



## Induction Training Modules for NPO Board of Directors

Many people volunteer each year to serve on the boards of non-profit organisations (NPOs) with a wish to contribute and make a difference in society. Many of them are either serving as board members for the first time; or even if they have had previous governance experience, it has not been on the board of a charitable organisation. These people are not automatically expected to have the expertise and knowledge in the complexities of not-for-profit governance. However, board members bear significant moral and legal responsibilities for the organisations they govern, and the lack of knowledge or skills does not exempt them from liability. Therefore, for new volunteers to become effective board members, they need to be invested with the right knowledge and skills.

We are pleased to bring to your attention the following modules we are offering for the ongoing development of your board of directors. The course takes two days and could ideally be offered as part of a board retreat but to fit with Board members' busy schedules, may also be offered as one-two hour sessions on the day of your board meetings. As always, we are flexible and willing to provide bespoke training for your Board.

## The Course

The two-day board induction training aims to equip board members with the knowledge and skills to help them successfully onboard into their governance role. It covers the board's key roles and responsibilities as prescribed by statute and based on good practice. It also covers the key processes and procedures that facilitate boards to govern effectively.

Module	Contents
1. The Bigger Picture: What is the role of Civil Society and Public Benefit Organisations?	The module provides the context for Not-for-Profit operations, ethics, and governance. It is an essential module in helping Board members to appreciate why NGOs operate the way they do and what distinguishes them from the other key sectors in the modern state. It explains to participants the position that NPOs as part of the civil society occupy as the third sector in the modern state and the unique role that they play. It further helps participants to appreciate the place of NPOs as part of the wider civil society and outlines the ethos and essential characteristics of NPOs, the elements required for an effective NPO and how they acquire legitimacy. Last, the module helps Board members to understand the legal concepts of public benefit and charitable status and the legal responsibilities and benefits that accrue because of acquiring the status and the rationale for the regulation of such organisations.
2. The PBO Constitutive Document	The module discusses the role of the NPOs constitutive document and its key elements including mandatory provisions.
3. The Statutory and Common Law Duties of the Board of Directors	Introduces participants to the duties and liabilities of the board of directors as prescribed by statute as well as those based on the common law.
4. Board Governance Roles and Responsibilities	Defines Not for Profit governance, identifies key principles and addresses the key responsibilities of the Board of Directors based on good practice
5. Board Effectiveness	The module defines the characteristics of an effective Board and takes participants through the steps necessary for the board to ensure it is effective.
6. Risk Management	This module explains the board's role in establishing a system of risk oversight and internal controls to ensure the organisation can deliver on its mission.  The module seeks to assist board members to understand their role in risk management and how to play this role strategically.
7. Board Composition	Discusses how to ensure the board has the right group of people based on an appropriate mix of skills, knowledge, experience, and diversity. The module explains the tools, processes and structures that can help boards to compose themselves for effectiveness.
8. Culture and Ethics	Considers the board's role in establishing the culture and ethics of the organisation and the specific measures, tools and policies required.
9. Organisational Development	Explains the board's responsibility for the development of the NPO's capacity and resources and the tools, strategies and policies required to monitor and assess organisational development.
10. Board Strategy	Discusses the Board's role in setting the strategy and purpose of the organisation, how to help retain the board's attention on the strategy and its continual review and last, how to maintain the board's focus on the bigger picture.
11. Not for Profit Organisations Accounting	Introduces the participants to Not for Profit accounting and the specific issues for the board to look for when interpreting them.