

GOVERNANCE

2011-2012
dates

Governance courses for trustees & CEOs



Over the years, thousands of satisfied trustees, chairs and CEOs have commented on the excellence of our courses. *Governance* courses are for new and experienced trustees, inexperienced and skilled chairs as well as for CEOs who recognise that they play a key role in facilitating effective governance

Special rates for subscribers to *Governance*

Trustee training Governance for the team at the top Finance for trustees

London • Birmingham • Bristol • Edinburgh • Glasgow • Manchester



REGISTER:

Call: 020 7819 1200

Email: events@civilsociety.co.uk

www.civilsociety.co.uk/training

Trustee training

- 9.45am Registration and coffee
- 10.00am Introductions
- 10.15am What is expected of trustees
- collective authority and responsibility of trustees
 - acting solely in the interests of the charity
 - not benefiting
 - when trustees can be personally liable
- 11.15am Tea and coffee
- 11.30am What is governance?
- the relationship between governance and management
 - trustees' job description
 - the three key strands of governance: corporate/fiduciary; strategic and impact
- 12.15pm Information needs of trustees
- when too much detail is dangerous – when detail could be important
 - issues to be addressed by trustees: why agendas are important
- 1.00pm Lunch
- 2.00pm Charity case study
- Delegates split into groups to decide how best to lead the charity in the case study out of its difficulties.
- 3.00pm Tea and coffee
- 3.15pm Relationships with your chief executive and chair of trustees
- holding the chief executive to account without meddling in management
 - the chair's role and decision-making between meetings.
- 4.00pm End

"This was an excellent course which was balanced between theory and practice."

Nigel Beet, RAF High Wycombe



*Courses in Scotland are tailored to take account of Scottish law and regulation.

Dates

LONDON

Bircham Dyson Bell

50 Broadway, London, SW1H 0BL

- 6 September 2011
- 2 November 2011
- 7 December 2011
- 1 February 2012
- 4 April 2012
- 2 May 2012
- 6 June 2012
- 4 July 2012
- 5 September 2012
- 3 October 2012
- 5 December 2012

MANCHESTER



The Lexicon, Mount Street,
Manchester, M2 5NT

- 7 February 2012

BIRMINGHAM



125 Colmore Row, Birmingham,
B3 3SD

- 2 February 2012
- 6 September 2012

EDINBURGH*

lindsays

Caledonian Exchange, 19A Canning
Street, Edinburgh, EH3 8HE

- 11 September 2012

GLASGOW*

lindsays

1 Royal Bank Place, Buchanan Street,
Glasgow, G1 3AA

- 7 November 2011

BRISTOL



1 Georges Square, Bath Street,
Bristol, BS1 6BA

- 13 September 2012

Governance for the team at the top

- 9.30am Registration and coffee
- 10.00am Introductions
- Roles and expectations of chairs and trustees
- the chair's leadership role
 - what the chair cannot do – limitations on the chair's role
 - respecting the collective authority and responsibility of trustees
- Ensuring trustees fulfil their governance role:
- trustees' role and the chair's relationship with trustees
 - the three key strands of governance: corporate/fiduciary; strategic and impact
- 11.30am Coffee break
- 11.45am Refreshing the board and finding new trustees
- providing support to and ensuring new trustees become effective as quickly as possible
- Ensuring trustees address the right issues: why it is important to get the right agendas
- Making informed decisions: ensuring the board gets the information it needs for good governance
- Chair/CEO relationship including: ensuring trustees can hold the chief executive to account without meddling in management
- 1.15pm Lunch
- 2.00pm Case study of where things went wrong – tackling difficult/sensitive situations and learning from others' mistakes.
- Delegates split into groups to decide how best to lead the charity in the case study out of its difficulties
- 3.15pm Tea and coffee
- 3.30pm Developing a learning organisation – why reviewing performance is important even at board level:
- appraising the chief executive's performance
 - reflecting on the chair's performance
 - the board collectively reflecting on its performance
- 4.15pm End

"The course was brilliant; exactly what I needed at the start of my stint as chair"

Elizabeth Jordan,
Windsor Fellowship



Dates

LONDON

FARRER & Co

66 Lincoln's Inn Fields, London,
WC2A 3LH

- 2 November 2011
- 18 January 2012
- 17 September 2012

EDINBURGH*

lindsays

Caledonian Exchange, 19A Canning
Street, Edinburgh, EH3 8HE

- 3 November 2011

*Courses in Scotland are tailored to take account of Scottish law and regulation.

Finance for trustees

- 9.30am Registration and coffee
- 10.00am Introductions
Types of charitable funds
Requirements of SORP
Annual accounts
- how to read them? How to pick out crucial information?
 - study of various examples of annual accounts – questions to ask and conclusions to draw
- Annual Reports
- what should be in them?
 - trustees' responsibilities
- 11.15am Coffee break
- 11.30am Budgets
- essential elements of a good budget proposal to the board
 - importance of setting financial targets, trend analysis, risk assessment etc
- Financial papers to the board
- what should they ideally contain? (Including monitoring against budget, end of year forecasts, monitoring of financial targets and trend analysis)
 - what should trustees look for?
 - crucial questions to ask
 - study of various examples of financial board papers – questions to ask and conclusions to draw
- 1.00pm Lunch
- 2.00pm The role and responsibilities of the auditor
- the board's relationship with the auditor
 - the importance of the audit planning letter, the letter of representation and the management letter
- Tax and VAT relating to charities
- 3.15pm Tea and coffee
- 3.30pm Identifying and managing risk
The audit function (both financial and non-financial)
Economically difficult times
- what trustees should be monitoring
 - what to do in the event that your charity becomes insolvent
- 4.30pm End

Dates

LONDON

BDO

55 Baker Street, London,
W1U 7EU

- 27 September 2011
- 10 April 2012
- 26 June 2012
- 25 September 2012

"An excellent course which covered a great deal of trustee requirements – more than expected."

Andrew Feneley,
King's College London
Student's Union



Governance course leaders



Dorothy Dalton is editor of *Governance* magazine and writes, lectures and trains extensively on charity governance. With a 'first' in mathematics, Dorothy, a former headteacher, was chief executive of ACEVO from 1992 to 2000. From 2000 to 2003 she was a non-executive director of the Inland Revenue. She is

currently a trustee of EveryChild and Grandparents Association, and is governor of Northwood College where she chairs the Governance Committee. She has been a trustee of several charities including Marie Curie Cancer Care and has 26 years of experience as chair of trustees.



Lindsay Driscoll has spent over 30 years in the field of charity law and governance in different roles, including legal commissioner at the Charity Commission and head of legal and governance at

NCVO. She is now a consultant with Bates Wells & Braithwaite. Lindsay has served on the boards of many charities and is currently independent chair of the steering group for the Code of Good Governance.



With twenty years' experience of working in the sector, Anne Moynihan was until recently head of NCVO's Governance and Leadership Team. She has worked extensively within Citizens Advice – from

managing a CAB to being a member of the senior management team of the national organisation. Anne is a member of the steering group for the sector's Code of Good Governance and board member of Trustees Unlimited.

Finance course leader



Don Bawtree heads up BDO's not for profit unit and has specific responsibility for larger and national clients. His experience spans 20 years of working in the sector, with a particular focus on financial governance. Apart from lecturing, client

and committee work he is chair of the Auditing Practices Board committee, author of the *Charity Finance Accounts Compliance Checklist*, and (with Kate Kirkland) *Tottel's Charity Administration*, and on the advisory board of *Governance* magazine.

Keep on learning

A subscription to *Governance* magazine means you can keep learning after your course. *Governance* contains essential information key to the success of any board and ensures trustees, chief executives and company secretaries are equipped to deal with the full range of their responsibilities

For more information about subscribing to *Governance* magazine please visit: www.civilsociety.co.uk/shop or call 020 78189 1200



Training course terms and conditions

Topics and dates were confirmed at the time of publishing, however circumstances beyond the control of the organisers may necessitate alterations or cancellations. As such, Civil Society Media Ltd reserves the right to alter or modify the advertised topics/dates if necessary. Delegates will be notified as soon as possible of any alterations.

Delegate substitutions are allowed. Delegate transfers can be made up to and including 14 days prior to the event and a maximum of two times within a calendar year. Refunds on cancellations will only be issued (less a 15% administration charge) up to and including 30 days prior to the event. Given the demand for these courses and the limited number of places available, refunds cannot be issued after this time. Confirmation of cancellations MUST be in writing and sent or faxed to Civil Society Media at the address and number listed. Civil Society Media Ltd, 15 Prescott Place, London SW4 6BS Fax: 020 7819 1210

