

PROFESSIONAL DEVELOPMENT PROGRAMME

JAN – DEC 2018

**FOR THOSE WHO
WORK WITHIN
FOUNDATIONS AND
GRANT-MAKING
CHARITIES**

ACF is the membership body for UK foundations and grant-making charities. Driven by a belief that foundations are a vital source for social good, our mission is to support them to be ambitious and effective in the way that they use their resources.

We do this through the provision of policy and advocacy, research and information, and a wide-ranging programme of events and learning. Our 350 members collectively hold assets of around £50bn and give over £2.5bn annually.

This programme is accurate at the time of printing (March 2018), but is subject to updates, additions and amendments. Please check the ACF website for the latest details.

www.acf.org.uk

 @ACFoundations

"IT REALLY DELIVERED ON MY EXPECTATIONS."

Assessing grant applications, 2017

"VERY INTERESTING AND WELL EXPLAINED. THE TUTOR WAS VERY KNOWLEDGEABLE."

Reading applicants' accounts, 2017

"I THOUGHT THE PRESENTER WAS EXCELLENT AND MADE WHAT SEEMS TO BE A COMPLICATED TOPIC EASIER TO UNDERSTAND, IN PARTICULAR THROUGH THE EXAMPLES USED."

The essentials of data protection, 2017

TO BOOK A PLACE WWW.ACF.ORG.UK

ACF, Acorn House
314–320 Gray's Inn Road
London, WC1X 8DP

- ACCESSIBLE CENTRAL LONDON VENUE
- EXCELLENT VALUE
- COURSES OPEN TO NON-MEMBERS FROM GRANT-MAKING CHARITIES
- DISCOUNTS FOR ACF MEMBERS

PROFESSIONAL DEVELOPMENT PROGRAMME

JAN – DEC 2018

Welcome to ACF's Professional Development Programme 2018 – a unique suite of short courses and seminars that has been carefully created for those who work within foundations and grant-making charities.

The purpose of our programme is to support you in your professional development and to connect you with current good practice. Our seminars create a space where your questions can be answered – either through discussion with peers, with external experts, or learning from leading practitioners working in the field.

We run a mixture of technical seminars e.g. what you need to know about GDPR, or assessing grant applications, as well as more explorative seminars on current topics e.g. on funder collaboration, or involving grantees in decision-making.

You will find a selection of seminars for those responsible for leadership in the sector – for new chief executives and directors there is a seminar designed to introduce you to the sector and to one another; alongside two seminars specifically designed for the unique role of the foundation trustee.

We are delighted to include four brand new seminars in this year's programme in response to feedback from members, as well as what we think is important to be considered:

The how and why of involving grantees in your decision-making, Exploring core funding, What it means to be a corporate foundation trustee, and Digital solutions to social challenges.

ACF seminars offer a unique insight not available elsewhere and our intention is to create a safe space for you to learn with fellow grant-makers, enabling you to develop your own ideas and professional practice.

All seminars that run over the lunch period (12–2pm) will include a light buffet lunch.

ACF'S PROFESSIONAL DEVELOPMENT PROGRAMME HAS THREE STRANDS:

1
CORE PROFESSIONAL SKILLS DEVELOPMENT
PAGE 04

A set of courses covering what you need to make good grants

2
SPECIALIST SEMINARS
PAGE 08

Providing focussed analysis of current topics relevant to trusts and foundations

3
LEADERSHIP SEMINARS
PAGE 14

Uniquely designed for leaders of trusts and foundations

ACF SEMINARS 2018

KEY

- CORE PROFESSIONAL SKILLS DEVELOPMENT
- SPECIALIST SEMINARS
- LEADERSHIP SEMINARS

JANUARY

- 18 Reading applicants' accounts
- 30 How to assess the outcomes and impact of projects you fund

FEBRUARY

- 07 The challenges and opportunities of foundation leadership
- 27 The essentials of data protection – DPA to GDPR

MARCH

- 01 Introduction to issues in grant-making
- 08 Grant-making and the law
- 21 Assessing grant applications

APRIL

- 17 Selecting a new grant-management system
- 19 Reading applicants' accounts

MAY

- 09 An introduction to social investment for foundations
- 10 How to assess the outcomes and impact of projects you fund
- 16 What it means to be a foundation trustee
- 24 What it means to be a corporate foundation trustee

JUNE

- 05 Digital solutions to social challenges
- 07 Introduction to issues in grant-making
- 12 Exploring core funding
- 13 Funder collaboration
- 14 The how and the why of involving your grantees in your decision-making processes

JULY

- 11 Beyond the balance sheet

SEPTEMBER

- 13 The challenges and opportunities of foundation leadership
- 19 Selecting a new grant-management system
- 25 Assessing grant applications
- 27 Reading applicants accounts

OCTOBER

- 11 How to assess the outcomes and impact of projects you fund

NOVEMBER

- 21 Welfare reform and the impact upon the individuals you fund
- 27 Introduction to issues in grant-making
- 28 Funding plus

DECEMBER

- 05 Reading applicants' accounts
- 13 Assessing grant applications

"GREAT COURSE. CLEAR INFO. VERY USEFUL. GIVEN ME LOTS OF IDEAS"

How to assess the projects you fund, 2017

TO BOOK A PLACE
WWW.ACF.ORG.UK

1

CORE PROFESSIONAL SKILLS DEVELOPMENT

A SET OF COURSES COVERING WHAT YOU NEED TO MAKE GOOD GRANTS

ASSESSING

GRANT APPLICATIONS EXPLORING KEY PRINCIPLES WHICH UNDERPIN GOOD PRACTICE

21 MARCH
25 SEPTEMBER, OR
13 DECEMBER 2018

Time: 11am–3.30pm
Venue: ACF, London
Price: £140 member, £213 non-member

Presenter: Emma Beeston, independent consultant

How grant applications are assessed can depend enormously on the size of the foundation, as well as on the mission and operational models adopted. There is no magic formula, but there are some key principles which underpin good practice, focusing on two important questions:

How do we ensure the assessment process is fair and balanced?

What information do you need to make a considered judgement?

This is an opportunity to participate in a course that will:

- provide an overview of the core principles of good practice in assessing grant applications
- explore the challenges and dilemmas of different assessing approaches
- enable you to share information, ideas, challenges and possible solutions when assessing grant applications
- draw on the experiences both of the facilitator and participants, with a mixture of presentation and small group-based discussions and exercises.

Will interest:

Those involved in the practicalities of assessing grant applications who want to explore the underlying principles, the challenges involved and to learn from different approaches.

Emma Beeston has considerable grant-making experience including managing programmes for BBC Children in Need and Lloyds Bank Foundation for England and Wales. She is a guest lecturer on CASS Business School's Charity Masters Programme and is a lecturer at the University of Kent.

01 MARCH
07 JUNE OR
27 NOVEMBER 2018

Through presentations and discussion, we will cover:

- facts and figures about the foundation sector
- the grant-making cycle
- hints and tips on good grant-making from an experienced practitioner
- some of the dilemmas and 'hot topics' for grant-making foundations.

Will interest:

Foundation staff who are involved in the practicalities of grant-making and are new to grant-making.

All the foundation presenters who are contributing to this seminar are all experienced practitioners in the field of grant-making.

TO ISSUES IN GRANT-MAKING

Time: 11.30am–2.30pm
Venue: ACF, London
Price: £42 member, £62 non-member

Presenters: (01 March)

Keiran Goddard, Director of External Affairs, ACF; and Amelia Fitzalan Howard, Director, The Rayne Foundation

Presenters: (07 June)

Esther Thompson, Head of Learning and Events, ACF; and Sharon Shea, Director of Funding, Esmée Fairbairn Foundation

Presenters: (27 November)

Esther Thompson, Head of Learning and Events, ACF; and Sioned Churchill, Director of Special Initiatives and Evaluation, Trust for London

New to grant-making? This introductory seminar will give you a fuller understanding of how your role relates to the work of your foundation, and how that compares to others in the grant-making world.

READING

APPLICANTS' ACCOUNTS

18 JANUARY
19 APRIL
27 SEPTEMBER OR
05 DECEMBER 2018

Time: 10am–4pm
Venue: ACF, London
Price: £140 member, £213 non-member

Presenter: Sayer Vincent

This essential and popular one day course gives grant-makers an understanding of applicants' statutory accounts and the legal and accounting framework of which they are a part.

You will leave the session understanding:

- accounting principles and terminology
- balance sheets, income and expenditure accounts, and the relationship between them
- key indicators and warning signs in applicants' accounts.

You will also come away with a comprehensive resource pack that contains practical examples and checklists to aid your work.

Will interest:

Those who are involved in reading applicants' accounts who do not have a formal financial background, and who have received limited previous training. Those needing a refresher will also find it helpful.

INTRODUCTION

GRANT-MAKING AND THE LAW

08 MARCH 2018

Time: 12–3pm
Venue: ACF, London
Price: £42 member, £62 non-member

Presenter: Elizabeth Jones, Senior Associate, Farrer & Co

A charity law expert will give a broad overview of the law as it affects grant-making, covering topics including:

- Is a grant a gift, trust or contract? The differences and the pitfalls
- Standards of care in grant-making – what does the law require?
- Standard terms – are there terms no funder should leave home without?

The aim of the course is that you will:

- Gain a greater understanding of the different legal forms of grant-making available to you
- Have a grasp of the factors to consider when deciding which form to use
- Understand the legal duties of trustees regarding grant-making
- Have an idea of how to comply with those duties in practice.

Will interest:

Trustees and staff of trusts and foundations who want to gain a basic knowledge of the law as it affects grant-making.

BEYOND THE BALANCE SHEET

HOW FOUNDATIONS CAN IDENTIFY EFFECTIVE APPLICANTS AND SPOT WARNING SIGNS

11 JULY 2018

Time: 12–3.30pm
Venue: ACF, London
Price: £114 member, £161 non-member

Presenter: Sayer Vincent

To assess likely success in the long-term, it is vital to look beyond individual funded projects to the organisation as a whole and how it is run. Financial difficulties are sometimes symptomatic of an organisation's culture.

The way that an organisation approaches planning, manages staff, monitors performance, and exercises good governance, all contribute to how well it performs financially or not and the charitable impact it has.

The aim of this practical seminar is to provide participants with an understanding of the importance of the overall 'control environment' and what might be the warning signs to look out for when assessing organisations for the first time and during routine monitoring.

There will be an opportunity to work through case studies and practical examples, and to build up a practical checklist that can be used when making assessments.

This seminar is focussed on good financial management rather than the interpretation of accounts.

Will interest:

Those involved in assessing the financial performance of grant applicants, who have either attended the Reading applicants' accounts course or are confident in reading a set of accounts.

HOW TO ASSESS

Time: 10am–4.30pm
Venue: ACF, London
Price: £161 member, £223 non-member

Presenter: Charities Evaluation Services (CES), part of NCVO

This course will support you in how you assess and demonstrate the effectiveness of your grant-giving. Through presentations, group work and discussion this course will:

- explain the terminology and jargon
- provide good practice guidance
- help you to clarify the outputs, outcomes and impact of your funded organisations
- support you to develop and apply an appropriate and proportionate monitoring and evaluation system
- explore reasonable and feasible ways to collect information
- help you to interpret and use information once you collect it.

THE OUTCOMES AND IMPACT OF PROJECTS YOU FUND

**30 JANUARY
 10 MAY, OR
 11 OCTOBER 2018**

'Inspiring Impact' resources will be referred to as part of the course.

Will interest:

Those involved in reviewing or developing a system for monitoring and evaluating grant-giving.

CES is one of eight organisations (including ACF) who manage and deliver 'Inspiring Impact' – an international collaborative programme, working to help organisations know what to measure and how to measure.

PROVIDING FOCUSED ANALYSIS OF CURRENT TOPICS RELEVANT TO TRUSTS AND FOUNDATIONS

OF DATA PROTECTION – FROM DPA TO GDPR

27 FEBRUARY 2018

Time: 11am–3pm
Venue: ACF, London
Price: £140 member, £213 non-member

Presenter: Paul Ticher, independent consultant

Most voluntary organisations have become familiar with their responsibilities under the current Data Protection Act 1998, and many are aware that this will be replaced on 25 May 2018 by the EU’s new General Data Protection Regulation (GDPR).

GDPR is not a radical departure from the current situation, but it does introduce some important changes in the rules about how data may be legally handled and in the responsibilities of organisations. At the same time, recent changes in the way fundraising and direct marketing are regulated mean that all charities have to review their current practice.

This course will:

- Ensure that all participants are confident about the basics of the Data Protection Act, both now and in the future.
- Put data protection in context e.g. looking at its relationship to confidentiality.
- Explain fully the changes that GDPR will introduce and how the new requirements might be met.
- Explore in detail the issues that will particularly affect trusts and foundations.
- Enable participants to draw up an action plan specific to their organisation.

Will interest:

The course does not require any prior knowledge of Data Protection. It is most suitable for people who have some responsibility for Data Protection, either at an operational or strategic level. Those with compliance responsibilities within their role should also find it useful.

Paul Ticher is one of the UK’s leading experts in data protection in the voluntary sector with over 20 years’ experience in the voluntary sector.

FUNDER – THE POTHOLES, POTENTIALS AND POSSIBILITIES COLLABORATION

13 JUNE 2018

Time: 12–4pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenters: Duncan Shrubsole, Director of Policy, Partnerships and Communications, Lloyds Bank Foundation England and Wales; Helen Kersley, Programme Director, Cripplegate Foundation; Julia Kaufman,

Independent consultant (a former Director of BBC Children in Need)

Chair: Cristina Andreatta, Director, Longleigh Foundation

Do you want to find out when collaboration could be a fruitful road to explore? And when it would be best to go it alone? Collaboration can be time consuming, costly and difficult to administer and monitor.

Yet evidence suggests that when the circumstances are right and the partners are suitably matched, working in collaboration can make funders more effective and able to tackle complex issues (Davidson Knight et al, 2017; DP Evaluation, 2012; Kaufman, 2011; Kippin et al., 2015).

The aim of this seminar is to deepen participants’ understanding of what collaboration can mean for funders, the different forms it can take and what impact it can have.

At this seminar, delegates will look at:

- why collaboration is important for well-functioning funding ecology and what are the preconditions for it to succeed;
- the different types of collaboration, their benefits and implications;
- what different kinds of collaboration can be suitable for and when it is better to go it alone;

We will hear from peers when collaboration has worked and when it hasn’t worked for them and participants will do practical exercises to road test collaboration within their own scenarios.

Will interest:

Foundation staff or trustees who are interested in the topic of collaboration.

Duncan Shrubsole will share the learning from a number of collaborations Lloyds Bank Foundation have been part of.

Helen Kersley will talk about the learning from Islington Giving, a place-based initiative to jointly tackle poverty and inequality.

Julia Kaufman will report on the Corston Independent Funders’ Coalition, which saw the collaboration of 22 foundations to advocate for a better treatment of women in the criminal justice system.

INTRODUCTION

TO SOCIAL INVESTMENT FOR FOUNDATIONS

09 MAY 2018

Time: 12–4.30pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenters: Jessica Tyrell, Bank Workers Charity; Mark O’Kelly, Barrow Cadbury Trust; and Danyal Sattar, Joseph Rowntree Foundation

Chairs: Caroline Mason, Esmée Fairbairn Foundation and Richard Jenkins, independent consultant

This is an introductory session for foundation staff and trustees who are new to social investment. The seminar will incorporate a clear overview of what social investment

is and will explore the different types of investments that are encompassed within the term ‘social investment’.

Through presentations and discussions, we will look at:

The external context: Due to the current external context, organisations increasingly have to deal with challenging new forms of funding e.g. income generation, contracts. Through providing social investment, foundations can provide an important, capacity building and transitioning function for organisations. Social investment can be a simple, patient, supportive, unsecured and long term loan that can be the equivalent of unrestricted funding.

How social investment can fit together with grants: Social investment is not ‘other’ and foundations don’t have to make a binary choice. There are plenty of opportunities for foundations to use their grant making to do things like underwriting, guarantees, repayable grants and grants plus to help organisations.

The practicalities: Through practical examples, we will look at how social investment is different from making a grant and where there are connections with impact measurement, identifying good opportunities, carrying out due diligence, and monitoring.

Impact: We will explore how to align social investment with our core purposes and missions.

By the end of this seminar you will be in a better position to explain what the term social investment means, and be able to ascertain if it is something for your foundation or not.

Will interest:

Foundation staff and trustees who would like to find out about what social investment is and what it involves, and whether it might be appropriate for them.

DIGITAL SOLUTIONS

TO SOCIAL CHALLENGES

SELECTING

A NEW GRANT MANAGEMENT SYSTEM OPTIONS AND APPROACH

17 APRIL, OR
19 SEPTEMBER 2018

Time: 11am–3pm
Venue: ACF, London
Price: £42 member, £62 non-member

Presenters: (17 April)
Libby Hare and **David Membrey**, Adapta Consulting; **Alexis Chapman**, Director of Finance and Resources at Maudsley Charity; and **Carol Harrison**, Finance and Administration Director, Trust for London

Presenters: (19 September)
Libby Hare and **David Membrey**, Adapta Consulting; **Joanne Knight**, Director, Triangle Trust 1949 Fund; and **Fiona Young**, Head of Resources, Tudor Trust

Chair: **Esther Thompson**, Head of Learning and Events, ACF

There are many suppliers and software packages available to the charitable sector, designed for managing relationships with supporters, grantees/partners, members and others, but how do you choose the system that best supports the specific needs of your foundation?

Many systems include modules that provide additional capabilities to support grant administration, but foundations are increasingly looking for systems that meet more complex requirements around impact reporting, partnership working, loans and social investment.

This seminar will help you make the right decision for your foundation and will include:

- A brief overview of what systems are available that meet the complex needs of the grant funder
- Good practice on selecting the best software and suppliers
- Tips on how to ensure a smooth implementation process

This practical session will include two foundation case studies who will share their system selection and implementation experiences and offer valuable tips to help ensure a successful outcome. Attendees will also receive a complimentary copy of the Adapta publication 'A guide to CRM systems for Grant-making Foundations'.

Will interest:

Foundation staff who are responsible for the grant management systems – both those who use them or who make decisions about what system to use.

Adapta Consulting specialise in providing charities, membership organisations and other not-for-profit organisations with tailored advice and practical guidance to develop processes, people and technology.

05 JUNE 2018

Time: 2–5pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenters: **Billy Dann**, Grants Digital Innovation Manager, Comic Relief; **Cassie Robinson**, Strategic Design Director, doteveryone; **William Perrin**, Trustee, Indigo Trust; and **Faiza Khan**, Director, Policy and Communications, Paul Hamlyn Foundation

Chair: **Esther Thompson**, Head of Learning and Events, ACF

Some of us can find the world of technology baffling, but increasingly technology can be used as a way to help address social challenges.

This seminar will be a chance to explore questions that foundations may be thinking about including:

- how digitally literate do I need to be before I can consider technology as a solution to a social challenge?
- when is digital technology an appropriate solution and when is it not?
- how do I know a digital solution to a social issue is value for money, or is it tech for tech sake and will it really improve the impact I want to make?
- what foundations can do to encourage and support grantees to think about using technology as a response to a social challenge.

In addition we will have a chance to think about some good design and development principles that equip you to know what to do when an application lands on your desk that is a technological or digital solution to a social issue.

We will hear from the Learning Partner of the Tech for Good programme launched by Comic Relief and Paul Hamlyn Foundation, and gather top tips from foundations that have gone down this road.

EXPLORING

CORE FUNDING

12 JUNE 2018

Time: 12–3.30pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenters: **Sara Harrity MBE**, Director, A B Charitable Trust; **Gina Crane**, Communications and Learning Manager and **Hannah Alcock**, Grants Manager, Esmée Fairbairn Foundation; and **Diane Eyre**, Imagine Foundation

Chair: **Esther Thompson**, Head of Learning and Events, ACF

Core funding is essential for organisations to survive and thrive – often covering their leadership, financial management and accommodation costs. It can provide organisations with greater stability, as well as increased scope for growth and innovation. However, in a tough funding environment, it can be increasingly difficult for organisations to meet these costs and many grant-makers

have traditionally preferred to offer funding for frontline delivery or projects.

This seminar will explore the potential of core grants to provide an effective solution to some of the challenges posed by the funding environment.

We will hear from foundations about why they decided to offer core funding and what factors they consider when making individual core funding decisions.

We will tackle difficult questions such as whether it is possible to assess

the impact of core funding, how to identify organisations that would benefit, and how to weigh the benefits of core funding against its risks and opportunity costs.

Will interest:

Foundation trustees and staff who are considering whether to make core funding grants and in what circumstances.

FUNDING PLUS

AN ANALYSIS OF CURRENT PRACTICE AND LEARNING

WELFARE REFORM

AND THE IMPACT UPON INDIVIDUALS YOU FUND

21 NOVEMBER 2018

Time: 12–4pm
Venue: ACF, London
Price: £114 member, £161 non-member

Presenter: Steve Johnson, Child Poverty Action Group

Chair: Dominic Fox, Chief Executive, ACO

With welfare reform continuing to have an impact upon people's lives, this half-day seminar provides an analysis and update on:

- The 2017 amendment to the bedroom tax regulations and developing case law – implications for tenants and landlords

- The November 2016 reductions in the benefit cap limits and how this is impacting tenants in and out of London
- The April 2017 'two child limit' rules, as they apply to tax credits, housing benefit and Universal Credit
- Significant case law developments in relation to ESA and PIP, and the latest data on success rates at revision and appeal
- The impact of Universal Credit roll-out – the main rules and structure, winners and losers.

Will interest:

Trust and foundations that give grants to individuals who are likely to be affected by these changes and who wish to explore the impact upon their funding practice, including how they may need to change and adapt.

28 NOVEMBER 2018

Time: 10am–3.30pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenters: Eliza Buckley, Senior Research Officer, IVAR and two UK foundations who deliver funding plus

Chair: Esther Thompson, Head of Learning and Events, ACF

Trusts and foundations are often involved in activities with beneficiaries that go far beyond grant-making – sometimes known as 'funding plus' or 'grants plus'. This seminar is a unique opportunity to hear from a panel of experienced practitioners about their experience of funding plus – the good, the bad and the ugly – from the perspective of both practitioners and researchers.

Using the panel's experiences and learning as a spring board, you will have the opportunity for an in-depth analysis of your own practices and ideas, and a chance to share this with colleagues. This exciting opportunity for facilitated peer exchange will enable you to challenge one another in a safe environment and to explore where you could go forward with some new thinking on funding plus. We will also be looking at funding plus in the current economic climate, especially when working with smaller organisations and thinking about how best to support them.

It is our intention that you will leave with a deeper understanding of the current thinking on some foundations' activities beyond grant-making and reflections of your own approach to funding plus.

Will interest:

Foundation practitioners who are engaged in or interested in learning more about the 'funding plus' or 'grants plus' approach.

THE HOW AND WHY OF INVOLVING GRANTEEES IN

DECISION-MAKING

14 JUNE 2018

Time: 12–3pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenters: Jess Cordingly and Joe Doran, Lankelly Chase Foundation; Catriona Kelly, Senior Programme and Funding Officer, Life Changes Trust; Emma Tregear, Grant Manager, Lloyds Bank Foundation England and Wales;

Alison Goddard, a grant panel advisor (Chief Executive of Lincolnshire Action Trust).

We often ask grantees how their service users influence decisions, but how good are we at doing this ourselves? In this seminar, we will provide an overview of current foundation practice and share the steps that some funders have taken to actively involve grantees – including involving them in setting strategy, advising on and shaping

programmes and specifically in grant decision making.

We will hear a grantee perspective about what it means to be a grant panel advisor, and there will be an interactive session exploring the barriers to foundations adopting this approach.

Throughout the session we will:

- explore the different approaches, benefits and challenges of involving grantees in decision making processes

- hear perspectives from both a funder and grantee
- enable participants to look at developing this aspect of their grant making practice.

Will interest:

Trusts and foundations who are thinking about bringing in grantees to the decision-making process.



LEADERSHIP SEMINARS

UNIQUELY DESIGNED FOR LEADERS OF TRUSTS AND FOUNDATIONS

CHALLENGES AND OPPORTUNITIES

OF FOUNDATION LEADERSHIP – A SEMINAR FOR NEW FOUNDATION EXECUTIVES

07 FEBRUARY OR 13 SEPTEMBER 2018

Time: 12.30–2.30pm
Venue: ACF, London
Price: £42 member, £62 non-member

Presenter: Carol Mack, Chief Executive, ACF

The role of a foundation director or CEO is unlike any other in the charitable sector. This seminar offers an opportunity to reflect upon it with others facing the same issues. Intended only for a small group, this seminar will enable new leaders to share experiences and insights on the distinct role and unique potential of foundations. Adapted to the needs of participants, the conversation will cover the shape of the foundation sector, the unique attributes of foundations and the implications for the role of a foundation CEO in supporting trustees to take forward the foundation's mission.

Drawing on recent thinking and research on foundation effectiveness, CEOs will have the opportunity to reflect with peers upon some of the common dilemmas of foundation management, their foundation's philosophy of grant-making and to review the resources available to help achieve their foundation's charitable objectives.

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Will interest: New foundation directors and CEOs, who would like to meet others in the same unique position, with the opportunity to share insights on the role of foundations.

WHAT IT MEANS TO BE A FOUNDATION TRUSTEE

WHAT IT MEANS TO BE A CORPORATE FOUNDATION TRUSTEE

24 MAY 2018

Time: 2–5pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenter: Fiona Ellis, author, Good Practice Guide for Corporate Foundations, ACF

Being a trustee of a corporate foundation is a unique role. This seminar will be an opportunity to explore with other corporate foundation trustees:

- the different models, sizes and governance structures of corporate foundations (and how your foundations compares)
- the risks and opportunities that exist specifically for corporate foundations
- the key legal responsibilities of trustees of corporate foundations
- the opportunities for corporate foundations to influence the corporate body and vice versa
- utilising the different assets you have as a corporate foundation.

There will also be an opportunity to network with fellow corporate foundation trustees and by the end of the seminar we hope to have provided participants with a broad understanding of some of the issues connected to being a corporate foundation trustee, allowing you to govern with increasing confidence and awareness of the role you hold.

Fiona Ellis has lectured internationally on aspects of philanthropy. Previously she was Assistant Director (Arts) at the Calouste Gulbenkian Foundation, and was Director of the Northern Rock Foundation.

Fiona currently serves as Chair of the BBC Appeals Advisory Committee; and is Trustee of the People's Operator Foundation.

AN EXPLORATION OF THE ROLE

16 MAY 2018

Time: 1–4pm
Venue: ACF, London
Price: £62 member, £88 non-member

Presenters: Rosie Chapman, independent consultant;
David Emerson CBE, former Chief Executive, ACF

This seminar has been designed to provide a tailored overview of trustee roles and responsibilities within the context of trusts and foundations, and it will include a discussion of current compliance and governance issues affecting them.

The seminar will:

- explore the similarities and differences between the governance of trusts and foundations, and that of the wider charity sector
- discuss trustee roles and responsibilities, with particular emphasis on what this means for trust and foundation trustees
- consider the attributes of a successful foundation board

- explore the regulatory framework for charities within which UK based foundations operate, including reference to OSCR (Office of the Scottish Charity Regulator) and CCNI (Charity Commission for Northern Ireland)
- discuss current compliance and governance issues of relevance to foundation boards.

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Will interest:

Trustees of trusts and foundations who are interested in finding out more about the role.

Rosie Chapman is a former Director of Policy at the Charity Commission, with in-depth knowledge of charity regulatory requirements and best practice expectations. She works with a range of trust and foundation trustee boards, is a Fellow of the Institute of Chartered Secretaries, and is a regular author on governance issues.

David Emerson, former CE of ACF for 14 years, brings his experience and understanding of the unique aspects of the governance of trusts and foundations.

BECOMING A MEMBER OF ACF

More than 350 organisations across the UK are proud to be ACF members. They include family trusts, corporate foundations, livery companies and broadcasting appeals – from small and local grant-makers to some of the world's largest foundations.

OUR MEMBERSHIP BENEFITS INCLUDE:

- BRINGING FOUNDATIONS TOGETHER
- PROVIDING A PROTECTED SPACE FOR TRUSTEES AND FOUNDATION PROFESSIONALS TO MEET COLLEAGUES AND PEERS
- NETWORKING AND PROFESSIONAL DEVELOPMENT

Members receive discounted rates for our professional development seminars and annual conference, as well as exclusive access to member-led peer networks and an annual reception for foundation Chairs.

MAKING YOUR LIFE EASIER

We offer a range of practical services, such as an online jobs board and access to meeting room space, as well as individualised support from our staff team.

ADVOCACY

We work towards increased public understanding of the work and role of UK trusts and foundations, and the development of an enabling policy and operating environment. Our sustained engagement with governments, policymakers and charity regulators provides a platform for members to have their voices heard, resulting in greater collective influence on legislators and decision makers.

RESEARCH, INFORMATION AND GUIDANCE

Members receive free copies of our research and practice publications. We keep our members informed of the issues that affect them. We provide guidance, practical advice and share inspirational stories and sector news through our monthly newsletter and regular magazine.

BECOME PART OF OUR COMMUNITY

Membership of ACF is open to any UK organisation which is an endowed foundation, or makes grants for charitable purposes.

FOR MORE INFORMATION AND HOW TO JOIN:

www.acf.org.uk/about/membership/

FUNDER NETWORK

Funder Network is a free online community network coordinated by ACF, providing a safe space for funders to share learning and information. It provides a great way to link into an active community of grant-makers. It has a Q&A section that is full of insights and examples of good practice, allowing you to learn from peers and contribute your own expertise to help fellow funders. Funder Network is open to funders only.

To find out more and sign up, visit: www.fundernetwork.org.uk

CONTACT US

membership@acf.org.uk
020 7255 4499

“ABSOLUTELY RELEVANT TO MY WORK – AN EXCELLENT COURSE, AND I LEARNT A LOT!”

How to assess the outcomes and impact of the projects you fund, 2017

“REALLY HELPFUL PROFESSIONAL DEVELOPMENT.”

Assessing grant applications, 2017

“EXCELLENT EXERCISES AND SUPPORTING MATERIAL.”

Reading applicants' accounts, 2017

“REALLY HELPFUL INTRODUCTION. THEY WERE VERY GOOD PRESENTERS.”

Introduction to issues in grant-making, 2017

“THIS WAS EXCELLENT. SO USEFUL TO HEAR FROM A SMALL AND LARGE FUNDER. I WAS SCEPTICAL ABOUT IMPLEMENTING A SYSTEM, BUT FEEL MORE CONFIDENT ABOUT MOVING FORWARD WITH IT.”

Selecting a new grant management system, 2017



ACF OFFICIAL PARTNERS:

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At **Ruffer**, we have a distinctive approach to investing which we believe is well suited to the needs and goals of charities and their trustees. We focus on delivering 'all weather' investment returns and protecting and growing the value of our client's assets throughout the market cycle.

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