  
Bates Wells & Braithwaite

Case Study, TBC

*'SPEAKERS, WORKSHOPS, VENUE AND CATERING ALL EXCELLENT AS ALWAYS, AND A CHANCE TO MEET OLD FRIENDS AND MAKE NEW ONES. I TRY TO COME EVERY YEAR AND ALWAYS LEARN SOMETHING NEW'*

Sue Pearlman, Vice Chair,  
Community Action Hertsmere



# AFTERNOON WORKSHOPS

## PM1

### Moving governance from good to great

There are too many stories about governance failures. This workshop will show how forward thinking organisations are seeking to continually improve their governance. These organisations are not only using governance reviews to test their systems and processes but are also developing the interface between the board and the executive team to improve governance effectiveness.

This workshop will examine this critical interface and how to get this tricky balancing act right. Case study material will be used to illustrate organisations trying to develop their governance 'from good to great'.

**Gill Edelman**

Independent Consultant

## PM2

### Regulatory update

One of the Charity Commission's objectives is to increase public trust and confidence in charities. But what does this mean for charities? When levels of trust in society are at an all time low is the public's faith in charities justified? This session is a chance to learn how the Commission's regulatory approach enables us to support charities working at the heart of society for the public benefit as well as an opportunity to hear about our research on current and future developments that are likely to impact the sector.

**Rosie Chapman**

Director of Policy and Effectiveness at the Charity Commission

## PM3

### Recruiting trustees: Problems, pitfalls and practical solutions

Trusteeship is an unrecognised national movement. At any given time, half of all charities have a trustee vacancy to fill, but only 5% of people are aware of trusteeship as a way to support an organisation.

This workshop will also explore some of the common problems that organisations face when trying to recruit trustees. You will also hear about some of the work being undertaken to raise the profile of trusteeship, including information about the first ever national Trustees' Week.

#### Chair

**Emma Kirk**

Consultant Development Manager, Governance & Leadership, NCVO

#### Speakers

**Ian Joseph**

Founding Board Member of Trustees Unlimited and Head – Not for Profit Practice at Russam GMS

**Neal Green**

Senior Policy Officer, Charity Commission

## PM4

### Cuts are coming: Get ready now

While public sector cuts are coming, how they will affect our sector is still uncertain. At times like these a proactive trustee board is even more vital. But what can realistically be done to prepare? Using smart, simple techniques, this interactive workshop will help your organisation to develop meaningful scenarios and realistic responses.

**Dr Richard Piper**

Head of Strategy and Impact, NCVO



## PM5

### Founders: Blessing or curse?

This workshop will discuss the advantages and enthusiasm that founders bring to a newly formed charity and explore the longer term governance issues that can emerge as organisations grow and change. This interactive session will look at problem-solving strategies and ask delegates to share their experiences, ideas and advice

**Dorothy Dalton**

Governance Specialist

**Jean Stogdon**

Founder Chair,  
Grandparents Plus

## PM6

### Charities exist to do 'good things'?

Individual charities are created for a particular and often limited purpose. Ultimately this means that a charity is not simply there to do good things. So where does this leave trustees who are under pressure to create 'happy' workplaces, reduce carbon footprint or increase social cohesion?

This workshop will explore how far trustees can go to address societal issues when legally they are required to act within their objects and use the charity's assets exclusively to pursue those aims.

### Chair

**Philip Kirkpatrick**

Partner, Bates, Wells & Braithwaite

### Speakers

**Caroline Cook**

Head of Policy Engagement and  
Foresight, Charity Commission

**Lindsay Driscoll**

Consultant,  
Bates, Wells & Braithwaite

**'A REALLY INTERESTING DAY  
WITH A FANTASTIC  
OPPORTUNITY TO MEET PEOPLE  
FROM A WIDE VARIETY OF  
ORGANISATIONS AND  
EXPERIENCES'**

Robin Marshall, Chair,  
Ealing Mediation Service, delegate 2009

# DRINKS RECEPTION AND DIRECT SUPPORT SESSIONS



## Drinks reception

### A celebration of trusteeship

Trusteeship is an unrecognised national movement, and in the lead up to the first ever national Trustees' Week we would like to shine a light on the fantastic work of trustees across the country. All delegates are warmly invited to join us at the drinks reception supported by Russam GMS for a celebration of trusteeship.

## Direct support sessions

### with the NCVO consultancy team

Instead of a workshop, you can attend a direct support session. Experienced NCVO consultants will give you personalised advice to help you move your organisation forward, or to help solve a specific organisational problem such as managing change, staffing and board issues, collaboration, influencing people and rethinking services.

In a one-to-one discussion, a consultant will work with you to explore your own issue or problem and offer advice and suggest ideas and solutions. The sessions will run alongside the workshops in the morning and afternoon. Our consultants can offer you support and advice in the following topic areas:

- Working with local authorities: how to negotiate with them and challenge their decisions
- Strategic planning, impact, monitoring and evaluation, organisational development and managing change
- Understanding your future membership; what is the future for membership organisations?
- How to bring about change: how and why to innovate
- Sustainable funding, income strategies, fundraising development plans

- Campaigning and influencing
- Future external trends that could make or break your organisation

If you wish to receive some direct support but find these topics don't match what you require, feel free to contact Marissa Charles, as below, and we will endeavour to find a consultant with the knowledge to help. To book, contact Marissa Charles on **020 7520 2587** or email [marissa.charles@ncvo-vol.org.uk](mailto:marissa.charles@ncvo-vol.org.uk).

**Places are limited and will be allocated on a first come first served basis, therefore early booking is recommended.**

# BOOKING FORM

Please complete both sides of this form in block capitals.

**NCVO**  
**Trustee Conference**  
Monday 18 October 2010  
The Brewery, London

You can also book online at:  
**[www.ncvo-vol.org.uk/trusteeconf2010](http://www.ncvo-vol.org.uk/trusteeconf2010)**  
or call **020 7520 2442**

## DELEGATE DETAILS

Full name \_\_\_\_\_

Job title \_\_\_\_\_

Organisation name \_\_\_\_\_

Organisation address \_\_\_\_\_

\_\_\_\_\_

Postcode \_\_\_\_\_

Email \_\_\_\_\_

Daytime telephone \_\_\_\_\_

Dietary/Access  
(or other requirements)  
\_\_\_\_\_  
\_\_\_\_\_

Where did you hear about the  
NCVO Trustee Conference?  
\_\_\_\_\_  
\_\_\_\_\_

Will you be attending the drinks reception?  Yes  No

## WORKSHOPS

Please indicate which morning and afternoon workshop session you would like to attend. See information of opposite page regarding direct support sessions. Direct support places will be allocated to sessions on a first come, first served basis.

### MORNING BREAKOUT SESSION

- AM1 Picture perfect: How to make the most of your Board
- AM2 Managing risk for maximum input
- AM3 Using the Code of Good Governance to improve your effectiveness
- AM4 An introduction to the Charity Tribunal
- AM5 Legal update
- AM6 Leading and governing collaborative working
- AMDS Direct support session

### AFTERNOON BREAKOUT SESSION

- PM1 Moving governance from good to great
- PM2 Regulatory update
- PM3 Recruiting trustees: Problems, pitfalls and practical solutions
- PM4 Cuts are coming: Get ready now
- PM5 Founders: Blessing or curse
- PM6 Charities exist to do 'good things'?
- PMDS Direct support session

# BOOKING FORM

Please send completed booking form with payment to:

Trustee Conference  
 NCVO, Regent's Wharf  
 8 All Saints Street  
 London N1 9RL

T: 020 7520 2511  
 F: 020 7713 5635  
 E: [governanceandleadership@ncvo-vol.org.uk](mailto:governanceandleadership@ncvo-vol.org.uk)



## Price freeze! 2008 delegate prices

We know that times are tight and budgets stretched, so we are pleased to offer a price freeze on 2008 delegate prices, 10% early bird discount and 10% discount on multiple bookings.

Organisation type	Booking type	Cost	No. required
Voluntary sector/ public sector member	Full price	£199.50	
	Early Bird Discount	£179.55	
Voluntary sector/ public sector non-member	Full price	£285.00	
	Early Bird Discount	£256.50	
Corporate sector member	Full price	£299.25	
	Early Bird Discount	£269.32	
Corporate sector non-member	Full price	£427.50	
	Early Bird Discount	£384.75	

Early bird discounts are available for all bookings and full payment received at NCVO by 5pm 31 August 2010.

I enclose a cheque for £ \_\_\_\_\_ made payable to NCVO

Please debit my:

- Delta             Electron  
 Mastercard     Switch  
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Card No. □□□□□□□□□□□□□□□□

Issue No. □□□ Expiry Date □□/□□

CSV No. □□□ (last 3 digits on signature strip)

Name on Card: \_\_\_\_\_

Signature: \_\_\_\_\_

**Data protection** For the purposes of the Data Protection Act 1998, the data controller in respect of your personal data is NCVO (National Council for Voluntary Organisations). Your data will be used to administer the conference to which you have subscribed and for sending you information by post, fax or email about events we run which may be of interest to you. If you do not want to receive information about NCVO's future activities, please tick this box

# INFORMATION

## Membership

With new packages for small organisations you could even save the cost of your membership fee! To find out more visit [www.ncvo-vol.org.uk/membership](http://www.ncvo-vol.org.uk/membership) or call our membership team on **020 7520 2442** quoting Trustee.

## Bursaries

There are a limited number of free bursary places available for this year's conference. Applicants must be from an NCVO member organisation whose income is below £100,000 per annum.

Please call 020 7520 2442 or email [governance&leadership@ncvo-vol.org.uk](mailto:governance&leadership@ncvo-vol.org.uk) to request an application form.

## Promote your organisation

The conference offers an ideal opportunity to promote your services and products to hundreds of voluntary sector decision makers. For details of exhibition packages please contact Michelle Brister on **01424 870589** or email [michelle.brister@btinternet.com](mailto:michelle.brister@btinternet.com)

## Multiple bookings

When three or more bookings are received from the same organisation, the first two bookings are charged the standard rate and each subsequent booking qualifies for a 10% discount off the standard rate.

## Cancellations

50% of delegate fee will be refunded for cancellations received by Monday 30 September 2010. After this no fees are refundable for cancellation or non-attendance.

# VENUE

## The Brewery

Chiswell Street  
London EC1Y 4SD  
Phone: 0800 068 1288  
Email: [info@thebrewery.co.uk](mailto:info@thebrewery.co.uk)

## Underground

### Barbican

**(5 minute walk)**  
Circle, Metropolitan,  
Hammersmith & City and Thameslink

### Moorgate station

**(5 minute walk)**  
Circle, Metropolitan, Hammersmith & City, Northern, British Rail and Thameslink

### Bank station

**(15 minute walk)**  
Central, Northern and  
Waterloo & City

### Liverpool Street station

**(15 minute walk)**  
Circle, Metropolitan,  
Hammersmith & City,  
Central and British Rail

## Bus

A network of bus routes serve the local area. Please call Transport for London on: **0843 222 1234** for details of your best route.

## Bicycle

Bicycle parking is available at the Brewery. Bicycle helmets can be left at our complimentary cloakroom.

## Parking

Convenient multi-storey  
NCP car parks located at:

### Beech Street

**(8am–Midnight everyday)**

### Finsbury Square

**(24hrs, Mon–Sat)**

### London Wall

**(24hrs, Mon–Sat)**

### Aldersgate Street

**(24hrs everyday)**





**National Council for  
Voluntary Organisations**

Regent's Wharf  
8 All Saints Street  
London N1 9RL

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F: 020 7713 6300

E: [ncvo@ncvo-vol.org.uk](mailto:ncvo@ncvo-vol.org.uk)  
[www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)

Charity Registration: 225922

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