



**inform · inspire · support · celebrate**

**Trustees' Week Conference**

**7th November**

**09:00 - 16:30**

**Carnegie Conference Centre**

**Halbeath Road, Dunfermline**

Sharing Scotland's collective experience of working as and with trustees.

Our aims are to highlight the great work that trustees are currently doing, and to present opportunities for people from all walks of life to get involved and make a difference.



**#TWScot16**  
**#TrusteesWeek**



presents



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For more information on Governance in Scotland visit:

[www.goodgovernance.scot](http://www.goodgovernance.scot)

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# Foreword

On behalf of Scotland's Third Sector Governance Forum, I'd like to welcome you to Scotland's fourth Trustees' Week conference.



It's amazing to see just how quickly this annual event has grown; our first had 80 delegates in just a single room, our second sold out within a month; our third over 200 delegates and over 20 workshops across three floors. This year is shaping up to be even bigger and reinforces the importance of access to peer support, good practice sharing and development opportunities for Trustees across the country.

Trustees play a vital role in Scottish society, volunteering their time and working together to lead the strategic direction of their charities.

For the Forum, it's incredibly rewarding to help showcase the great work that trustees are doing and to highlight opportunities for even more people to get involved and make a difference.

We look forward to being involved in many lively discussions about life in the third sector and what we can all do to make it even stronger.

A handwritten signature in black ink that reads "Pat Armstrong". The signature is fluid and cursive.

**Pat Armstrong**

**Chief Executive, ACOSVO**

**Chair, Scotland's Third Sector Governance Forum**



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# Schedule

09:00	Doors Open
09:30	Welcome by the Chair: David Robb, Chief Executive of OSCR
09:35	Plenary Speaker: Jackie Killeen “The Power of Partnership, The Chemistry of Collaboration”
10:00	Workshop Session 1
11:00	Break
11:15	Plenary Speaker: Theresa Shearer “Fundraising: Why Good Governance is Vital to Ensuring Success ”
11:30	Workshop Session 2
12:30	Lunch
13:00	“How Can We Collaborate?”
13:45	Plenary Speaker: Louise Macdonald OBE “Being Social: The Trustee Online”
14:00	Workshop Session 3
15:00	Break
15:15	Workshop Session 4
16:15	Reflections and Closing Remarks
16:30	Close



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#TrusteesWeek

# Speakers

## **Jackie Killeen** @JackieKilleen

Jackie Killeen is Director, Scotland of the British Council, the UK's international organisation for cultural relations and educational opportunities. Jackie's remit is to develop opportunities, connections and relationships between Scotland and the wider world.



She was previously Director, Scotland for the Big Lottery Fund setting the Fund's strategy and leading its operations in Scotland. She has an extensive background in social policy and funding. Currently a board member of arts charity Culture Republic, she has been involved in several voluntary organisations.

## **Theresa Shearer** @Theresa\_ENABLE

Theresa Shearer is Chief Executive of ENABLE Scotland, a leading learning disability charity and a trustee of SCVO, as well as a number of other charities, including Impact Arts and Key Trust.



Theresa recently led the Scottish Fundraising Working Group, on behalf of Scottish Government, which was tasked with sector wide and public consultations to determine the most appropriate method of fundraising regulation in Scotland. A model of fundraising regulation with enhanced roles for both charities and the Scottish Charity Regulator is now being implemented, based on the recommendations of this group.

## **Louise Macdonald OBE** @Louisemac

Louise has been Chief Executive of Young Scot for seven years, and prior to that had a varied career in the public sector, specialising in youth volunteering and community enterprises, including establishing a pioneering national programme to promote volunteering and social action.



Louise is Vice Chair of the 2020 Climate Group; a committee member of the Institute of Directors in Scotland and a Board member of the Scottish Parliament "think tank" Scotland's Futures Forum. She was awarded an OBE in the New Year's Honours List in 2015, and in 2016 she was named Female Director of the Year by IoD Scotland, and Third Sector Director of the Year by IoD UK.

# Workshops

## Sessions 1 & 3

**Session 1: 10:00 - 11:00**

**Session 3: 14:00 - 15:00**

Discussion Tables		
Main Hall	Table 1	<b>Legal Governance Issues</b> Alastair Keatinge, Lindsays
	Table 2	<b>The Trustee as a Fundraiser: How Hands-On Are You?</b> Catriona Reynolds, Arts and Business Scotland
	Table 3	<b>The Chair/Chief Officer Relationship</b> Pat Armstrong, ACOSVO
	Table 4	<b>Confidence in Managing Risks</b> Alan Ross, Zurich
	Table 5	<b>TSIs and How We Support You</b> Various TSI Officers
	Table 6	<b>Trustee Induction - Start As You Mean To Go On</b> Tracey Bird & Rhonda McLean, SCVO
	Table 7	<b>Ethical Investing: Necessity or Luxury?</b> Julie Hutchison, Standard Life Wealth
	Table 8	<b>Gift Aid: Everything you Need to Know</b> Andrew Kayley, HMRC
	Table 9	<b>Leadership in Volunteering</b> Jessica Lightfoot & Adrian Murtagh, Volunteer Scotland
	Table 10	<b>How to Recruit the Perfect Treasurer</b> Kirsty MacKenzie, iMultiply

Seminars	
Suite 2	<b>Social Media Fundamentals</b> Ross McCulloch, Third Sector Lab
Suite 3	<b>Keeping Up To Date With Fundraising</b> Susan Robinson FlnstF, Institute of Fundraising Scotland
Suite 5	<b>Mediation in the Third Sector</b> May Millward, Scottish Mediation Network
Suite 6	<b>The EU Referendum Result: Issues for Scottish Charities</b> Gareth Morgan, The Kubernesis Partnership

**Please note that not all workshops are available in all sessions, and that spaces will be allocated on a first-come first-served basis.**

## Sessions 2 & 4

**Session 2: 11:30 - 12:30**

**Session 4: 15:15 - 16:15**

Discussion Tables		
Main Hall	Table 1	<b>Digital Governance: Why You Should</b> Sally Dyson, SCVO
	Table 2	<b>Board Self-Assessment: A Continuous Improvement Approach</b> Neil McLean, Social Enterprise Academy
	Table 3	<b>Clarity of Roles</b> Shirley Otto, Management Development Network Scotland
	Table 4	<b>Confidence in Managing Risks</b> Alan Ross, Zurich
	Table 5	<b>TSIs and How We Support You</b> Various TSI Officers
	Table 6	<b>Trustee Induction - Start As You Mean To Go On</b> Tracey Bird & Rhonda McLean, SCVO
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	Table 9	<b>Leadership in Volunteering</b> Jessica Lightfoot & Adrian Murtagh, Volunteer Scotland
	Table 10	<b>The Treasurer's Survival Toolkit</b> Kirsty MacKenzie, iMultiply

Seminars	
Suite 1	<b>Collaborating to Increase Capacity in the Sector</b> Caroline Christie & Emma Galloway, ACOSVO
Suite 2	<b>Social Media Fundamentals</b> Ross McCulloch, Third Sector Lab
Suite 3	<b>Keeping Up To Date With Fundraising</b> Susan Robinson FInstF, Institute of Fundraising Scotland
Suite 5	<b>Mediation in the Third Sector</b> May Millward, Scottish Mediation Network

**Please note that not all workshops are available in all sessions, and that spaces will be allocated on a first-come first-served basis.**



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# Workshop Descriptions

## **Board Self-Assessment: A Continuous Improvement Approach**

Neil McLean, Social Enterprise Academy



Neil will review with you an innovative approach to Board Self-Assessment and continuous improvement developed by Social Enterprise Academy in partnership with Simon Clark.

The approach is used by the Academy's board on an ongoing basis and is shared here as one method to allow those difficult questions and discussions to be aired in a safe and non-confrontational way.

You can join this discussion at Table 2 in sessions 2 & 4

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## **Clarity of Roles**

Shirley Otto, Management Development Network in Scotland



Trustees need to be confident they understand what is expected of them and how best to carry out their role.

This discussion will explore the duties and liabilities of charity Trustees, the processes required for good governance and the dilemmas these can create. It will also look at the role of Trustees in relation to that of staff, especially those responsible for the management of the organisation.

You can join this discussion at Table 3 in sessions 2 & 4

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## **Chair / Chief Officer Relationship**

Pat Armstrong, ACOSVO



The Chair / Chief Officer relationship is the crucial link between the governance and operations of your charity; and it's so important to get it right.

This session explores good practice, shares ideas and practical tools and gives you the chance to focus on how to strengthen the links.

You can join this discussion at Table 3 in sessions 1 & 3

## Confidence in Managing Risks

Alan Ross, Zurich



For managers and trustees, being confident in managing the range of risks we are exposed to can be a challenge. This session is aimed at sharing practical experience and tools about how organisations can manage the risks that could stop them in their tracks, and help avoid nasty surprises.

You can join this discussion at Table 4 during all sessions

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## Collaborating to Increase Capacity in the Sector

Caroline Christie & Emma Galloway, ACOSVO

Path to Impact is a Lottery-funded project to run a “health-check” on the leadership capacity needs of 50 organisations in Scotland and 50 in Northern Ireland.



In their workshop, Caroline and Emma will walk you through the aggregated results of these studies, providing a statistical snap-shot of the sector. Through discussing the emerging trends, our hope is that this workshop will leave you with a better understanding of how we, as individual organisations and as a sector, can work together to maximise our impact.

You can join this seminar in the Wallace Suite during sessions 2 & 4

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## Digital Governance: Why You Should

Sally Dyson, SCVO



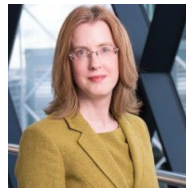
Scotland is already a digital nation. For those who have the access, motivation and skills to get things done online, life is enhanced. The same is true for third sector organisations. Those organisations that embrace digital opportunities grow faster, innovate more and do a better job of meeting the needs of their clients and customers.

Join Sally for a thought provoking conversation on the benefits of digital in Charity Governance & why trustees should be bold in encouraging digital exploration.

You can join this discussion at Table 1 in sessions 2 & 4

## **Ethical Investing: Necessity or Luxury?**

Julie Hutchison, Standard Life Wealth



Would your beneficiaries and donors feel comfortable about the way your charity's money is invested? Are you satisfied that your investments are aligned to your charity's purposes? It may be that ethical investing is a necessity for some charities and an investment policy statement can support good governance here. This session will provide practical support if you looking to improve your governance in this area.

**You can join this discussion at Table 7 during all sessions**

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## **The EU Referendum Result: Issues for Scottish Charities**

Professor Gareth Morgan, The Kuberneis Partnership LLP



We know there are big choices ahead for Scotland in the wake of the EU referendum result, but how will the charity sector be affected? Already we have seen important announcements from the Prime Minister and the First Minister with very different views on the negotiations ahead. How will the changes ahead affect the work of charities and their beneficiaries? This interactive session will unpack the possible steps, stages and options in a UK withdrawal process looking at the likely impact and involvement of charities in Scotland.

**You can join this seminar in Suite 6 during sessions 1 & 3**

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## **Gift Aid: Everything You Need to Know**

Andrew Kayley, HMRC



During this discussion, Andrew will be available to discuss and talk through any questions you may have regarding Gift Aid, such as:

Does your charity claim Gift Aid on donations from individuals and on sponsored fundraising events? Is your charity's Gift Aid declaration form up-to-date? What benefits can a charity give to Gift Aid donors? Can you claim Gift Aid on membership subscriptions? Why can charity shops claim Gift Aid on donated goods?

**You can join this discussion at Table 8 during sessions 1 & 3**

## How to Recruit the Perfect Treasurer

Kirsty MacKenzie, iMultiply



In any sector it's often challenging to find good people. Not only do you need to find the correct skills, as well as someone with time, dedication and passion, most charities need to find all of it on a pro bono basis!

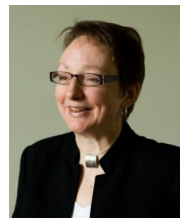
We'll explore useful and cost efficient ways to find skilled individuals suitable to become your treasurer.

You can join this discussion at Table 10 during sessions 1 & 3

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## Keeping Up To Date With Fundraising

Susan Robinson FInstF, Institute of Fundraising Scotland



Fundraising self-regulation; the Code of Fundraising Practice; Data Protection changes; the Fundraising Preference Service; opting in or out....everything is changing! This session will help Trustees discover what they need to know, and to do, to keep their charity's fundraising running smoothly. Offering practical hints and tips, Susan will take you through the minefield and signpost the best way forward.

You can join this seminar in Suite 3 during all sessions

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## Leadership in Volunteering

Jessica Lightfoot and Adrian Murtagh,  
Volunteer Scotland



Does your organisation involve volunteers? Do you know how volunteers are supported within your organisation? Do you think of yourself as a volunteer? Volunteering is changing and this is becoming apparent in the motivations, understanding and practice of volunteers, volunteer managers and trustees. Come and join us to share your experience and knowledge with your peers and contribute to the leadership of volunteering in Scotland.

You can join this discussion at Table 9 during all sessions

## Legal Governance Issues

Alastair Keatinge, Lindsays



Having appropriate governance arrangements in place is vital to the success of any third sector organisation. Does your organisation need a governance review and would you know how to go about this?

Important legal issues arise in relation to your constitution and how you update it. Trustees' contribution, performance and appraisal need to be reviewed and properly documented.

You can join this discussion at Table 1 during sessions 1 & 3

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## Mediation in the Third Sector

May Millward, Scottish Mediation Network



Disagreements between Board members? Volunteers and employees not seeing eye to eye? Personality Clashes? Partnership and collaborative working proving difficult?

Mediation involves an independent third party assisting people to identify and express what their issues are and then work together to find a solution. This discussion will show you how mediation can resolve difficult situations in your organisation.

You can join this seminar in Suite 5 during all sessions

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## Social Media Fundamentals

Ross McCulloch, Third Sector Lab



Ross will look at the importance of a simple social media strategy focused on creating content that users will engage with. We'll explore how to understand which online channels to use, how to find out which types of content your users will find interesting or useful and how you can measure success. Ross will look at real-world content examples, exploring a range of channels including Facebook, Twitter, Instagram, Snapchat, LinkedIn, blogging, video and audio.

You can join this seminar in Suite 4 during all sessions

## Trading by Charities

Andrew Kayley, HMRC



Many charities trade either as part of their charitable activities or to raise funds, this discussion will cover what the tax implications of trading activities are for charities? Andrew will look at: what charitable trades are permitted, what happens if charities carry out non-charitable trading, the small trading tax exemption and many other frequently asked questions.

You can join this discussion at Table 8 during sessions 2 & 4

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## The Treasurer's Survival Toolkit

Kirsty MacKenzie, iMultiply



The level of skill required by treasurers will vary dependent upon the size of the charity and the complexity of the financial transactions; however, there are a number of core skills common to all. This discussion session will cover these skills, but also give you a good idea about where to look when you need more information.

Some of the skills covered will be: organising the finances of the charity, monitoring the controls of financial records, analysing and evaluating financial information, communicating finance to non-finance people, and, perhaps most importantly, ensuring that all trustees know that they have a shared responsibility for the financial health of the charity.

You can join this discussion at Table 10 during sessions 2 & 4

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## The Trustee as a Fundraiser: How Hands-On Are You?

Catriona Reynolds, Arts and Business Scotland



As well as a strategic role, trustees are sometimes expected to have a more hands-on role in relation to fundraising. This discussion will give you the opportunity to understand what may be expected of your trustees, and will look at some of the ways that they can get involved, particularly if they have not had to do so before.

You can join this discussion at Table 2 in sessions 1 & 3

## Trustee Induction: Start As You Mean To Go On

Tracey Bird and Rhonda McLean, SCVO



A good induction is vital for new trustees so they can learn how to carry out their responsibilities and know what support they can expect. It should ensure that each new trustee can play a full part in discussion and decision making, and set the groundwork for future development and learning. This session will look at what an induction should include, and give you the opportunity to share your own experiences – good and bad.

You can join this discussion at Table 6 during all sessions

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### TSIs and How We Support You

This discussion will be led by officers from Third Sector Interfaces involved in supporting the governance of local charities and third sector organisations.

**Voluntary  
Action  
Scotland**

The logo for Voluntary Action Scotland features the words 'Voluntary', 'Action', and 'Scotland' stacked vertically in a bold, blue, sans-serif font. A thick, blue, horizontal brushstroke underline is positioned beneath the word 'Scotland'.

We will highlight the role of Third Sector Interfaces in supporting trustees; and involve delegates exploring their own role in relation to a charity's governance. We'll consider principles of good charity governance and explore what helps in being a good trustee and what works well for delegates own boards when governing their organisation.

You can join this discussion at Table 5 during all sessions



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**With thanks to our conference supporters:**



**See the delegate list for the conference here:**  
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