

**The Balancing Act: what is the secret to successful
governance as a trustee?**

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About Saxton Bampfylde

Est. 1986

- Global reach with 18 Partner firms through Panorama
 - Employee-owned
-

Services

- Executive & board level search
- Leadership advisory
- Board review
- Talent mapping
- Assessment
- Team development & coaching

Sectors

- Social Impact
- Education
- Health
- Government & Regulation
- Arts & Culture
- Commercial

About Verita

Services

- Investigations and reviews
- Training
- Diagnostics
- Consultancy

Sectors

- Health
- Charities
- Business to government
- Education

Main findings of our survey

- 100% clear on your responsibilities
- 85% confident that meeting all relevant duties and regulation
- 75% believe governance is very robust
- Over 60% could absolutely publicly demonstrate charity is well run
- 85% feel it's very or fairly easy to keep up with relevant information
- No concerns regarding safeguarding and complaints procedures
- Biggest impact of recent scandals will be more scrutiny, regulation and loss of donations
- Biggest concerns: more regulation, reputation and perception
- Why? Because you believe in the cause...

Reputation management

Impact of poor governance on charity sector

- Scrutiny
- Loss of key personnel
- Loss of public confidence
- Loss of revenue

Seven days that rocked Oxfam

Media stories →

The Times accuses Oxfam of covering up inquiry into whether its staff used sex workers in Haiti during a 2011 post-earthquake relief effort

Revelations of further abuse in Chad by Oxfam staff

The Observer publishes claims that women, believed to be sex workers, were invited for parties at the Oxfam team house

Oxfam whistle-blower revealed charity has faced multiple allegations, including alleged abuse of children by its volunteers and it emerged that Oxfam had not carried out criminal record checks on the 23000 volunteers who staff its 650 shops

Claims Oxfam director in Haiti scandal had been forced out of another UK charity for using prostitutes in Liberia

Oxfam director accused of hiring prostitutes while working in Haiti and Chad denies paying for sex, but admitted some "mistakes"

Oxfam admits rehiring aid worker it had sacked amid claims of prostitute use in Haiti

Claims that Oxfam staff send to the Philippines after a disaster spent weeks lounging around a pool with underage girls

Oxfam Chief executive accuses critics of 'gunning' for charity over Haiti sex scandal claims

Friday
9 February 2018

Saturday

Sunday

Monday

Tuesday

Wednesday

Thursday

Friday
16 February 2018

Oxfam denies covering up the scandal and confirmed an internal investigation was launched at the time

Secretary of State for International Development (DfID SoS) warns Oxfam risk losing c£30m of government funding. Oxfam challenged to explain why several people were either dismissed or allowed to resign after the investigation into the 2011 scandal, without public disclosure

Deputy chief executive Penny Lawrence resigns

CE and Chair meet DfID SoS for emergency meeting
European Commission threatens to withdraw £29million of funding

DfID SoS writes to all charities demanding they step up safeguarding procedures. DfID sets up unit to 'urgently review' safeguarding across the sector

Charity commission launches inquiry as concerned Oxfam might not have 'fully and frankly disclosed' all details about the allegations in Haiti

Duke of Edinburgh Award scheme threatens to stop children working in shops

Actor Minnie Driver steps down as ambassador

President of Haiti accuses charity of an 'extremely serious violation of human dignity'

Former DfID SoS Priti Patel calls for Oxfam chief executive to stand down

Current DfID SoS says she will pull funding from any charity that fails to protect the vulnerable

Companies including Heathrow Airport, Visa, M&S and Innocent say they are reviewing partnerships

1200 people already cancelled monthly donations to Oxfam

Oxfam's international executive director says charity will set up commission to investigate past and present allegations of exploitation by staff

Oxfam agrees to stop bidding for any new UK government funding until DfID is satisfied that 'high standards' are being enforced

Archbishop Desmond Tutu steps down as Oxfam ambassador

DfID SoS meets director general of National Crime Agency to discuss the growing scandal

Impact →

Oxfam apologises for behaviour of the nine workers alleged to be involved. Chief executive Mark Goldring admits there have been other incidents since 2011 but said nothing on the same scale took place

Conflict of interest

- Conflicts are all around us - and part of life
- You need to look good, as well as being good
- Declaration is not enough - you need to ACT!

Relationships

Example: chair and chief executive

- The pivotal relationship in any charity
- Balancing support and challenge
- What to do if it isn't working...

Volunteers

Example:

Acting on concerns: lessons from NHS Savile investigations

- Significant scale of volunteering
- Changing demographic/roles
- Differing management arrangements
- Effective management
- Volunteers - recruitment, training & supervision
- Voluntary service managers - training & support

Common themes

- Professional ‘superheroes’
- Give themselves the space to act alone
- Organisations don’t act on weak signals
- Knowing when it is appropriate to challenge

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UK edition ▾
**The
Guardian**

Rogue doctors 'use superhero status to abuse patients'

NHS should beware staff whose expertise means unusual behaviour goes unchallenged, says report

The health service must do more to spot warning signs that staff are using their position in order to abuse patients, a new report into sexual and physical assaults committed by rogue medical personnel has found. The problem is particularly acute for doctors who achieve “superhero” status, it warns.

The probe, by experienced NHS investigators Verita, has been shared with the *Observer*. It has identified three key types of devious and deceitful tactics used by NHS personnel to create opportunities to exploit vulnerable patients.

Our experience shows...

- Use complaints as an asset
- Act on weak signals
- Be prepared to ask the difficult questions
- Be inquisitive
- Sunlight is the best disinfectant.

Thank you

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