

## True/False Quiz

	Questions	True	False
1	Trustees are not responsible for the criminal activities of the organisation		
2	Trustee liability may arise because the organisation cannot meet the final payment on a building		
3	Which of the following are trustees?		
	Management committee members		
	Council members		
	Governors		
	Board members		
	Executive committee members		
	Directors		
4	If the charity is in the form of a company, someone under the age of 18 may serve as a director		
5	Where there is a significant conflict of interest, a trustee should be involved in any decision relating to that conflict		
6	Trustees cannot accept any benefit from being a trustee unless authorised by the governing document, or an Order of the Charity Commission		
7	Acting prudently involves ensuring that the organisation remains solvent and assets and funds are used wisely		
8	Operational liabilities arise from the trustees' personal duties		
9	An operational liability could be to a funder when a project is not completed		
10	The level of risk is the same for a purely voluntary organisation as it is for an organisation employing staff		

# True/False Quiz

## Answers

	Questions	True	False	See 'Reducing the Risks' page
1	Trustees are not responsible for the criminal activities of the organisation		X	2
2	Trustee liability may arise because the organisation cannot meet the final payment on a building	X		2
3	Which of the following are trustees?			3
	Management committee members	X		
	Council members	X		
	Governors	X		
	Board members	X		
	Executive committee members	X		
	Directors	X		
4	If the charity is in the form of a company, someone under the age of 18 may serve as a director	X		5
5	Where there is a significant conflict of interest, a trustee should be involved in any decision relating to that conflict		X	14
6	Trustees cannot accept any benefit from being a trustee unless authorised by the governing document, or an Order of the Charity Commission	X		15
7	Acting prudently involves ensuring that the organisation remains solvent and assets and funds are used wisely	X		19
8	Operational liabilities arise from the trustees' personal duties		X	25
9	An operational liability could be to a funder when a project is not completed	X		26
10	The level of risk is the same for a purely voluntary organisation as it is for an organisation employing staff		X	26

# Reducing The Risks Liabilities Checklist

This checklist is designed to help strengthen the awareness of your trustees about liabilities. It also acts as a signpost to the document 'Reducing the Risks'

Questions
What was the best trustees' meeting you have ever had? What made it so good?
If trustees had to describe the character of their meetings in the form of a mode of transport what would it be, and why?
What has been the most challenging decision trustees have ever had to make?

	Question	Don't know	Some times	Most of the time	All of the time
1	Do trustees know about personal liability (See page 2 of Reducing the Risk)				
2	Have trustees been inducted into their role and responsibilities?				
3	Are all trustees aware of their specific duties to the charity? (See page 3)				
4	Are trustees aware of what they are liable for?				
5	Are trustees provided with a briefing pack? (See pages 3-5)				
6	Before a potential trustee joins, are they made fully aware of the role, duties and responsibility they have to the charity to ensure its safe and smooth running?				
7	Does the charity encourage new trustees to attend training on being a good trustee?				
8	Are trustees aware of the Code of Governance? (see <a href="http://www.governancehub.org.uk">www.governancehub.org.uk</a> )				
9	Do trustees refer to and use the code of governance to guide their conduct? (see <a href="http://www.governancehub.org.uk">www.governancehub.org.uk</a> )				
10	Do trustees manage conflicts of interest? (See page 14)				
11	Do trustees safeguard all the charity assets? (See page 18)				

	Question	Don't know	Some times	Most of the time	All of the time
12	Do trustees act prudently and with care? (See page 19-20)				
13	Do trustees act collectively? (See page 20)				
14	Are trustees aware of the difference between governance and operational liabilities? (See page 8)				
15	Can trustees name 5-6 areas of potential operational risk? (See page 26)				
16	Are trustees aware of the liabilities to staff and volunteers? (see pages 26-27)				
17	Are trustees aware of the increase in risk when a charity moves from being purely voluntary to employing staff? (See page 26)				
18	Are trustees aware of the key tools for managing organisational liabilities? (see pages 27-28)				
19	Do trustees know what is meant by incorporation? (see pages 9-13)				
20	Do trustees receive regular updates on charity law and good practice?				
21	Do trustees review their performance and discuss how it can be strengthened?				
22	Are trustees all aware of key centres of advice and support? (See page 31)				



# Reducing the Risks

## A Trainer's Guide

### Introduction

The purpose of this guide is to help you plan and run training events on assessing and minimising the risks associated with trustee liabilities.

### Quick Tips for Making training effective

- Plan well in advance
- Walk yourself through the programme
- Check all the PowerPoint projectors and sound
- Get a flipchart and write a welcome notice, outline of the session, and the questions for the group tasks so the group can read clearly for themselves
- Provide mints or chocolates to brighten up the last sessions
- Check all the marker pens work and are either black or blue so they can be clearly seen
- Have plenty of coloured paper for participants to write their feedback on.

### Ways to use the material

- There is a set outline for the trainer to follow which is linked to the PowerPoint 'Reducing the Risks' This has all the instructions for the groupwork and questions for use with the CD-ROM sketch 'Greenshoots Farm'
- Alternatively you can look through the PowerPoints, activities and CD-ROM sketch and select according to the needs of your participants
- If you wish to use the material for trustee training at a board meeting or as part of an away day, or over several evenings, then the material can be broken down into individual blocks. See outline 2 for suggested blocks.
- Alternatively you could use the PowerPoint that has the sketch and video clips inserted into the slides which can be run as a complete package.

# Suggested Timetable

## For use with the PowerPoint

Timings	Activity	PowerPoint slide	Comments
9.30	Participants arrive	1. Opening slide	You can create a good atmosphere by providing tea/coffee and jazz music in the background
10.00	Welcome, purpose introductions	2. Workshop purpose slide 3. Two types of liabilities	Explain the workshop will be in 2 parts. The first part will look at personal liability and 'what is a trustee?' The second part will focus on the case study and look at operational liabilities
10.15	Quiz True/False	4. Quiz –true/false	a) break into small groups b) use the answer sheet to respond. You could give a prize for top marks c) Give out answer sheet and explain that we will go into the answers in more depth
10.45	Input on governance liability including personal liability and what is a trustee?	5. What is personal liability 6. Who cannot be a trustee? 7. Who is a trustee? 8. What do trustees do? 9. Managing governance liabilities 10. Where to look for more information	Work through the following slides, 5-10, not dwelling too long on each slide but be prepared to answer any questions
11.15 11.30	Coffee/tea break	11. Take a break 12. Welcome back	
11.30	Introduce Greenshoots Farm CD-ROM	13. Greenshoots Farm case study	Make sure the participants have the questions before the CD-ROM is shown
11.40 11.50	Show CD-ROM Small group discussion using the questions	14. Key questions	Allow the group 20 mins to discuss the questions – then feedback on flipcharts
12.10	Feedback from small groups		
12.25	Plenary Questions	15. Plenary Questions 16. Issues arising from Greenshoots Farm	These are optional – you might find they are answered in the small group feedback. If not then feel free to discuss them
12.35	Input from PowerPoint slides	17. Liabilities for Operational Risks 18. Liabilities to staff and volunteers 19. Managing operational liabilities	
12.55	Self assessment checklist	20. Self assessment checklist	Give out the checklist and explain how it can be used to help identify gaps Get the group to look at and share impressions with fellow participants
13.10	Summary	21. Summary	Briefly summarise the programme

# Outline 2

Programme outline for use of training material in individual sessions over a number of weeks or months.

## Session 1

1¼ to 1½ hours

1. Opening slide
2. Workshop purpose
3. Two types of liabilities
4. Quiz True/false
5. Feedback and discussion
6. Input on personal liability and what is a trustee
7. Review session with individual insights and learning

## Session 2

1¼ to 1½ hours

1. Opening slide
2. Review the learning from session 1
3. 'Greenshoots' case study on CD-ROM
4. Small group discussion
5. Feedback
6. Input on operational liabilities
7. Review session with individual insights and learning

## Session 3

1 to 1¼ hours

1. Opening slide
2. Review the learning from sessions 1 and 2
3. Introduce the self-assessment checklist
4. Discuss common findings
5. Review sources of advice
6. Review learning from the session

# Ideas to Review the Training/Learning

## Balloons

- At the end of the workshop/session – get everyone to blow up a balloon and write on it in marker pen the things they have learnt from the training
- Put the group into two teams – give one team all the red balloons and marker pens and get them to write on each balloon one liability. Give the other team green balloons and marker pens and get them to write on each balloon one way of managing liabilities.
- Once the time is up (about 10 mins) see if they can match up the liability to how it could be managed.

## Umbrellas

- Put up two umbrellas at each end of the room – one umbrella represents governance liabilities and the other operational liabilities. Divide the group between the two umbrellas and get them to brainstorm on to post-its the ideas they have learnt for either managing governance liabilities or operational liabilities
- The participants should then stick the post-its on the umbrellas and then check each other's umbrellas. This could be followed by a feedback session.

## Other Tips

- Provide mints/chocolates at a time when the group is flagging
- Summarise the last session before and after the break
- Introduce each new topic
- Make sure you read all the material before you do the training, especially the full guide to reducing risk, so you know which sections deal with what, should any questions arise.

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January 2007

# Reducing the Risks Workshop Evaluation Form

Name (optional)	Organisation (optional)
What was most helpful?	
What was least helpful?	
What could be improved?	
What will you apply back in your organisation?	
How was the workshop venue – food, logistics?	
Any other comments?	

Thank you