

The 2011 NFP Sector Conference

Governance
Funding &
Financial
Management

21 – 22 November 2011, Amora Hotel, Wellington

Rethinking social profit sector strategies and management

Expert guidance and addresses from:

- Charities Commission
- Serious Fraud Office
- External Reporting Board

NFP Sector Evening

21 November 4.30pm-7.00pm

- Featuring a panel discussion & three roundtables
- Share your ideas and get to know others in an informal setting

Customise your conference experience

- Streams, Panels, Masterclasses and Roundtables
- Pick and choose sessions most relevant to you

Full-day Workshops 23rd November

Workshop One: Governance training for NFP sector board members

Workshop Two: Outcome reporting for NFP sector

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The 2011 NFP Sector Conference

Invite
your management
team, trustees and
board members

NFP Sector Evening

4.30pm-7.00pm

21 November 2011
Amora Hotel, Wellington

The evening is an opportunity for those that may be unable to attend the conference to join us for networking, discussion groups and Q&A with sector leaders. The panel discussion and roundtables is your chance to voice your views and concerns. For those that would like to just network for the evening over a few drinks and nibbles, feel free to do so. Ideal to bring your wider management team, trustees and board members.

Networking Function Sponsor:

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4.30-5.30pm

Unleashing technology

Belinda Gorman, *Community Affairs Manager, Microsoft New Zealand*

5.30-6.00pm

Panel discussion: The future of the NFP sector in NZ

Darryl Carpenter, *CEO, NZ Mountain Safety Council*

Tony Paine, *Chief Executive, Victim Support*

Clive Pedley CFRE, *Managing Director, Xponential Philanthropy & President, Fundraising Institute of New Zealand*

6.00pm Onwards

Discussion roundtables

Roundtable one: Funding issues and solutions

Heather Newell CFRE, *MComms, MFINZ, Manager – New Zealand, Blackbaud Pacific*

Tom Brady CFRE, *Executive Director, Compton Fundraising*

Roundtable two: Risk management to ensure resilience

Chris Peace, *Managing Director, Risk Management Ltd*

Roundtable three: Social enterprise and its role in NFP sector of NZ

Nazir Awan, *Principal Lecturer, Open Polytechnic of New Zealand*

Bice Awan, *Chief Executive, Skylight Trust*

Register now as spaces are strictly limited

NFP Sector Evening standalone entry fee \$45 + GST per person

NFP Sector Workshops Series 23rd November 2011, Amora Hotel, Wellington

Workshop One: 9.00am-4.00pm

**Governance training for the NFP sector
Board members**

Exceptional boards stand out. But what makes those boards so good at what they do? They seem to have a reputation for rising to another level; retaining and attracting strong leaders; a waiting list for membership; results through an engaging vision; and exceeding their fundraising campaigns. Exceptional boards go beyond just the basics of governance - they add lasting value. If you want to take the next step and become exceptional, this is the workshop for you. During the workshop, our experienced facilitator will take you through all you need to know to become exceptional.

- Exploring the purpose of governance and the measure of success and failure in governance
- Effective board practice for the NFP sector
- Legal obligation of the NFP organisation board member: the laws and its impact
- Analysis and interpretation of financial statements
- Developing and implementing risk management policies
- Strategic planning: the role of the board and the difference between board vs. management strategic decision making

Brent Wheeler, *Exec Chair, The Boardroom Practice Limited*

Workshop Two: 9.00am-4.00pm

Outcome reporting for the NFP sector

Historically, financial reporting made available to the public tends to focus on financial results rather than actual outcomes. However, outcome reporting is fast becoming the next-big-thing when it comes to reporting, in particular for the NFP sector. Outcomes are the achievements or the changes as the result of the contributions of the organisation. Non-profit organisations should be assessing and reporting these outcomes to their sponsors and funders. This workshop will take you through best practice models for outcome reporting including:

- Setting up systems to track outcomes
- Using outcomes to evaluate strategies within your organisation
- Setting up the outcome reporting so it is clear, concise and relevant for your individual stakeholders
- The role of outcome reporting in assisting your organisation to achieve its vision
- Outcomes management currently being used in a number of pilots and case studies in the NFP sector

Paul Duignan, *Outcomes and Evaluation Expert, Parker Duignan Consulting*

Day One – 21st November 2011

8.20 Registration and Coffee

8.45 **Mihimihi**

9.00 **Opening remarks from the Chair**
Brent Kennerley, *Partner*, Grant Thornton

Plenary Sessions

9.10 **Keynote address: Developing a social profit agenda – community organisations' role in shaping NZ society**
The social profit sector makes a significant contribution to New Zealand. This session will set the scene for the forum by highlighting changes and challenges for the sector.

- The changing landscape of the sector
- The contributions of community organisations
- Trends and developments
- Facing up to current reality of increased needs and scarce funding

Tina Reid, *Executive Director*, Social Development Partners

9.40 **An update from the Charities Commission**

- The latest snapshot of the NFP sector and sources of funding
- The registration process and the rules governing registration decisions
- The proposed technical amendments to the Charities Act
- The Commission's plans looking ahead

Trevor Garrett, *Chief Executive*, Charities Commission

10.20 Morning tea

10.40 **The countercyclical contribution of the NFP Sector**
Using the Christchurch earthquakes as an example of a situation in which the NFP can play a significant role, Keith will address how in principle (but not always in practice) it's easier to get the required resources at a time in which the general economy is in a phase of slow growth or recession. He will look at ways that government can act as guarantor

so that the NFP can receive funding on concessionary terms, enabling the NFP sector to become a significant employer at times of otherwise high unemployment.

Keith Rankin, *Lecturer - Accounting and Finance*, Unitec

11.20 **SFO Address: The role of the Office in upholding the reputation and prosperity of the NFP sector**

Since 2009, our Courts have prosecuted individuals who in total have stolen more than \$3 million from NZ charities. That is more than \$30,000 each week. Fraud in the NFP sector is not only costing charities money, but also hurting the reputation of the sector.

- The signs of fraud
- What to do when you suspect fraud is happening
- Preventative measures
- Proving and prosecuting fraud

Nick Paterson, *General Manager*, Fraud & Corruption, Serious Fraud Office

12.00 **Panel discussion: The current challenges facing the NFP sector**

In order to move forward, we need to know where we stand today. Exploring what the sector is doing well and the challenges it faces is the first step in facing up to the challenges of tomorrow. Before we break into streams, the panellists will voice their view on what they see as the major challenges facing the sector.

- Trends concerning the NFP sector – poverty, unemployment and the funding hurdles
- The major challenges in governance
- The major challenges in financial management

Darryl Carpenter, *CEO*, NZ Mountain Safety Council

Bice Awan, *Chief Executive*, Skylight Trust

Tony Paine, *Chief Executive*, Victim Support

Craig Fisher, *Audit Director & Chairman*,

Hayes Knight Chartered Accountants

Clive Pedley CFRE, *Managing Director*, Xponential

Philanthropy & President, Fundraising Institute of New Zealand

12.45 Lunch

Streams - Feel free to move between streams to attend the topic of your choice

Governance Management Stream

1.30 **Legal update: Obligations of Board**
Board members of an NFP organisation have similar liabilities as those of a company. However, many board members only have limited understanding of their responsibilities.

- The legal responsibilities and liabilities as board members
- Recent changes in applicable law
- Liability insurance and its limits
- What you can do to avoid disputes arising

David McLay, *Barrister*, Barristers.com

2.15 **CEO and senior management succession planning**
While succession planning is one of the most important duties of the Board, evidence suggests that less than half of NFPs have CEO and senior management succession plans in place. Succession planning prepares and selects the right personnel and is critical to performance and sustainability.

- Having a well-defined succession planning process
- Establish ownership of succession planning responsibilities
- Leadership development within the organisation

Lesley Moffat, *Director*, OnBoard with Lesley Moffat

3.00 Afternoon tea

Finance and Management Stream

1.30 **XRB Keynote: The XRB, NZASB and proposed changes to NFP financial reporting**
The financial reporting of NFP entities is facing profound changes in the near future. This session will give an update on the new XRB and NZASB and will discuss the progress on reporting requirements for the sector.

- The new standard-setting arrangements
- The anticipated impacts of reporting changes on the sector
- The latest developments in reporting standards for NFPs
- What the NFPs need to do to prepare for the changes?

Kevin Simpkins, *Chairman*, XRB

2.15 **Ensuring compliance and fair representation of your financial reports**
Stakeholders and Decision-makers require reliable and independently reviewed financial information. Without being able to rely on accurate financial statements, it is difficult to make decisions. This session looks into audits and other forms of independent assurance.

- Understanding the assurance needs of your organisation
- Reviewing the common assurance practices of NFP
- Merits and disadvantages of different methods

Craig Fisher, *Audit Director & Chairman*, Hayes Knight Chartered Accountants

3.00 Afternoon tea

Masterclass one

Monitoring the performance of the Board and senior management

NFP board members are entrusted to direct the organisation towards achieving its goals. Thus, it is also the job of the board members to monitor the performance of the organisation. Monitoring can be challenging, especially when it involves monitoring the performance of the people in the organisation. In this Masterclass, the facilitator will take you through the key to effectively monitor the performance of the board and senior management of your organisation.

- Developing metrics for performance
- Evaluating the performance of your senior management staff
- How to gauge the performance of the Board and its individual members
- What to do with the information gathered
- How to deal with areas of concern
- Continued education plan for the board and senior management

Tony Hassed, *Director and Founder,*
BoardSense Limited

Masterclass two

Risk management for the NFP sector

The 2011 NFP sector survey by Grant Thornton showed that many NFPs do not have a formal approach to risk assessment and management. This is somewhat alarming as effective identification and management of risk contributes greatly to good governance and the smooth running of the organisation, as well as its long term survival. In this Masterclass, the facilitator will take you through what you need to know to effectively manage the risks your organisation face.

- Setting risk appetite, tolerance and policy
- Building a 'risk register' and 'risk profile' for your organisation
- The importance of frequently reviewing your risk register and risk profile
- Common risks facing NFPs and charities
- What to look out for during the review process
- Getting employee, director and trustee buy in

Jeremy Bendall, *Managing Director,*
Risk Governance services, Bendall Advisory Ltd

**4.30pm-7.30pm
NFP Sector Evening**

Networking Function
Sponsor:



Unleashing Technology 4.30-5.30pm

Not-profits today are becoming increasingly reliant on information and communication technology (ICT) to realise their mission. Microsoft is committed to supporting non-profits as they navigate the dramatic shifts in how people are using technology and what they are using it for. We understand that keeping up with technology can feel overwhelming, even for the best prepared organisations. We also recognise that failing to do so can put non-profits at a disadvantage. In this session, the presenter will take you through the advancements in information technology, sharing case studies from New Zealand and overseas about how such advancements are being harnessed by non-profits. The presenter will share insights on how New Zealand non-profits can make the most of the opportunities technology offers.

Belinda Gorman, *Community Affairs Officer,* Microsoft New Zealand

Day Two – 22nd November 2011 Streams Continued

Governance Management Stream

Finance and Management Stream

9.00 **Turning vision into strategy and translating strategy into reality**
A major reason why organisations fail to deliver is their inability to turn their vision into strategy and translating strategy into reality. In this session, Jennifer will take you through what it takes to turn your vision for your strategy, and how strategy can be turned into reality.

- What needs to happen to achieve the vision
- Effectively communicate the vision to get buy in
- Monitoring procedures to ensure organisation is on track
- Tips on making it work for your organisation

Jennifer Pelvin, *Principal,* Butler Pelvin & Associates

9.00 **Cost optimisation and effective expenses management**
With funding remaining relatively static over the past couple of years, the NFP sector is finding it more important than ever to keep their expenses in check. This requires careful management, innovation and creativity so more can be done with less.

- Cost driver analysis and Value chain analysis
- Expense management during projects
- Trends and anticipating future events that are likely to have an impact on your expenses

9.50 **Managing the reputation of your organisation**
The reputation of your organisation influences how stakeholders view your organisation. While everyone in the organisation plays a part in the organisation's reputation, the Board is often seen as the face of the organisation.

- Establishing proactive boardroom communication to capitalise on reputation
- Keeping up with the latest in social media
- Make the most of your media assets
- Ensuring everyone is on the same page
- Dealing with unintended or unexpected media backlash

Christine Langdon, *Associate Partner,* Senate Communication Counsel

9.50 **Case study: Evaluating achievements through outcome modelling and evaluation**
Mountain Safety Council NZ has developed an outcome model to plan and visually present what outcomes they are working to achieve. Their model consists of a number of inter-dependent components, as well as a logic flow that begins with the intended outcome in mind.

- Why was the model developed and how
- The benefits of such a model
- The role of the model in evaluating the intended outcome

Darryl Carpenter, *CEO,* NZ Mountain Safety Council

10.40 Morning tea

10.40 Morning tea

Funding and Fund Raising Stream

Finance and Management Stream

11.00 **Stand out from the crowd to secure funds through fundraising audits and planning**

Funding is often the most significant issue facing NFP organisations. With decreasing donations and companies and individuals being more selective in their support, fundraising is becoming more competitive than ever. Thus, NFPs must look at ways to differentiate to attract support for their cause.

- Doing a fundraising audit and what it can tell you
- The significance of having an annual fundraising plan
- What data you need to measure your success
- Systems and processes to make it easy

Heather Newell CFRE, MComms, MFINZ, Manager – New Zealand, Blackbaud Pacific

11.00 **Non-financial reporting**

Stakeholders are increasingly seeking more transparency and information. While non-financial reporting is currently voluntary, it offers significant benefits to organisations in terms of stakeholder engagement and reputation.

- The importance and value of non-financial reporting
- The principles of non-financial reporting
- Common non-financial reporting frameworks
- Examples of non-financial reporting by NFPs
- How much and how often does it need to be?

Dr Michael Fraser, Management Accountant Specialist, New Zealand Institute of Chartered Accountants

11.45 **Getting more for your effort: A strategic rethink of your fundraising strategy**

NFP organisations often face major projects, the costs of which can run into millions of dollars. However, day-to-day fundraising disciplines will usually not manage the significant increase in income demanded. A Big Need requires Big Gifts, and a rethink on how to engage donors. In this session, fundraising specialist Tom Brady will challenge your views on fundraising strategy as well as tips on how to get more funds from your efforts.

- Understand the whole donor
- Targeting capital and savings versus disposable income
- Forming and leveraging the relationship with stakeholders to drive your vision

Tom Brady CFRE, Executive Director, Compton Fundraising

11.45 **Understanding your GST and income tax obligations**

As a NFP organisation, you may receive many different types of income, including subscriptions, grants, subsidies, donations and so forth. There is also the issue of exemption from income tax and the need to be registered for GST. It can be difficult to keep up with the rules around your income tax and GST obligations. In this session, the speaker will update you with all you need to know when it comes to your GST and income tax obligations. This is also your chance to put forward your burning questions to ensure your organisation fulfils its tax obligations.

Representatives from Ernst & Young

12.30 Lunch

12.30 Lunch

Plenary Sessions

1.20 **Keynote speaker: Preparation and planning to ensure organisational resilience**

NFP organisations are not immune from the significant and often devastating effects of disasters – whether physical, financial or human. However, it is easy to forget that some NFPs only exist because of the threat of such disasters. Depending on the nature of its services, an NFP should be able to quickly respond to a disaster in a manner acceptable to stakeholders.

This presentation will show how understanding organisational objectives, uncertainty and disruption-related risks will enable development of contingency plans. Risk assessment and analysis to establish your continuity plan

- Clear roles, responsibilities and actions for employees and volunteers to ensure an effective and rapid response
- Examples of real-world disasters
- The role of routine plan exercising and discussion of events in maintaining awareness and knowledge of required actions
- Relationships with the civil defence and emergency management community

Chris Peace, Managing Director, Risk Management Ltd

2.10 **The contribution of social enterprises in promoting the growth of the sector**

Social enterprise is about developing opportunities to earn income to sustain delivery of social mission. Over 40% of the funding base of the registered charities in NZ is from service income. This suggests that a social enterprise approach seems to be well grounded in ensuring NFP organisations

are resilient and well positioned to deliver their social mission.

- What does social enterprise mean?
- What are the issues and implications of adopting a social enterprise approach to sustain the delivery of social mission?

Nazir Awan, Principal Lecturer, Open Polytechnic of New Zealand

2.55 Afternoon tea

3.10 **Panel discussion: Building community resilience in an uncertain world**

We live in an uncertain world, where change is constant and often unpredictable. When change happens, the community is at risk, and more often than not it is the community that reacts first. Thus community resilience is critical.

The panellists will share their views on the obstacles and opportunities in building community resilience.

- Why the emphasis on community resilience?
- The key attributes of community resilience
- Building resilience from within the community
- The role of community in bouncing back from adversity

Brian Lynch, Chair, Refugee Services Aotearoa

Tony Paine, Chief Executive, Victim Support

Tina Reid, Executive Director, Social Development Partners

Vanessa Cooper, Service User Advisor, Mental Health Commission

4.00 Closing remarks from the Chair and end of conference

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EVENT CONTACT

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The 2011 NFP Sector Conference

21 – 22 November 2011,
Amora Hotel, Wellington

Workshops 23 November 2011

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Position

Email

Phone Mobile

2nd Delegate Mr/Ms/Mrs/Miss/Dr Conference Workshop 1 Workshop 2 NFP evening

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Non NFP, Advisors & Private Sector		\$1995 + GST	\$2295 + GST
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Full-day workshop		\$595 + GST	\$695 + GST
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NFP Sector Evening Standalone price*	\$45		
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*There is a limit on the number of people the venue can accommodate. Register to attend the NFP Sector Evening today to avoid disappointment. Attendance at the NFP Sector Evening is included for workshop and conference delegates.



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