TRAINING DATES The following courses are currently scheduled to take place online

THE ART OF BEING AN EFFECTIVE CHAIR
Takes place over two mornings

25-26th February 2021
6-7th May 2021

BOARD LEADERSHIP STAGE 1
Takes place over two mornings

11-12th March 2021

BOARD LEADERSHIP STAGE 2
Takes place over two mornings

22-23rd June 2021

DIGITAL TRAINING FOR GOOD GOVERNANCE
Takes place over two mornings

24-25th June 2021

FINANCE FOR TRUSTEES
One full-day

10th February 2021
27th April 2021
30th June 2021

RESERVES POLICY TRAINING
One half-day

4th February 2021
3rd March 2021
23rd March 2021

RISK MANAGEMENT
One full-day

18th February 2021
15th June 2021

UNDERSTANDING GOVERNANCE STAGE 1
Takes place over two mornings

4-5th March 2021
14-15th April 2021
13-14th May 2021
17-18th June 2021
13-14th July 2021

UNDERSTANDING GOVERNANCE STAGE 2
Takes place over two mornings

25-26th March 2021
20-21st May 2021
15-16th July 2021

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THE ART OF BEING AN EFFECTIVE CHAIR

The role of the chair of the board or a committee is more demanding and can be more complex than most people realise. This course will help you to chair well and to ensure that board governs effectively and that board committees add value to the governance process. Scenarios and case studies help develop skills in practical ways.

“So useful to hear this combination of stories and tactics both from Dorothy and from colleagues in the room.”

Noelle Rumball, Chair, University of Bristol

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Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Introductions
	Fundamentals of governance • What every chair of the board or every chair of a committee needs to have a deep understanding of **Role of chair** • The chair's role • Requirements of the role • Characteristics of a good chair • Do's and Don'ts
11.00am	Break
11.10am	**Relationship of chair with trustees** • Keeping board/committee members engaged and interested in governance **Planning:** • Planning the work of the board and committees • Agendas • Preparing for meetings • Basic rules for Board & Committee papers
12.15pm	Lunch
12.45pm	**Planning: Meetings** • Actions before and after meetings **The art of chairing a meeting**
2.00pm	**End**

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	Case study
	Re-join **Getting behaviours right at meetings** **Dealing with conflict including difference between tension and conflict** **Relationship with CEO and staff** • Getting the right balance between support and challenge • Julia Unwin's 5S model for high performance boards/committees • Meetings without staff
12.30pm	**End**

STAGE 1:
HIGH-PERFORMANCE BOARDS

Taking place over two mornings, this course is 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.

"Great vibe, perfect pace. Nice to recap the basics but I also learnt so much throughout the day!"

Amy Martin, CEO/Chair,
Queen Ethelburga's Collegiate

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

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

Part A

9.55am	Log in to ensure prompt start at 10am
10.15am	**Brief Introductions** **The changing environment in which trustees and charities have to operate** **Ensuring a deep understanding by Chair and CEO of the fundamentals of governance.** **Role and expectations of chairs** • 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:** • Trustees' role and the chair's and CEO's relationship with trustees • Success and failure of organisations - the link with governance • Two different models of governance and what each has to offer. **The three key strands of governance: corporate/fiduciary; strategic and impact.**
	Making informed decisions: • 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** • 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
2.00pm	**End**

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	**Case study**
	Break
	Chair/CEO and CEO/board relationship: • Ensuring the board can hold the CEO to account without meddling in management • Building a successful chair/CEO relationship **Behaviours that can damage the relationship.** **Refreshing the board and finding new trustees** • providing support to and ensuring new trustees become effective as quickly as possible. • Open session - a chance to raise any other governance issues
12.30pm	**End**

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 course addresses high-level board leadership and behavioural issues, enabling you to develop a high-performing board.

Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Brief Introductions
10.00am	**Brief reminder of the fundamentals of governance.** **Complexities of conflicts of interest.**
	Board committees • Making sure all committees add value to governance: • Governance structures • Reporting back and reviewing committee effectiveness **Each committee's role in risk identification and risk management.** **CEO remuneration** • Getting it right • Being able to defend the board's remuneration policy **Succession planning** • Planning for predicted as well as unexpected departures of key people including the CEO and chair.
2.00pm	**End**

NOTE: There will be a short 10 minute comfort break at about 11.30am and a 30-minute lunch break at about 12.30pm

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	**Case study**
	Break
	Chair/CEO and CEO/board relationship: • Ensuring the board can hold the CEO to account without meddling in management • Building a successful chair/CEO relationship **Behaviours that can damage the relationship.** **Refreshing the board and finding new trustees** • providing support to and ensuring new trustees become effective as quickly as possible. • Open session - a chance to raise any other governance issues
12.30pm	**End**

"Very useful and applicable to improving board leadership and therefore the experience of my fellow trustees."

Alasdair Paterson, Chair of Board on Trustees, The Mount Camphill Community

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DIGITAL TRAINING FOR GOOD GOVERNANCE

Digital and the COVID-19 crisis is changing the way charities fundraise, deliver services and communicate, and creates new opportunities and challenges for trustees. Taking place over two mornings, this course is packed with insights to help you understand which digital trends are most critical for good governance, how to manage risk, and what every charity board should be doing to delegate digital effectively during the pandemic. Everything you learn will help your charity improve sustainability now and post pandemic.

Day 1

9.30am	Introductions and icebreaker- biggest digital decision your board has faced during the crisis
9.50am	**What does digital really mean and what does it encompass?** • What happens if we don't adapt? (key stats) • What is digital governance? Tips for effective virtual board meetings • Assess where your charity is at with digital (exercise)
10.50am	Coffee
	Where are charities at with digital? Key stats and trends • Case studies and discussion • Exercise- 5 minute quiz to check what you've learned! • Action plan: apply what you've learned today by creating a digital action plan for your board • Scene setting for workshop 2 • Plenary and close
12.30pm	**Close**

Day 2

9.30am	Icebreaker
9.50am	**Resourcing and decision making** • How to make the right decisions about investment • Finding digitally skilled trustees and executive staff • Where can charities get funding for digital transformation? • Other means of funding • Discussion and checkin- what have you learned? • Add ideas to board action plan
10.20am	**Managing digital risk** • Case studies of where digital has gone wrong for charities and what board can learn from them • Topical examples • How to avoid pitfalls • Managing data, reputation, challenges, and how to anticipate risk • Discussion and checkin- what have you learned? • Add ideas to board action plan
11.10am	Coffee
11.20am	**Digital governance toolkit** • Asking the right questions • How to tackle digital at board meetings • Delegation and reporting • Scenario planning • Policies • Cybersecurity • Discussion and exercises • Planning for the future and key trends
12.00pm	**Exercise: finishing your digital action plan for your board and group discussion**
12.25pm	• Sharing useful resources • Plenary and close
12.30pm	**Session closes**

> “A jam-packed, all things digital course. Have taken away many actions – very enjoyable and informative, particularly the delegate/course leader experiences.”
>
> Helen Elliot, CEO, Herts Young Homeless

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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.

10.00am	Introductions and charity sector background
10.15am	**Accounts** • What is a SORP? • What's unusual in charity accounting? • How to understand charity accounts
11.30am	Refreshment break
12.15am	**Annual reporting – public benefit and reserves** • Essential elements of a good budget • Importance of setting financial targets, trend analysis, risk assessment etc
12.45pm	Lunch break
1.30pm	**Budgets & Financial information for trustees** • Essential elements of a good budget • Importance of setting financial targets, trend analysis, risk assessment etc
2.00pm	**Tax** • A whistle stop tour for trustees of how tax affects charities
2.30pm	**Audit and investments** • The role and responsibilities of the auditor • The board's relationship with the auditor • Types of investments a charity can make
3.00pm	Refreshment break
3.15pm	**Risk and fraud** • What do boards need to do about risk? • Preventing and dealing with fraud
3.45pm	**Q&A**
4.00pm	**End**

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

Kevin Barton,
Association for Project Managers

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RESERVES POLICY TRAINING

BRAND NEW FOR 2021

Reserves are an integral part of a charity's financial strategy and since the outbreak of the COVID-19 pandemic, many charities are having to rely on their reserves in order to continue operating effectively. This half-day online course has been designed to help charity finance professionals develop a reserves policy that meets the requirements of the Charity Commission and SORP but which is also focussed on financial risk and forms an integral part of the charity's financial strategy.

CharityFinance subscribers receive a £40 discount

9.00am	**Introduction** Why reserves are needed Charity Commission expectations/definitions What to disclose Relationship between reserves and working capital
9.20am	Developing a compliant reserves policy Interactive case study and feedback
10.00am	Break
10.20am	**Common approaches to reserves policies** A critical appraisal of how many charities approach reserves policies (with real life examples)
10.50am	**An alternative risk focussed approach** Understanding financial risk Which risks can reserves be expected to manage and which not
11.20am	Break
11.40am	**How to develop a smart reserves policy** Interactive case study and feedback
12.20pm	**Conclusions** How to use your reserves policy
12.35pm	**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.

9.30am	**SESSION 1** **Risk Management for Trustees** • Introductions • Understanding your needs and aspirations **Introduction to Risk and Risk Management** • What is Risk? • What is Risk Management? • The Human Factor • Why and how things go wrong ... and right
11.00am	Break
11.30am	**SESSION 2** • Risk Management for Charitable Boards • Defining your Risk Universe • Defining your Risk Appetite • Building and Using your Risk Register • Risk Taking and Decision Making • Building Resilience in your organisation
13.00pm	Break
13.30pm	**SESSION 3** • Workshop
14.00pm	Break
15.00pm	**SESSION 4** Risk Management for Charities and Charitable Trustees • Accountability and "Ownership" • Risks related to Trusteeship • Governance and Compliance Risks • Strategic Risk • Regulatory Risk • Reputational Risk • Charities and Risk Q&A Wrap Up
16.30pm	**End**

> "A comprehensive and thought-provoking introduction to risk management."

Julia Ammon, trustee,
British Stammering Association

> "This course was full of useful information and a good foundation for future board action."

John Watkins, trustee, CLC International

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STAGE 1: THE TRUSTEE ROLE

If you are new to the role of being a charity trustee, this 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.

> "Dorothy's knowledge is exceptional and her ability to convey a lot of important information in an engaging way is amazing."
>
> Hayley Lewis, director and owner, HALO Psychology

Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Introductions
	The changing environment in which trustees and charities have to operate CC3 – Duties of trustees Including: • collective authority and responsibility of trustees • acting solely in the interests of the charity • not benefiting When trustees can be personally liable Duties of Company Directors
	What is governance? • 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
	Lunch
	Information needs of trustees • 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 **Planning the work of the board** • Why planning of the board work programme is vital to help trustees fulfil their duties and responsibilities • One way to plan the work of the board
2.15pm	End

NOTE: There will be a short comfort break at about 11.30am

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	Case study
	Break
	Relationships with your chief executive and chair of trustees • 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
12.30pm	End

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 course covers a wide range of key governance issues and aims to help you to improve the overall effectiveness of your board.

> "Informative, interactive and highly stimulating. Great to learn from a real expert!"
>
> Caroline Savage, trustee, Kidney Research UK

Book onto Understanding governance stage 1 and get 30% off stage 2*

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

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Part A

9.55am	Log in to ensure prompt start at 10am
10.00am	Introductions
10.15am	**Brief reminder of the fundamentals of governance** **Refreshing the board – identifying new trustees** • What is your role in identifying potential trustees? • What is good board practice? • Once elected/appointed, ensuring new trustees receive appropriate induction and support
	Break
	Re-join **Board behaviours and dealing with people problems** • 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
	Lunch
12.15pm	**Dealing with risk strategically and systematically** • Much of governance is about identifying and managing strategic risk without getting risk averse What role should you as trustee play in dealing strategically and systematically with risk
2.00pm	End

PART B

You will be provided with a case study to read prior to joining this session.

9.55am	Log in to ensure prompt start at 10am
10.00am	Case study
	Break
	Developing a learning organisation – Why reviewing performance is important for every trustee and the board: • 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. • Open session – a chance to raise any other trustee issues
12.30pm	End

GOVERNANCE COURSE LEADER

Art of Being an Effective Chair, Board Leadership and Understanding Governance

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.

DIGITAL COURSE LEADER

Zoe Amar is widely regarded as one of the charity sector's leading digital experts. She founded digital agency and social enterprise Zoe Amar Digital in 2013. Their clients have included NSPCC, Anglia Ruskin University and The School for Social Entrepreneurs. Zoe is Chair of The Charity Digital Code of Practice. Zoe and her team produce an annual barometer of how charities across the UK are using digital, The Charity Digital Skills Report. She also co-authored The Charity Commission's digital guidance for trustees, 'Making Digital Work' and co-founded the Social CEO awards. Zoe has ten years' experience as a charity trustee. She currently sits on the board of Tech Trust. She also sits on the Board Audit and Risk Sub-Committee at the Samaritans as their digital expert. Previously, Zoe worked for 5 years as part of the leadership team at a national charity which advised non-profits about technology. She recently won an Inspiring Communicator award from Charitycomms.

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.

RESERVES POLICY COURSE LEADER

Jonathan Orchard is a partner at Sayer Vincent, specialist advisors to the charity and not-for-profit sector. He combines a board portfolio of audit clients with a particular specialism on the international development sector. Prior to returning to Sayer Vincent in 2013 he worked with many of the leading international NGOs providing internal audit and risk management support. He advises charities on the benefits of improved risk management, internal controls and the value that can be added by internal audit. He has been a trustee for the last 10 years – currently with INTRAC where he is treasurer and chair the finance and audit committee.

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 an experienced auditor who spent the first ten years of her career with a Big Four firm. She now focuses exclusively on Not for Profits as a Partner at BDO.
Fiona has:

- presented at internal technical seminars
- co-authored Tolley's "Charity Administration" and the Charities Industry Accounting and Auditing Guide
- written finance modules for the "Informed Trustee" programme launched this year by STEP.

Fiona is also a Trustee and Treasurer of Compaid, a Kent based disability Charity.

Jill Halford is a Partner at BDO and has over 19 years' experience auditing charities. She specialises in audit and advisory work (especially governance reviews). She has also spent time on secondment into charities, working alongside CEOs, including covering the Finance Director role. Jill led a consultancy review on building a sustainable self-regulatory system for charity fundraising in the UK.
She holds the ICAEW diploma in charity accounting. She is an experienced tutor and runs training courses for charity finance professionals.
Jill is on the HighTide (theatre and performing arts company) Advisory Board. She is the treasurer of the membership body Association of Chief Executives for Voluntary Organisations (ACEVO) and a co-opted member on the Audit Committee of the School for Social Entrepreneurs.

PRICES

	Charity subscriber rate*	Charity non-subscriber rate	Corporate subscriber rate*	Corporate non-subscriber rate
Full day courses (including courses taking place over two mornings)	£195	£235	£300	£400
Half day courses (Reserves Policy Training only)	£119	£159	£300	£400

* *Governance & Leadership* subscribers receive a discount on all courses except Reserves Policy Training. *Charity Finance* subscribers receive a discount on Reserves Policy Training.

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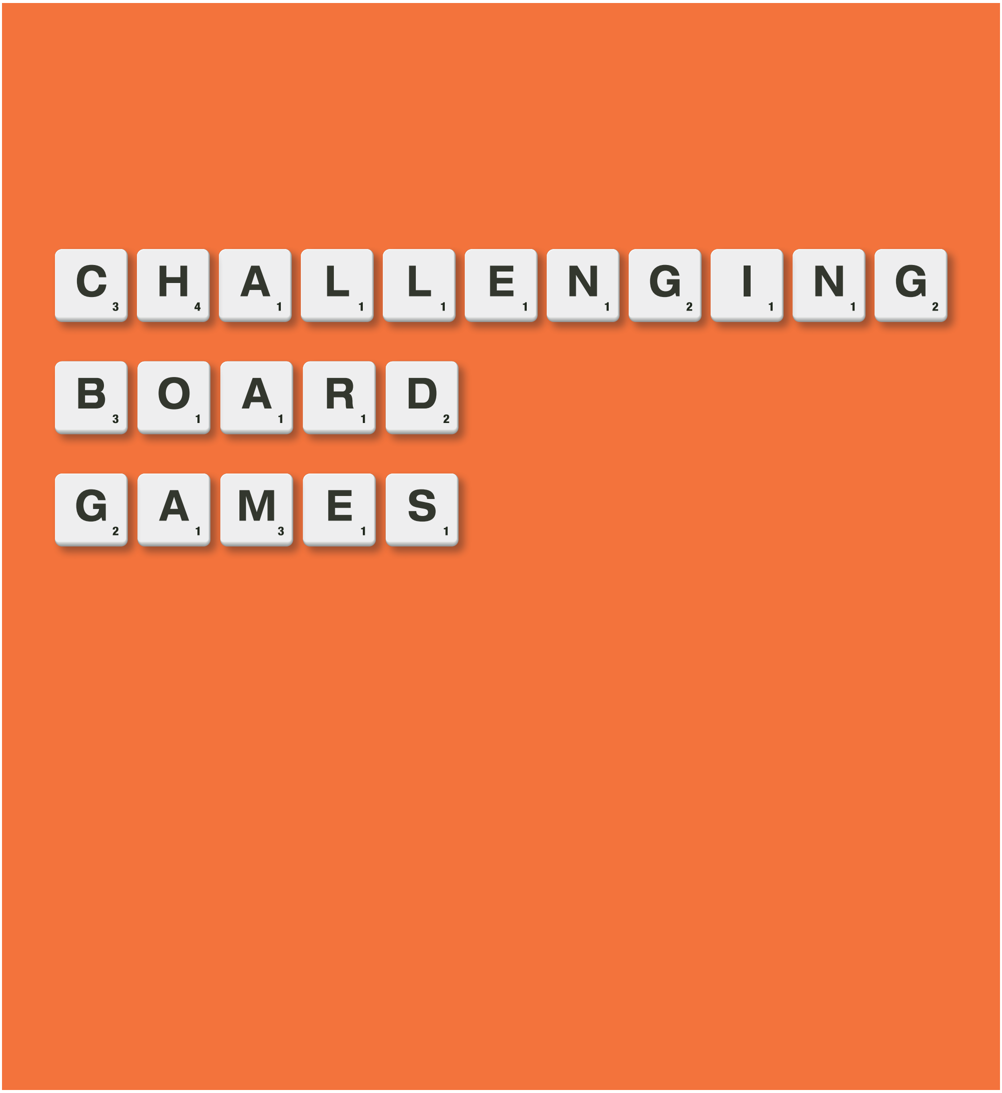
CHALLENGING
BOARD
GAMES