

CHARITY GOVERNANCE TRAINING COURSES

SUMMER 2017
TO WINTER 2017

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“ One of the best training courses I have ever attended. ”

Mary Pillai, Cambridge Tutors College

“ I understand a lot more about governance now. ”

Karen Fitzsimmons – Alternative Futures Group

“ An excellent day which has clarified my role and areas for organisational development. ”

Keith Shipman, British Red Cross

“ Excellent course delivered with applicable examples to provide context. ”

Kevin Barton – Association for Project Managers

“ A huge amount of practical, legal and support information. ”

Darryl Richards – CPF Counselling Croydon

“ What an eye opener. Should be mandatory training! ”

Ross Clarke, IET Connect

Understanding Governance stage 1: The Trustee Role

MANCHESTER: Wednesday 3rd May 2017

EDINBURGH: Wednesday 24th May 2017

LONDON: Thursday 22nd June 2017

BRISTOL: Wednesday 12th July 2017

LONDON: Thursday 13th July 2017

LONDON: Thursday 7th September 2017

EDINBURGH: Wednesday 11th October 2017

LONDON: Thursday 2th November 2017

Rathbones Look forward	LONDON: 8 Finsbury Circus, London, EC2M 7AZ
BDO	BIRMINGHAM: Two Snowhill, Birmingham, B4 6GA
BDO	MANCHESTER: 3 Hardman Street, Spinningfields, Manchester, M3 3AT
lindsays	EDINBURGH: 19A Canning St, Edinburgh, EH3 8HE
Veale Wasbrough Vizards	BRISTOL: Narrow Quay House, Narrow Quay, Bristol, BS1 4QA

Understanding Governance stage 2: Governance in Practice

LONDON: Wednesday 28th June 2017

LONDON: Thursday 14th September 2017

BIRMINGHAM: Wednesday 20th September 2017

EDINBURGH: Wednesday 15th November 2017

LONDON: Thursday 23rd November 2017

Rathbones Look forward	LONDON: 8 Finsbury Circus, London, EC2M 7AZ
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Board Leadership stage 1: High-performance Boards

LONDON: Thursday 28th September 2017

haysmacintyre
Chartered accountants & tax advisers

LONDON: 26 Red Lion Square, London WC1R 4AG

Board Leadership stage 2: Practical Board Solutions

LONDON: Thursday 11th May 2017

LONDON: Thursday 7th December 2017

haysmacintyre
Chartered accountants & tax advisers

LONDON: 26 Red Lion Square, London WC1R 4AG

Chairs of Committees

LONDON: Wednesday 4th October 2017

FARRER&Co

LONDON: 20-23 Lincoln's Inn Fields, London, WC2A 3AA

Finance for Trustees

LONDON: Wednesday 5th July 2017

LONDON: Wednesday 1st November 2017

BDO

LONDON: 55 Baker Street, London, W1U 7EU

Charity Concepts

LONDON: Wednesday 11th October 2017

CIWEM
Chartered Institution of Water and Environmental Management
Venue

LONDON: 106-109 Saffron Hill, London EC1N 8QS

Risk management for trustees

LONDON: Thursday 28th September 2017

Rathbones
Look forward

LONDON: 8 Finsbury Circus, London, EC2M 7AZ

UNDERSTANDING GOVERNANCE

STAGE 1: THE TRUSTEE ROLE

If you are new to the role of being a charity trustee, this one-day course will provide the perfect introduction, while experienced trustees will also benefit from a refresher of their responsibilities and comprehensive updates on evolving elements of the trustee role. By blending governance and board leadership theory with interactive case studies, the first of our two Understanding Governance courses provides a lively learning environment where you can meet other trustees to share challenges and ideas.

“Before you become a trustee, you should learn as much as you can about the charity, and what being a trustee will mean for you.”

The Charity Commission

Book onto Understanding Governance stage 1 and get 30% off stage 2 or Chairs of Committees*

*You must be a registered charity and a *Governance & Leadership* subscriber to receive this offer

9.45am	Registration and coffee
10.00am	Introductions
10.15am	<p>Changing environment for charities What is required of trustees: The new CC3 Duties of trustees including:</p> <ul style="list-style-type: none"> • Collective authority and responsibility of trustees • Acting solely in the interests of the charity • Not benefiting <p>When trustees can be personally liable Duties of Company Directors</p>
11.30am	Tea and coffee
11.45am	<p>What is governance?</p> <ul style="list-style-type: none"> • The relationship between governance and management • Trustees' role description • Success and failure of organisations and the link with governance • Three different models of governance and what each has to offer <p>Information needs of trustees</p> <ul style="list-style-type: none"> • When too much detail is dangerous – when detail could be important • What should be in a CEO's report to the board • Basic rules for board papers <p>Agendas</p> <ul style="list-style-type: none"> • Why getting agendas right is so important for every trustee • Why planning of agendas and the board work programme is vital to help trustees fulfil their duties and responsibilities
1.15pm	Lunch
2.00pm	Case study – Trustees work in groups to advise a charity that has run into problems
3.15pm	Tea and coffee
3.30pm	<p>Relationships with your chief executive and chair of trustees</p> <ul style="list-style-type: none"> • Holding the CEO to account without meddling in management; • Getting the right balance between support and constructive challenge; • Julia Unwin's 5S model for high performance boards.
4.00pm	End

Edinburgh course is tailored to take account of Scottish law and regulation

UNDERSTANDING GOVERNANCE

STAGE 2: GOVERNANCE IN PRACTICE

Designed for experienced trustees, secure in their knowledge of the governance processes and what being a trustee entails, 'Governance in practice' builds on the expertise gained from our stage 1 course 'Understanding governance and the trustee role', focusing on practical solutions to the challenges you face. This one-day course covers a wide range of key governance issues and aims to help you to improve the overall effectiveness of your board.

“Trustees should attend courses or conferences on governance to enhance their knowledge and understanding of their responsibilities and duties, such as compliance with the law, financial prudence and care to ensure the charity is well run and fit for purpose.”

David Ellis, chair of Touch Trust

9.45am	Registration and coffee
10.00am	Introductions
10.15am	<p>Brief reminder of the fundamentals of governance and the roles of trustee, chair and chief executive (CEO). Refreshing the board – identifying new trustees</p> <ul style="list-style-type: none"> • What is your role in identifying potential trustees? • What is good board practice? • Once elected/appointed, ensuring new trustees receive appropriate induction and support
11.15am	Tea and coffee
11.30am	<p>Board behaviours and dealing with people problems</p> <ul style="list-style-type: none"> • Trustees can behave badly too • Spotting the signs of a deteriorating relationship between the CEO and the board • Closed/private meetings/sessions of the board
12.15pm	<p>Risk identification</p> <ul style="list-style-type: none"> • Much of governance is about identifying and managing strategic risk without getting risk averse • What role should you as trustee play in dealing strategically with risk?
1.00pm	Lunch
2.00pm	Case study (From one extreme to another) – Trustees work in groups to advise a charity that has run into problems
3.15pm	Tea and coffee
3.30pm	<p>Developing a learning organisation – Why reviewing performance is important for every trustee and the board:</p> <ul style="list-style-type: none"> • Reviewing the CEO's performance • Reviewing the chair's performance • Reviewing the effectiveness of the board • Reviewing the effectiveness of each board committee • Reviewing the performance of each trustee <p>Open session – A chance to raise any other trustee issues</p>
4.00pm	End

FINANCE FOR TRUSTEES

This one-day training course will provide you with the knowledge and confidence to monitor and question financial information, and make major decisions jointly with others regarding financial planning and major expenditure for your charity.

“One of our priorities has to be to raise trustees’ awareness of the financial risks charities face, and to signpost them to resources that can help them.”

Sam Younger, former chief executive of the Charity Commission

9.30am	Registration and coffee
10.00am	Introductions
10.15am	Finance in general <ul style="list-style-type: none"> Where does a charity get its money? What is so special about funds? Accounts <ul style="list-style-type: none"> What is a SORP? What’s unusual in charity accounting? How to understand charity accounts
11.15am	Tea and coffee
11.30am	Annual reports <ul style="list-style-type: none"> What should be in them? Trustees’ responsibilities Budgets and performance measures <ul style="list-style-type: none"> Essential elements of a good budget Importance of setting financial targets, trend analysis, risk assessment etc Financial papers to the board <ul style="list-style-type: none"> What should they ideally contain? What should trustees look for? Crucial questions to ask
1.15pm	Lunch
2.00pm	Charity Tax and VAT made simple <ul style="list-style-type: none"> A whistle stop tour for trustees of how tax affects charities An explanation of gift aid Investments <ul style="list-style-type: none"> The board’s responsibilities Types of investments a charity can make
3.15pm	Tea and coffee
3.30pm	Risks, audit and fraud <ul style="list-style-type: none"> What do boards need to do about risk? The role and responsibilities of the auditor The board’s relationship with the auditor Preventing and dealing with fraud
4.30pm	End

CHAIRS OF COMMITTEES

This course is perfectly positioned for trustees who chair committees or those who aspire to the role. Through a combination of leading governance advice and interactive case studies you will leave with the knowledge and confidence to ensure your committee adds value to the governance of your charity.

“Having well-skilled and highly competent trustees on the right committees means that we get more done.”

Adrian Bagg, former CEO, Papworth Trust

9.45am	Registration and coffee
10.00am	Introductions
10.15am	Brief reminder of the fundamentals of governance and the role of trustees, chair and CEO Role of committee chair <ul style="list-style-type: none"> Characteristics of a good chair Do’s and Don’ts Requirements of the role The Committee <ul style="list-style-type: none"> Fundamentals of committee effectiveness Common reasons why committees don’t function effectively Planning of agendas and preparing for committee meetings <ul style="list-style-type: none"> Planning the work of the committee Committee papers What needs to be done before and after each meeting Minutes of committee meetings Meetings by telephone conference calls and other electronic means <ul style="list-style-type: none"> What needs to be done differently when you are chairing Relationship with CEO and staff <ul style="list-style-type: none"> Getting the right balance between support and challenge Julia Unwin’s 5S model for high performance boards/committees
1.00pm	Lunch
2.00pm	Case study – delegates work in groups to find solutions Relationship with the board of trustees <ul style="list-style-type: none"> Clarity of delegation from the board Reporting back to the board (after each meeting and annually) Reflecting on the committee’s effectiveness and ensuring the committee adds value to the governance process Getting behaviours right in committee meetings <ul style="list-style-type: none"> Board and committee meeting code of conduct
4.00pm	End

There will be a 15 minute break for tea/coffee at 11.15am and again at 3.00pm

BOARD LEADERSHIP

STAGE 1: HIGH-PERFORMANCE BOARDS

The first of two one-day courses for new and experienced chairs and chief executives (ideally attending together). The course is designed to help you in your role of building a high-performance board, delivering valuable insights into the key areas of responsibility for chairs and CEOs and providing you with ideas to keep your board moving forward.

Book onto Board Leadership stage 1 and get 30% off stage 2*

9.30am	Registration and coffee
10.00am	Introductions
10.15am	Role and expectations of chairs <ul style="list-style-type: none"> 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 boards fulfil their governance role <ul style="list-style-type: none"> Trustees' role and the chair's relationship with trustees Success and failure of organisations - the link with governance Three different models of governance and what each has to offer The three key strands of governance: corporate/fiduciary, strategic and impact
11.30am	Tea and coffee
11.45am	Making informed decisions <ul style="list-style-type: none"> Ensuring the board gets the information it needs for good governance When too much detail is dangerous - when detail could be important What should be in a CEO's report to the board What constitutes a good proposal to the board Basic rules for board papers The chair's and CEO's role in quality controlling board papers Making sure your board is addressing the right issues <ul style="list-style-type: none"> Why well-crafted agendas are so important Why planning is vital to help boards fulfil their duties and responsibilities, and stick to their governance role Refreshing the board and finding new trustees <ul style="list-style-type: none"> Providing support to and ensuring new trustees become effective as quickly as possible
1.15pm	Lunch
2.00pm	Case study of where things went wrong - Tackling difficult/sensitive situations and learning from others' mistakes <ul style="list-style-type: none"> 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	Building a successful chair/CEO relationship <ul style="list-style-type: none"> Behaviours that can damage the relationship Chair/CEO and CEO/board relationship <ul style="list-style-type: none"> Ensuring the board can hold the CEO to account without meddling in management Open session - A chance to raise any other governance issues
4.15pm	End

*You must be a registered charity and a *Governance & Leadership* subscriber to receive this offer

BOARD LEADERSHIP

STAGE 2: PRACTICAL BOARD SOLUTIONS

Designed to provide chairs and chief executives who are experienced in their role, or have already attended our stage 1 course, with practical board solutions. This one-day course addresses high-level board leadership and behavioural issues, enabling you to develop a high-performing board.

“Successful charities are generally characterised by strong and effective governance, balanced with strong and effective management.”

Jim Gardner, chief executive at Kent Union

9.30am	Registration and coffee
10.00am	Introductions
10.15am	Brief reminder of the fundamentals of governance and the roles of trustees, the chair and CEO Board behaviours and dealing with people problems <ul style="list-style-type: none"> Trustees behaving badly Board manners Board committees <ul style="list-style-type: none"> Making sure all committees add value to governance: <ul style="list-style-type: none"> Governance structures, terms of reference Reporting back and reviewing committee effectiveness Each committee's role in risk identification and risk management
11.30am	Tea and coffee
11.45am	CEO remuneration <ul style="list-style-type: none"> Getting it right Being able to defend the board's remuneration policy Succession planning <ul style="list-style-type: none"> Planning for predicted as well as unexpected departures of key people including the CEO and chair Dealing professionally with CEO problems <ul style="list-style-type: none"> Spotting the signs of, and helping your CEO manage, stress Dealing professionally with CEO under performance Spotting the signs of a deteriorating relationship between the CEO and the board Closed/private meetings/sessions of the board
1.15pm	Lunch
2.00pm	Case study of where things went wrong - Tackling difficult/sensitive situations and learning from others' mistakes <ul style="list-style-type: none"> 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	Strategic risk management <ul style="list-style-type: none"> Much of governance is about identifying and managing strategic risk without getting risk averse The chair and CEO's role in ensuring that boards deal strategically with risk and that risk is dealt systematically throughout the charity Open session - A chance to raise any other governance issues
4.15pm	End

CHARITY CONCEPTS

Exploring the key structural and functional issues facing charities, this one-day training course will provide you with an overview of charities, the way they work, and the context in which they carry out their activities. With sessions covering a range of issues from lobbying to income generation to working relationships, you will leave with a good understanding of charity operation as well as advancing your own personal knowledge and development.

10.00am	Welcome, introduction, coffee and networking
10.25am	Introductions
10.30am	Session one – Governance and ownership <ul style="list-style-type: none"> Charitable structure – Unincorporated, CLG, CIOs etc Membership structures Trustees/boards Elections/appointments The role of the Charity Commission Session two – Board/staff relationships <ul style="list-style-type: none"> Role of Chief Executive Board committees/staff involvement Relationships Conflict
11.30am	Networking and refreshment break
11.45am	Session three – Finances <ul style="list-style-type: none"> The SORP Unrestricted/restricted/designated/endowment funds Reserves and reserves policies Not for profit but not for loss either (budgeting and cost management) VAT Session four – Income generation <ul style="list-style-type: none"> Services Sales Fundraising Donations Legacies
1.00pm	Lunch
1.45pm	Quick quiz – Revising material so far Session five – Marketing and communications <ul style="list-style-type: none"> Marketing strategy and segmentation The four Ps (product, pricing, promotion and place) Reputation management All things digital Session six – Volunteering and employment law <ul style="list-style-type: none"> What's different between volunteers and employees Interns and work experience How much should staff be paid?
2.45pm	Networking and refreshment break
3.00pm	Session seven – Lobbying and advocacy <ul style="list-style-type: none"> Overview of lobbying act Purpose of lobbying Lobbying techniques and getting your needs across
4.00pm	End

RISK MANAGEMENT FOR TRUSTEES

This course is a non-technical introduction to risk and risk management designed to enable trustees to understand and manage risk generally, but with a focus on risks related to governance, employment, assets, service users and third parties. By the end of the day you will be better equipped to interact effectively with professional advisors and regulators, hold your executive to account, improve your own decision making and govern your organisation's risk management activities.

“Classifying risk isn't a static process; both trustees and management need to be on the lookout for new and future risks.”

Sush Amar, Institute of Risk Management

09.30am	Registration and coffee
10.00am	Introductions
10.15am	Introduction to Risk and Risk Management <ul style="list-style-type: none"> Risk, what is it? Risk management, how do we do it? Definitions, models and concepts, tools and techniques, tactical and strategic mitigations
11.15am	Break
11.30am	The Human Factor <ul style="list-style-type: none"> Why do we have to do risk management? The psychology of risk taking and decision making with case studies and worked examples Applied Risk Management <ul style="list-style-type: none"> Specific tools and techniques for building resilience and keeping your organisation safe before and after an adverse event
1.00pm	Lunch
1.45pm	WORKSHOP - opportunity to apply the morning's learning to a scenario based decision making process
3.00pm	Break
3.15pm	Governance Risks and Trusteeship <ul style="list-style-type: none"> The Trustee's role in risk management Compliance risk management and specific risks related to employment, assets, service users and third parties
4.00pm	Wrap Up - matters arising during the day, next steps, "homework", questions and answers.
4.30pm	Close

GOVERNANCE COURSE LEADERS



Dorothy Dalton writes, lectures and trains extensively on charity governance. She has over 30 years of experience of governance and was the editor of *Governance* magazine for over ten years. 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 chair of governors of the Petchey Academy in Hackney.



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 was the independent chair of the steering group for the Code of Good Governance.



Beryl Hobson has worked as a board director and chair in the private, public and voluntary sectors. She has worked with the boards of many high profile charities on regulatory issues and to improve governance. She is chair of an NHS Foundation Trust, and was previously the chair of the NCT, the UK's largest parenting charity.



Anne Moynihan has over 20 years' experience of working in the sector and was head of NCVO's Governance and Leadership Team until 2011. She has worked extensively within Citizens Advice – from being a chief executive of a CAB to being a member of the senior management team of the national organisation. Anne is a Fellow of the RSA and was a member of the steering group that produced and published the current edition of the sector's Code of Good Governance. Anne edited the latest edition of The Good Trustee Guide.

CHARITY CONCEPTS COURSE LEADER



Robin Osterley is chief executive of the Charity Retail Association. He has extensive experience in membership associations, having previously spent 16 years as chief executive of Making Music, as well as a short time as chief executive of sports umbrella Supporters Direct. Alongside this management experience Robin has a longstanding background in lobbying and advocacy work, and he has been a representative on numerous government and industry forums including the Music Business Forum and the board of ACEVO. He was also, with others, responsible for setting up the sector skills council for the creative and cultural industries, CCSkills.

FINANCE COURSE LEADERS



Don Bawtree heads up BDO's charity 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 and author of the *Sorp Compliance Checklist* and (with Kate Kirkland) Tottel's *Charity Administration*.



Fiona Condron is a Director in the BDO Not for Profit team. Her career started with Deloitte in London and Cape Town working with a wide range of corporates. Fiona has specialised in charity audit for the past 10 years and has worked with many of the UK brand name charities. Fiona works within a significant and established team at BDO who are recognised as leading experts in the delivery of audit and advisory services in the sector. She has presented at internal technical seminars, provided training to the ICAEW special interest group for Charities and has co-authored Tolley's "Charity Administration" and the Charities Industry Accounting and Auditing Guide.

RISK MANAGEMENT LEADER



Stephen McAndrew is an experienced consultant and advisor who works with charities, public services and businesses to understand and manage the risks that they face. He spent 10 years developing and implementing risk management and patient safety programmes in the NHS in the UK, and state health and care systems in Ireland, New Zealand and Australia. For over twelve years he has served as a trustee of a number of charities where he has successfully applied risk management to improving safety, quality, sustainability and organisational resilience. He is currently a trustee of Rethink Mental Illness.

“ A systematic, insightful run through the role representative of a trustee. ”

Steve Ellison – Royal Artillery Centre for Personal Development

“ Essential for a new trustee and recommended for old ones. ”

Imogen Morgan – CEREBRA



GOVERNANCE & LEADERSHIP

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*This offer is available to charity delegates who are Governance & Leadership magazine subscribers. The stage 1 and 2 course must be in the same series

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