

# Governance in practice – trustees' role in building an effective board – stage 2

## Programme

A course for experienced trustees who have a good understanding of their role and duties, and of governance (ideally having been to the course on 'Understanding governance' stage 1), and who want to strengthen their understanding of governance further and explore practical solutions to some of the challenges they may face as trustees.

9.45am	Registration and coffee
10.00am 10.15am	<p>Introductions</p> <p>Brief reminder of the fundamentals of governance.</p> <p>Refreshing the board – identifying new trustees</p> <ul style="list-style-type: none"> <li>• What is your role in identifying potential trustees?</li> <li>• What is good board practice?</li> <li>• Once elected/appointed, ensuring new trustees receive appropriate induction and support</li> </ul>
11.15am	Tea/coffee
11.30am	<p>Board behaviours and dealing with people problems</p> <ul style="list-style-type: none"> <li>• Trustees can behave badly too</li> <li>• Spotting the signs of a deteriorating relationship between the CEO and the board</li> <li>• Closed/private meetings/sessions of the board</li> </ul>
12.15pm	<p>Dealing with risk strategically and systematically</p> <ul style="list-style-type: none"> <li>• Much of governance is about identifying and managing strategic risk without getting risk averse</li> <li>• What role should you as trustee play in dealing strategically and systematically with risk</li> </ul>
1.15pm	Lunch
2.00pm	Case study ( <i>From one extreme to another</i> ) – trustees work in groups to advise a charity that has run into problems
3.15pm	Tea and coffee
3.30pm - 4pm	<p>Developing a learning organisation – Why reviewing performance is important for every trustee and the board:</p> <ul style="list-style-type: none"> <li>• Reviewing the CEO's performance;</li> <li>• Reviewing the chair's performance</li> <li>• Reviewing the effectiveness of the board</li> <li>• Reviewing the effectiveness of each board committee</li> <li>• Reviewing the performance of each trustee.</li> </ul> <p>Open session – a chance to raise any other trustee issues</p>