

## Other training topics

### Twelve Principles of Governance That Power Exceptional Boards

- A look at each principle in turn
- what trustees need to do to develop into an exceptional board

### Strategic risk management

- 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

### Financial governance

- Why finance and financial governance are critical matters for every trustee
- Financial matters from a trustee perspective

### Board committees

- Making sure all committees add value to governance:
  - Governance structures, terms of reference
  - Reporting back to the board and reviewing committee effectiveness
  - Each committee's role in risk identification and risk management.

### Chairing skills

- Attributes of an effective chair
- Planning the work of the board/committee
- Preparing for meeting
- Chairing meetings
- Post meeting

### Trading companies

- Subsidiary trading companies of charities are much more complex than most trustees and executive think.
- Trading subsidiaries from a governance perspective.

### Succession planning

- Planning for predicted as well as unexpected departures of key people including the CEO and chair
- Coping when the unexpected occurs.

### Recruiting a new CEO

- This is a key process that no charity can afford to get wrong.
- A step by step guide to getting the process right

### CEO remuneration

- Getting it right
- Being able to defend the board's remuneration policy

### **Performance managing and appraising your CEO**

- Why there needs to be a high-level board policy on performance management that covers all employees (including your CEO) and all volunteers (including the chair of trustees)
- On-going support and development for the CEO
- Designing a process for reviewing the performance of your CEO (a look at various options)

### **Dealing professionally with CEO problems**

- 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

### **Refreshing the board and finding new trustees**

- Good practice for finding new trustees
- providing support to and ensuring new trustees become effective as quickly as possible

### **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.

### **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.