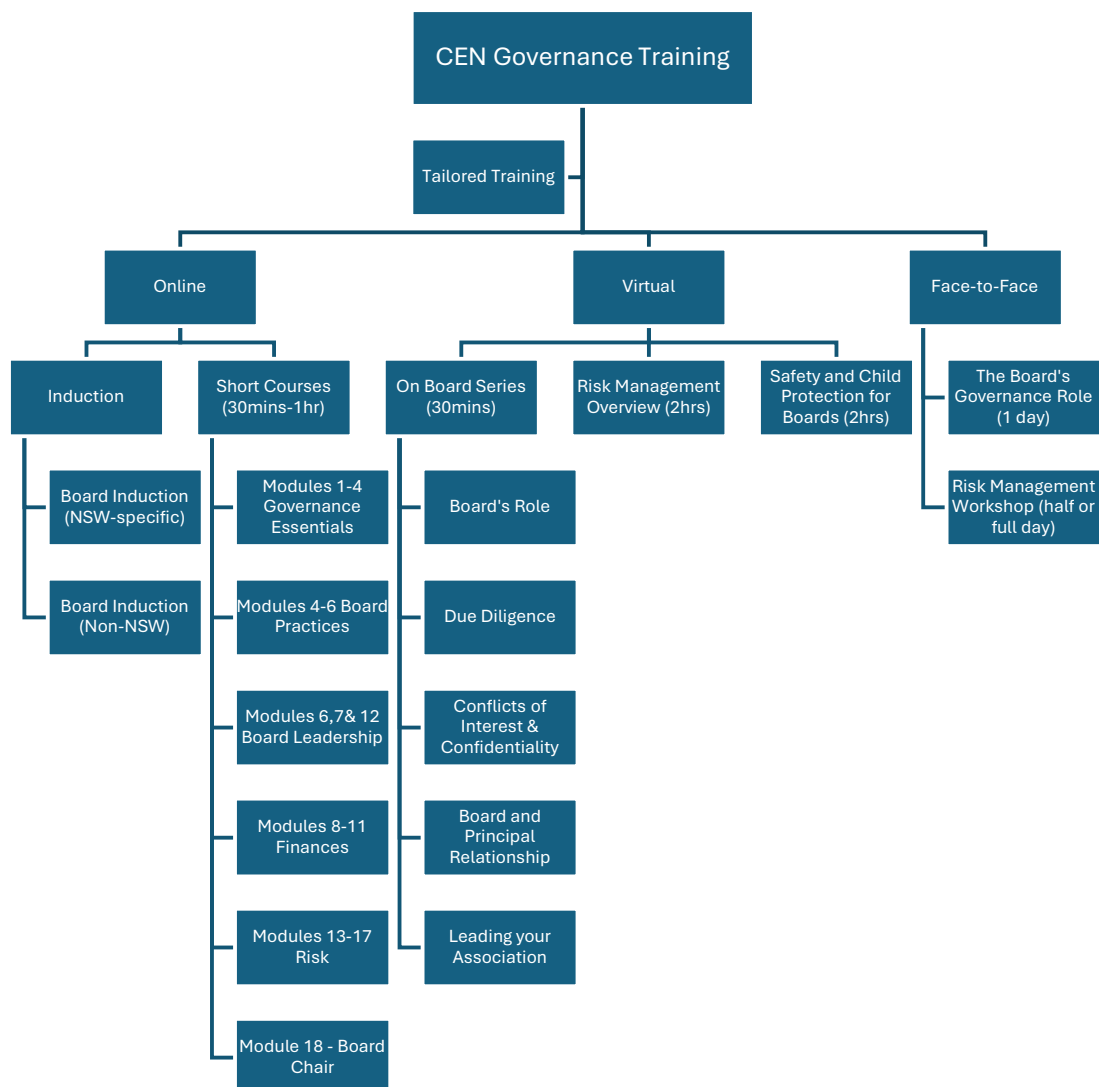


CEN Governance Training Overview

CEN provides a wealth of training for boards and ‘responsible people’. Much of this training is available to member schools as part of CEN membership. The governance training modules cover topics outlined in the chart below, and topics can be tailored to suit the needs of your board. Training includes online, virtual (live) short courses, and face-to-face sessions.



Where onsite or bespoke training is desired, contact [CEN](#) for a quote, or for access to included training modules.

Note: It is recommended that all newly elected board members complete the relevant induction module within their first 3 months on the board. This is the required timeframe in NSW.

Online Governance Modules

The following table shows the online module course structure and duration:

Module 1	The Board's Governance Role	1 hour
Module 2	Due Diligence	30 mins
Module 3	Board Conduct	45 mins
Module 4	Board Papers and Records	45 mins

Module 5	Board Meetings and Decision-Making	30 mins
Module 6	Board and Principal	45 mins
Module 7	Leading the Vision & Mission	30 mins
Module 8	Financial Oversight	30 mins
Module 9	Setting & Monitoring the Budget	30 mins
Module 10	Financial Performance & Solvency	45 mins
Module 11	Not For Profit	30 mins
Module 12	Leading Your Association	1 hour
Module 13	Compliance Oversight	45 mins
Module 14	Risk Management	45 mins
Module 15	Risk Management in Practice	45mins
Module 16	Child Protection	45 mins
Module 17	Work Health & Safety Oversight	1 hour
Module 18	Board Chair	1 hour

Module and Outcomes	
Module 1	<p>The Board's Governance Role</p> <ul style="list-style-type: none"> • The role and purpose of the board • What 'due diligence' is • The difference between governance and operations • How delegations to the principal can be clear and why this is important • The importance of asking governance questions • The source and purpose of the board's authority and its limits.
Module 2	<p>Due Diligence</p> <ul style="list-style-type: none"> • What due diligence is • How due diligence relates to fiduciary duties • A biblical framework for governance duties • The sources of board member duties • How board members should demonstrate due diligence • The significance of the ACNC Governance Standards • How these standards relate to due diligence
Module 3	<p>Board Conduct</p> <ul style="list-style-type: none"> • Christian expectations of board member conduct • How this relates to legal obligations and board performance • Conduct expectations as they apply to board responsibilities and relationships • The importance of confidentiality as a board member • How conflicts of interest should be identified, declared and managed • The purpose and benefit of a Board Code of Conduct
Module 4	<p>Board Papers and Records</p>

	<ul style="list-style-type: none"> • The important role of board papers • How preparing for board meetings demonstrates due diligence • The elements of the board agenda and its role • The components of the board pack • The characteristics of effective board reports • Why minutes are kept and what is recorded • Other records that should be kept by a board
Module 5	Board Meetings and Decision-Making
	<ul style="list-style-type: none"> • The basic requirements for board meetings • The different types of meetings the board may be responsible for • Proper process for meetings • The postures that contribute to meetings being effective • A biblical perspective on decision-making • The role of consensus in board decisions • How to approach difficult decisions • The importance of abiding by board resolutions
Module 6	Board and Principal
	<ul style="list-style-type: none"> • The board's role in employing and supporting the principal • The principal's role • How the principal is accountable to the board • The intersect between the board and principal's roles • The mutual support required of the board and the principal • The role trust plays in an effective board and principal relationship • Practical ways to build trust.
Module 7	Leading the Vision & Mission
	<ul style="list-style-type: none"> • The importance and nature of school vision and mission statements • The significance of the Christian school's purpose • How the Association maintains the Christian purpose of the school • How a board oversees the vision and mission in the life of the school • The nature of a Christian school • The role of the principal in leading the Christian culture, curriculum and community • A framework for board oversight of vision and mission
Module 8	Financial Oversight
	<ul style="list-style-type: none"> • The role of the board in oversight of school finances • How the board fulfils due diligence in financial responsibilities • The legal framework for financial oversight • Financial compliance oversight by the board • School income sources • Government funding of schools and how this is determined • Factors that affect funding levels • How a board can monitor income and funding compliance
Module 9	Setting & Monitoring the Budget
	<ul style="list-style-type: none"> • The purpose and components of a school budget • Key factors for board to consider when setting the budget • The significance of a surplus • The importance of enrolments to the financial performance of the school • How a board should monitor enrolments and school marketing • How fees are set and what a board should consider • How to benchmark school income • The board's role in setting financial parameters and approving the budget • How the budget is monitored by the board.

Module 10	<p>Financial Performance & Solvency</p> <ul style="list-style-type: none"> • The purpose of the key financial statements and how they relate to each other • What information can be gleaned from the financial statements • How to approach assessing the financial performance of the school • The role of the annual financial audit • The indicators of possible insolvency • What to do if insolvency is suspected or detected • Liability for trading insolvent and how to demonstrate due diligence.
Module 11	<p>Not For Profit (NSW only)</p> <ul style="list-style-type: none"> • The definition of ‘not-for-profit’ from various sources • The requirements of section 83C of the Education Act 1990 • How boards contribute to compliance in this area • NESA Guidelines and governance expectations • The definition of related party transactions as relevant to NSW schools • How related party transactions should be managed.
Module 12	<p>Leading Your Association</p> <ul style="list-style-type: none"> • The role of the school association • Why a thriving association is important to the school • How the association plays a governance role • The significance of the school constitution • The board’s accountability to the association • What a strong association is and how it can be achieved • How a board can engage their association.
Module 13	<p>Compliance Oversight</p> <ul style="list-style-type: none"> • Understand the role of the board in oversight of its own compliance and compliance of the school • Awareness of the range of sources of compliance requirements for the board and school • Examine the ACNC’s governance standards • Be aware of the other requirements of charities • Understand the range of compliance obligations of schools • Know how the school’s policy framework is overseen by the board.
Module 14	<p>Risk Management</p> <ul style="list-style-type: none"> • What risk and risk management are • Terminology associated with risk management • The board’s role in risk management • The difference between enterprise and operational risk • What risk appetite and tolerances are and how they help governance of risk • The role of risk management policy and frameworks • The risk management process • The options for treating risk.
Module 15	<p>Risk Management in Practice</p> <ul style="list-style-type: none"> • The nature of risk management as a mindset, not just an activity • Setting a risk management culture • Risk planning for risks that are prevented and prepared for • Emergency and business continuity planning • The data governance and cybersecurity responsibilities of the board • The nature of reputational risk • How to manage reputational risk

	<ul style="list-style-type: none"> • A range of emerging risks for boards to stay across
Module 16	<p>Child Protection</p> <ul style="list-style-type: none"> • The nature and importance of child protection • Child protection systems and requirements • The Child Safe Principles and how they apply in schools • The responsibilities of boards for child safety • How to fulfil their duty of care • The responsibilities of the principal for child protection • The responsibilities of the head of relevant entity • The varying legislative responsibilities between the states/territories • How to access local information and requirements.
Module 17	<p>Work Health & Safety Oversight</p> <ul style="list-style-type: none"> • The scope of WHS responsibilities • How to demonstrate the board's duty of care • What is included in a WHS management system • How a board gives oversight to the system • The nature of WHS risk management • What 'reasonably practical' means and how to make decisions about safety • Considerations for student safety • Psychosocial hazards and how they are managed • WHS incident management including workers compensation responsibilities.
Module 18	<p>Board Chair</p> <ul style="list-style-type: none"> • The role of the board chair and how it differs from other board members • The character, capability and capacity needed by the chair • How general and board meetings are chaired • The importance of an effective board chair and principal relationship • How catch-ups with the principal can be conducted • The importance of trust between the chair and principal • What to do if the relationship between the board and principal has signs of strain.