

Understanding governance and the role of the board

Research carried out by Professor Kakabadse of Cranfield University School of Management involving 3000 board members in 12 different countries and in all three sectors, revealed that 80 percent of board members do not understand their role.

Programme Day 1

9.45am	Tea/coffee
10.00am	<p>Who under Charity Law is a trustee</p> <p>Obligations of trustees</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</p> <p>The new CC3 – Six duties of trustees</p> <p>Duties of company directors</p>
11.15am	Tea/coffee
11.30am	<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
12.15pm	<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 the work of the board and its committees is vital to help trustees fulfil their duties and responsibilities and for the charity
1.00pm	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. <p>Open session – a chance to raise any other governance issues</p>
4.00pm	End