

Board Leadership: the chair's and chief executive's role in building high-performance boards

Day 1 Programme

Two one-day courses on governance for both experienced and new chairs and chief executives.

9.30am	Registration and coffee
10.00am	<p>Introductions</p> <p>The changing environment in which trustees and charities have to operate</p> <p>Ensuring a deep understanding by Chair and CEO of the fundamentals of governance.</p> <p>Role and expectations of chairs</p> <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 <p>Ensuring boards fulfil their governance role:</p> <ul style="list-style-type: none"> • Trustees' role and the chair's relationship with trustees • Success and failure of organisations - the link with governance • Two different models of governance and what each has to offer. <ul style="list-style-type: none"> ▪ The three key strands of governance: corporate/fiduciary; strategic and impact.
11.30am	Tea and Coffee
11.45noon	<p>Making informed decisions:</p> <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 <p>Making sure your board is addressing the right issues</p> <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 <p>Refreshing the board and finding new trustees</p> <ul style="list-style-type: none"> • providing support to and ensuring new trustees become effective as quickly as possible.
1.15pm	Lunch
2.00pm	<p>Case study of where things went wrong – tackling difficult/sensitive situations and learning from others' mistakes.</p> <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	<p>Building a successful chair/CEO relationship</p> <ul style="list-style-type: none"> • Behaviours that can damage the relationship. <p>Chair/CEO and CEO/board relationship:</p> <ul style="list-style-type: none"> • Ensuring the board can hold the CEO to account without meddling in management <p>Open session - a chance to raise any other governance issues</p>
4.15pm	End