



# Governance Workshop One

23 March 2024

## Outputs



Andy Perkin 2024

# Early Warning Guide

<b>1</b>	Do annoyed suppliers ring us chasing unpaid bills?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>10</b>	Has the chief executive ever cancelled a board meeting?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>2</b>	Do we use new funds or reserves to pay old debts?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>11</b>	Do our board members have a full range of business skills?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>3</b>	Leading up to payday, do we chase every scrap of cash?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>12</b>	Do the chair and chief executive have a constructive relationship?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>4</b>	How often do we use our overdraft facility?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>13</b>	Are board vacancies filled quickly?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>5</b>	When are financial reports presented to us?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>14</b>	Are board members able to raise issues and resolve them?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<b>6</b>	Do we all understand the financial figures presented to us?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>15</b>	When did we last review our organisation's strategic objectives?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>7</b>	What proportion of our income is at risk in the next 12 months?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>16</b>	If our chief executive left tomorrow would the organisation grind to a halt?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>8</b>	How many significant sources of income do we have?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>17</b>	Are visitors greeted by smiling, friendly staff?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>9</b>	Have we ever sought an income-generating opportunity even though it was not central to our core mission and values?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>18</b>	What is the staff turnover?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Totals: **1 Red** **4 Amber** **13 Green**



# Evaluating the Highlife Centre Trust

	1	2	3	4	5
INDEPENDENT			•	•	
TRUE TO OUR AIMS			•	•	•
SELF-SUSTAINING			•	•	•
COMMUNITY-LED			•	•	•
WORKING IN PARTNERSHIP	•	•	•		

	1	2	3	4	5
Independent			•	•	
True to our aims			•	•	•
Self-sustaining				•	•
Community-led			•	•	•
Working in Partnership	•	•	•		



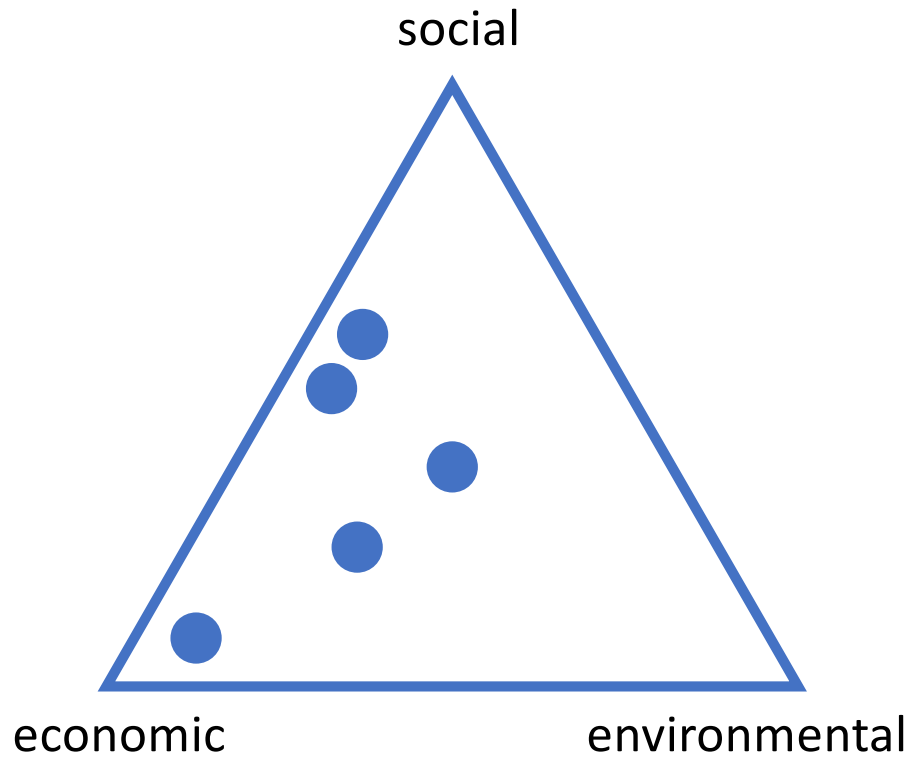
# Evaluating Aims

OBJECTS OF THE CHARITY*		1	2	3	4	5
*PARTLY SUMMARISED, SOME BROKEN DOWN INTO CONSTITUENT PARTS						
THE RELIEF OF UNEMPLOYMENT INCLUDING ASSISTANCE TO FIND EMPLOYMENT					●	●
THE ADVANCEMENT OF EDUCATION BY:	DEVELOPING CAPABILITIES, SKILLS AND UNDERSTANDING				●	●
	PROVIDING PRESCHOOL AND OUT OF SCHOOL EDUCATION				●	●
THE PREVENTION OF RELIEF OF POVERTY OR FINANCIAL HARDSHIP:	IN THE UK				●	●
	INTERNATIONAL (AFRICA)	●				
TO PROMOTE SOCIAL INCLUSION THROUGH THE ADVANCEMENT OF THE ARTS, CULTURE AND HERITAGE					●	●
TO DEVELOP THE CAPACITY AND SKILLS OF MEMBERS OF THE BAME COMMUNITY AND THOSE FOR WHOM ENGLISH IS NOT THEIR 1ST LANGUAGE					●	●
PROMOTION OF THE VOLUNTARY SECTOR BY:	THE PROVISION OF TRAINING AND DEVELOPMENT SUPPORT				●	●
	THE PROVISION OF MEETING AND OFFICE SPACE				●	●

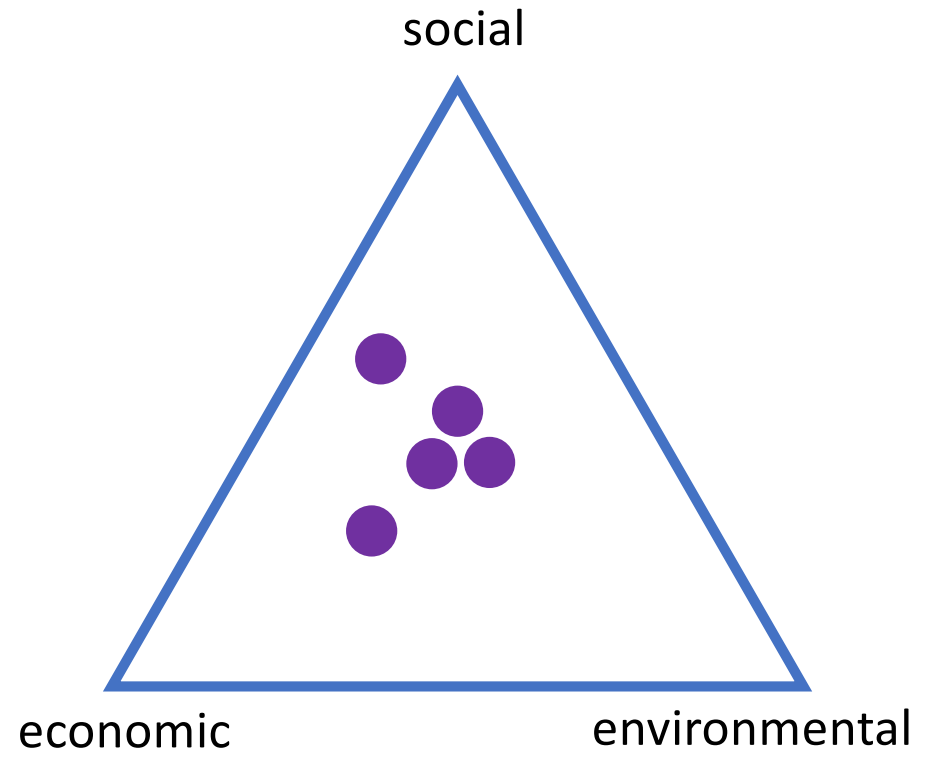
Objects of the Charity (revised 2006)*		1	2	3	4	5
*partly summarised, some broken down into constituent parts						
The relief of unemployment including assistance to find employment					● ●	●
The advancement of education by:	developing capabilities, competences, skills and understanding				● ●	●
	providing preschool and out of school education				● ●	●
The prevention or relief of poverty or financial hardship:	in the UK				● ●	● ●
	International (Africa)	● ● ●				
To promote social inclusion through the advancement of the arts, culture and heritage					● ●	● ●
To develop the capacity and skills of the members of the BAME community and those for whom English is not their first language						● ● ● ●
Promotion of the voluntary sector by:	the provision of training and development support			● ●	● ●	
	the provision of meeting and office space			● ●	●	



# Scoping: Agenda



**NOW**

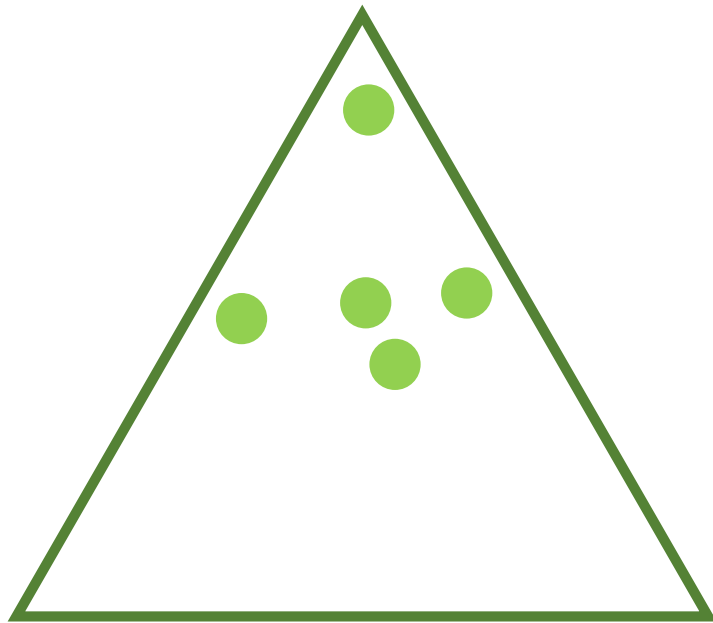


**5-years' time**



# Scoping: Income

grants & agreements

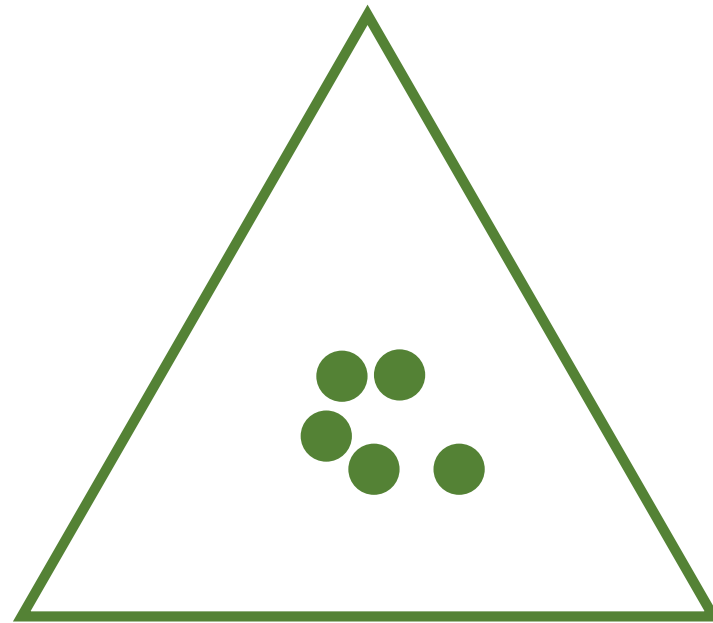


enterprise

property

**NOW**

grants & agreements



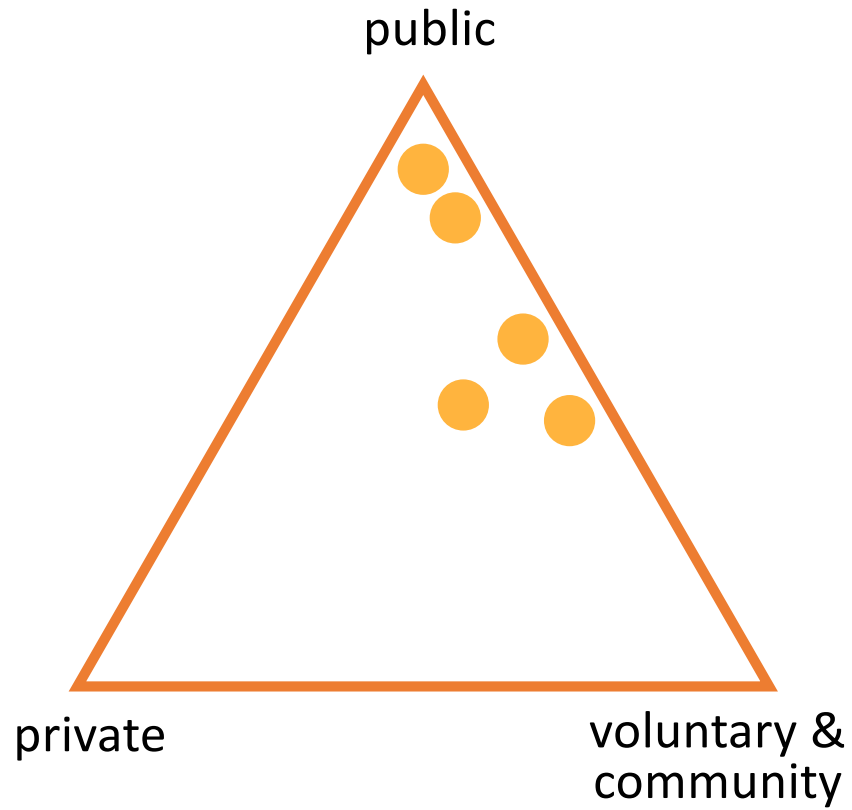
enterprise

property

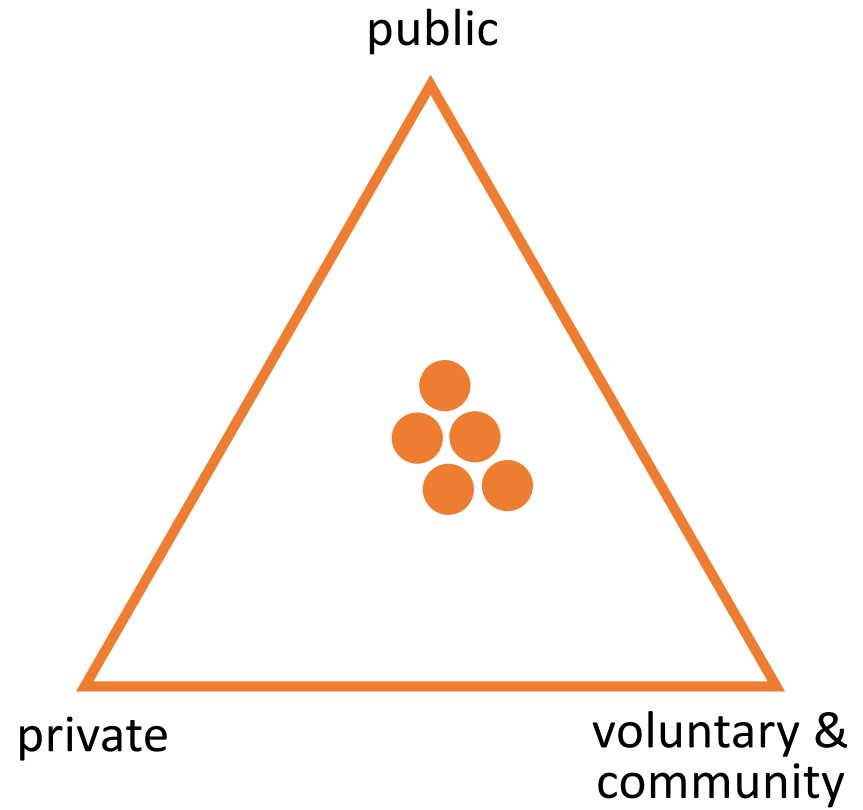
**5-years' time**



# Scoping: Partners



**NOW**



**5-years' time**



# Identifying Stakeholders

Accountant	Coventry University	Evaluation Consultant	IT Consultant	Local Community	Other Voluntary Organisations	Social Investment Business	West Midlands Police
Arts Council	Co-operative Development Agency	General Charities	Job Centre	Local Councilors	Room Renters	Staff	West Midlands Urban Housing
Coventry & W Chamber of Commerce	CRMC Coventry Refugee & Migrant Centre	Heart of England Foundation	Job Shop	National Lottery Community Fund	Santander Foundation	Trustees	West Midlands Combined Authority
Coventry City Council	Companies House	HMRC	National Lottery Heritage Fund	Neighbours	Service Users	Voluntary Action Coventry	XYLA Health
Coventry City of Culture	Charity Commission	HR Consultant	Lloyds Bank Foundation	Other Consultants	Social Enterprise UK	Warwick University	Youth Investment Fund



# Where do your stakeholders stand?

