

# Governance for the Arts

Setting the  
tone for  
the 21st  
Century



For: Trustees, General Managers and Artistic Directors of Arts Organisations and Individual Artists

Artists and arts organisations face an increasing range of legal and accounting challenges and must deal with them in a difficult funding climate. This conference provides a guide to the key legal issues and highlights the opportunities arising from recent developments in company and charity law.

**Friday 23 March 2007**

The Charity Centre,  
24 Stephenson Way  
London, NW1 2DP

Jointly organised by:

**DIRECTORY OF SOCIAL CHANGE**  
INFORMATION AND TRAINING FOR THE VOLUNTARY SECTOR

THE **CHARITY TEAM** AT  
**RUSSELL-COOKE** SOLICITORS

Supported by:

**A&B**  
Arts & Business *working together*

# Spaces are limited – BOOK NOW

It's easier and quicker to reserve your place at [www.dsc.org.uk](http://www.dsc.org.uk)

## About the organisers

The **Directory of Social Change (DSC)** is the largest provider of information and training for, and specific to, the UK voluntary and community sectors. Subject areas covered include Fundraising, Personal Development, Organisational Development, Management and Leadership, Communication, and Finance & Law. The main activities of the organisation include: Providing practical training courses including the Fundraising Programme run in partnership with the Institute of Fundraising Running conferences, seminars, briefings and Charityfair Researching and publishing reference guides, handbooks and CD ROMS, Hosting subscription websites to help you raise the funds you deserve.

The **Charity Team at Russell-Cooke** is recognised as one of the leading charity law practices in England. The team acts for a wide range of charitable, voluntary and social enterprise organisations including a variety of arts organisations. It advises on charity law and governance, intellectual property, litigation, property, employment and commercial matters. The team runs regular training events and publishes articles on legal developments.

The team works with DSC on many other projects including: The Voluntary Sector Legal Handbook and regular joint training events including the Employment Law Conference.

Contact details: 2 Putney Hill, London SW15 6AB  
Tel: 020 8789 9111 Fax: 020 8780 1194  
[www.russell-cooke.co.uk](http://www.russell-cooke.co.uk)

## Booking Information

### Data Protection

DSC will use the information you provide on your booking form, and additional information you may provide in the future, for administering our conferences. We will not disclose this information to any other person or organisation, except in connection with the above purpose. All conference delegates are provided with a list of their co-delegates' names and organisations, but no further details.

### Making the Booking

Please note **we do not accept telephone bookings**. Please photocopy the booking form, complete it and forward it to us. On its receipt, your place is confirmed (subject to availability). Many of our events do fill well in advance. We will send you a confirmation letter, which will include details of the venue and a special needs form. Use the form to inform us of any special needs you may have as far in advance of the event as possible. **Please inform us if you have not received confirmation within 3 weeks of submitting your booking form.**

### Cancellation Policy

Whether payment has been received or not you will be liable for the whole fee unless we receive **written notification 21 days before the event**. If we receive written notification, 10% of the conference price will be charged as an administration fee. **Verbal cancellations will not be accepted**, but you may delegate a colleague to attend in your place rather than forfeit the full event fee. No refunds will be made for bookings cancelled less than 21 days before the event, or for non-attendance on the day, except in exceptional circumstances and then only at the discretion of the Events Co-ordinator. In such circumstances write to the Events Co-ordinator, giving full details of why you were unable to attend, enclosing any supporting documentation, such as a doctor's note.

**Requests for refunds must be sent within two weeks of the event date; no refunds will be made after that time.**

## Booking Form

### Places

Please reserve ..... place(s) at Governance for the Arts 2007,

1. Name

Position

Session choice: A  B  C  D

2. Name

Position

Session choice: A  B  C  D

Organisation

Address

Postcode

Tel

Fax

Email

### Is your organisation:

**Organisation Type**  Voluntary/Community/Charitable  Statutory  Commercial

**Employee No:**  Under 5  6-20  21-50  51-250  250-1000  1000+

**Turnover:**  <£100k  £100k-£500k  £500k-£1m  £1m-£5m  £5-£25m  £25m+

### Photocopy and complete this booking form and return it to:

Governance for the Arts 2007, 24 Stephenson Way, London NW1 2DP

Tel: 08450 77 77 07 Fax: 020 7391 4808 E-mail: [training@dsc.org.uk](mailto:training@dsc.org.uk)

### Method of payment

I enclose a cheque for £  payable to the Directory of Social Change

Please invoice my organisation for £

PAYMENT BY BACS

Visa  Mastercard  Maestro  Delta/Connect

**Please quote card number .....** Maestro only

Valid From  Expiry Date  Maestro only

Please quote the last 3 digits of your security number, which is the number on the back of your card

**Cardholder's signature**

**Cardholder's address (if different from left)**

Name .....

Address .....

..... Postcode .....

**Fees**  Band A: £155  Band B: £215  Band C: £395

**Band A:** is for voluntary and community organisations with a turnover up to £500,000.

**Band B:** is for voluntary and community organisations with a turnover of over £500,000.

**Band C:** is for statutory and commercial organisations.

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## The Trainers

**David Bryan** has over 15 years experience in the public sector as a management consultant, providing training to senior managers and councillors.

**Hilary Carty** MBA is the Director of the Cultural Leadership programme and has been Director of Performing Arts at Arts Council England since 2003.

**Sue Harrison** has worked in the cultural sector for 20 years with a wide experience of boards as a funder, board member and chair.

**Murtaza Jessa** is a partner at Haysmacintyre. As well as audit and accounting support, he has provided a broad range of support to charities and arts organisations.

**David Mears** is a partner in the Charity Team at Russell-Cooke. David specialises in advising on complex commercial agreements, trading and fundraising.

**James McCallum** is a partner in the Charity Team at Russell-Cooke specialising in property law.

**Sailesh Mehta** is a partner at HW Fisher & Company. Alongside the company's specialist Media and Entertainment Team, he provides a range of accounting support to artists and arts organisations.

**Shivaji Shiva** is a partner in the Charity Team at Russell-Cooke, advising arts organisations on a range of charity and commercial law issues. He is a charity trustee and the chair of a performing arts charity.

**James Sinclair Taylor** heads the Charity Team at Russell-Cooke. James has been advising arts organisations for over 25 years. Clients now include arts and campaigning organisations as well as grant makers.

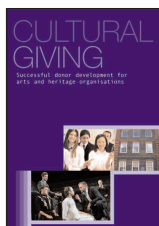
## What else can DSC do for you?



### Cultural Giving

Everything you need to know about UK sources of funding for all arts forms.

234x156mm, 208 pages, ISBN 1 903991 10 2  
**£18.95**



### Cultural Giving Guide

For culture and heritage organisations that want to create, sustain and increase income.

244x169mm, 208 pages, 1st edition, Oct 2006  
ISBN 1 903991 80 3 **£15**

## DSC Fundraising Websites

£150 + VAT  
(£176.25 inc VAT) single user licence

[trustfunding.org.uk](http://trustfunding.org.uk)



Free

[governmentfunding.org.uk](http://governmentfunding.org.uk)



£150 + VAT  
(£176.25 inc VAT) single user licence

[grantsforindividuals.org.uk](http://grantsforindividuals.org.uk)



£150 + VAT  
(£176.25 inc VAT) single user licence

[companygiving.org.uk](http://companygiving.org.uk)



DSC runs hundreds of courses nationwide on Fundraising, Organisational Development, Management, Finance & Law and Skills Development. You can also arrange for training to take place on your premises. You can find information on all our activities and order books online through our website:

[www.dsc.org.uk](http://www.dsc.org.uk)  
or call 08450 77 77 07

11.10 Break

**11.30** *Choice of one of the following sessions:*

**A Governance**

What does governance look like in the 21st Century?

- New structures: the Community Interest Company and the Charitable Incorporated Organisation
- Existing structures revitalised: the company limited by guarantee and community benefit societies
- The public benefit spectrum: charity, social enterprise or commercial organisation?
- The Charities Act, the Companies Act and other forthcoming changes

Speaker: Shivaji Shiva

**B Creativity**

Developing new ways of building creativity.

- Creativity and the board – getting the board to work more effectively.
- A new perspective for senior staff.
- Handling difficult and challenging situations with confidence.

Speaker: Sue Harrison

**C Employment:**

This session reflects the need for the arts sector to develop flexible staffing models by focusing on atypical workers and the consequences of using them.

We cover:

- Legal status: employee, worker or being self-employed
- Using 'casual' workers
- Volunteers: safeguarding the 'gift' relationship
- An introduction to tax liabilities for the self-employed

Speaker: Jane Klauber

**D Managing and Negotiating Contracts**

A review of the risks arising from contracts including:

- Negotiating freelance contracts,
- The pros and cons of model contracts;
- Virtual organisations and atypical workers

Speaker: David Mears

12.45 Lunch

**1.45** *Choice of one of the following sessions:*

**E Risk Management**

Arts organisations are often accused of being bad at risk-management.

This session will include:

- The board's role in recognising and managing risk
- Key governance risks
- The ten key operational risk areas
- Negotiation and documentation as risk management tools

Speaker: James Sinclair Taylor

**F Property – managing complexity**

This seminar includes:

- Investing for the future: property and improving the balance sheet
- Sharing premises: success stories and potential pitfalls
- Using your home for business
- Insurance
- Catering and cafes: seeking sustainability

Speaker: James McCallum

**G Intellectual Property.**

An examination of different intellectual property rights and how they can be protected.

- Copyright: what does it mean, who owns it, and how long does it last?
- Using copyright material: assignment, licences, moral rights and exceptions, using music
- Protecting names, titles and brands
- Alternative approaches: Creative Commons

Speaker: Shivaji Shiva

**H The Accounts-Understanding accounts**

An overview of the issues involved in understanding the accounts.

Including:

- Supporting the Treasurer
- Liabilities for the self-employed
- An introduction to VAT for organisations

Speaker: Sailesh Mehta

3.00 Break

**15.20** *Choice of one of the following sessions:*

**I The New Trustee.**

An introduction to trusteeship, including:

- Recruitment and induction,
- Legal duties of company directors and charity trustees
- Nolan and public appointments.
- Encouraging board diversity; and how to ask that 'daft' question

Speaker: James Sinclair Taylor

**J Financial Management and Organisational Change**

An in-depth look at how organisations get through stressful times, keep control of their money and operate within the law. Including the role of the charity trustees and the Senior Management Team and a case study on 'developing a reserves policy'

Speaker: Murtaza Jessa

**K Understanding the Regulators.**

A look at the regulators as to which arts organisations are responsible in the light of the Charities Act and other recent developments:

- The Charity Commission: structures, priorities and proportionate regulation
- Charities and trading: complying with company law
- The CIC Regulator and the community interest test
- Key funders and demonstrating competence

Speaker: Shivaji Shiva

**L Assessing and evaluating performance**

Looking at the role of the board in encouraging and demonstrating the delivery of an organisation's artistic aims. Including:

- How to produce effective annual reports
- Meeting funding body requirements
- Frameworks for assessment and evaluation

Speaker: Sue Harrison

**16.20** *Panel Session:*

An opportunity to review the key issues raised during the day, raise unanswered questions and pick up conversations with delegates.

16.50 Wine Reception