



Governance Workshop One

23 March 2024

Andy Perkin
Community & Enterprise Consultant



Programme for the session




1:00 pm	Welcome & Introductions
1:05 pm	Recap & Programme for the Day
1:15 pm	Early Warning Guide
1:35 pm	Good Practice Evaluation
1:50 pm	Evaluating Aims
2:10 pm	Break
2:30 pm	Scoping
3:00 pm	Identifying Stakeholders
3:25 pm	Stakeholder Mapping
by 4:00 pm	Finish



early warning guide




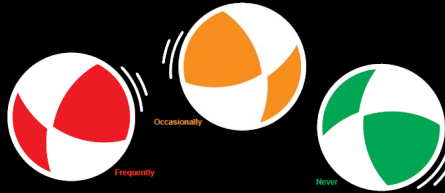
so you'll never have to say...
"I wish I'd said something sooner"

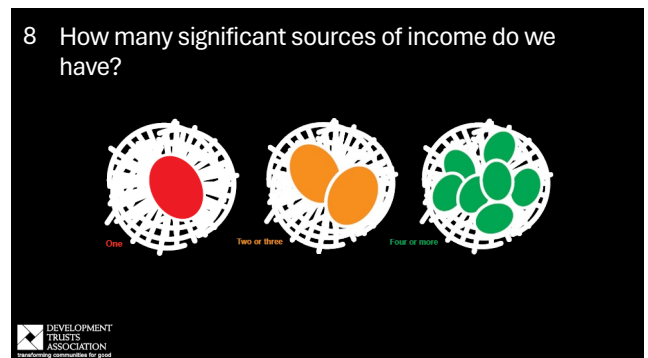
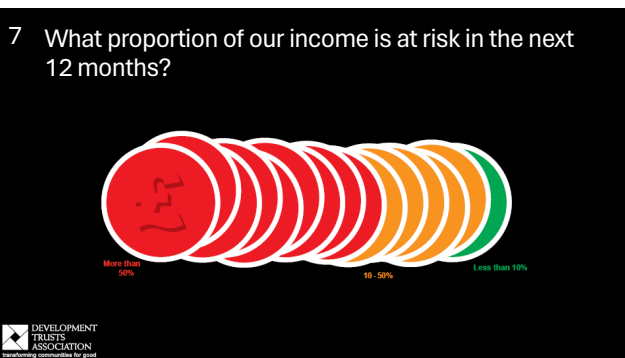
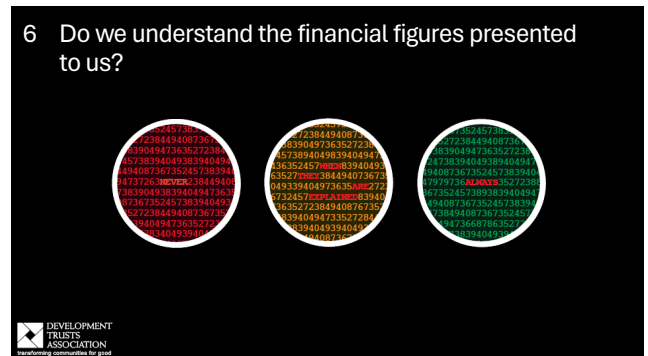
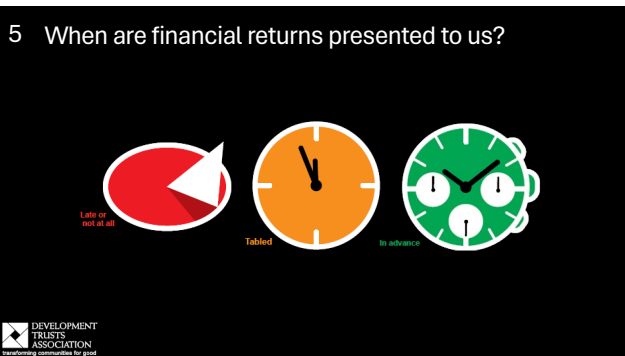
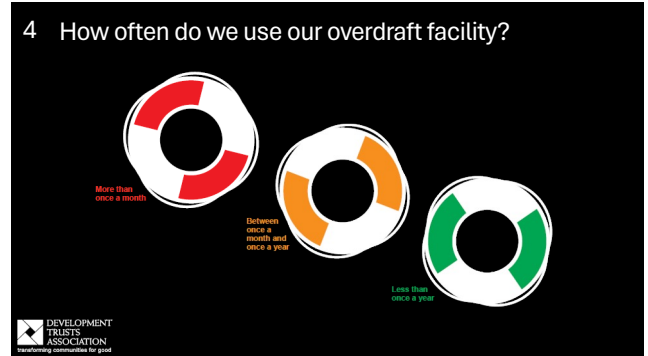


1 Do annoyed suppliers ring us chasing unpaid bills?



2 Do we use new funds or reserves to pay old debts?





9 Have we ever sought an income-generating opportunity even though it was not central to our core mission and values?

Yes, we're always open to these opportunities

We considered it but rejected it

No, we always evaluate every opportunity against our mission

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10 Has the chief executive ever cancelled a board meeting?

More than once

Once

Never

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11 Do our board members have a full range of business skills?

No or not sure

Mostly, but there are some gaps

Yes

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12 Do the chair and chief executive have a constructive relationship?

No

Most of the time

Yes

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13 Are board vacancies filled quickly?

No, almost impossible

Yes, but have to work hard to get the right people

Yes, good people are always keen to join

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14 Are board members able to raise issues and resolve them?

No, issues are always raised by the same one or two individuals

Issues are raised but not resolved

Yes

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15 When did we last review our organisation's strategic objectives?

More than three years ago
One to three years ago
In the last year

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16 If our chief executive left tomorrow would the organisation grind to a halt?

Without three months
Within six months
We'd carry on continuously

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17 Are visitors greeted by smiling, friendly staff?

Not often
Some of the time
Always

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18 What is the staff turnover?

More than 25%
15 - 25%
Less than 15%

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Good practice for charitable organisations

INDEPENDENT
NOT FOR PROFIT
SELF-SUSTAINING
COMMUNITY-LED
WORKING IN PARTNERSHIP

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Good practice for charitable organisations

- ✓ Financially independent
- ✓ Not reliant on specific funders or benefactors
- ✓ Free from political and commercial interference
- ✓ No decision-makers benefit financially
- ✓ Profits are reinvested or distributed to further the aims
- ✓ True to agreed aims and free from 'mission drift'
- ✓ Not overly dependent on handouts and grants
- ✓ Generating income from products and services
- ✓ Aiming for self-sufficiency in the long term
- ✓ Make-up of the board reflects the community it serves
- ✓ Community has a role and an influence over strategic policy
- ✓ Maintains an ongoing dialogue with local stakeholders
- ✓ Forming mutually beneficial partnerships
- ✓ Recognising that others have expertise to share
- ✓ Seeking to do what others miss (the Heineken factor)

Evaluating the Highlife Centre Trust

Each person has 5 coloured dots – one for each row.

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

Evaluating Aims

Each person has 9 coloured dots – one for each row.

Objects of the Charity (revised 2006)*	1	2	3	4	5
The relief of unemployment including assistance to find employment					
The advancement of education by: <ul style="list-style-type: none"> developing capabilities, competencies, skills and understanding providing preschool and out of school education 					
The prevention or relief of poverty or financial hardship: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> the provision of training and development support the provision of meeting and office space 					



Arnstein's Ladder of Citizen Participation

1969

- Citizen Control
- Delegated power
- Partnership
- Placation
- Consultation
- Informing
- Therapy
- Manipulation

Ladders?

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Ladders?

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A broad scope

social
economic
environmental
or physical

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Who are your stakeholders?

Stakeholder: an individual or group that has an interest in any decision or activity of your organisation

to whom you might be legally obliged	may be affected by your decisions	may express their concerns
can help with specific issues or in meeting your responsibilities	has been involved in the past	who would be disadvantaged if excluded

One stakeholder per card
Avoid or expand any acronyms
Clarify (in brackets) the nature of any organisations we might not know

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Where do your stakeholders stand?

Obstructors
Supporters
Doubters
Followers

Influence ↑
Support →

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Wrapping Up and Further Workshops

Thursday 11 April
18:30 – 20:00
online

The second workshop will:
look at board responsibilities;
the attributes of the board and how this may need to change;
a review of the organisations aims;
a review of the organisation's vision and mission.

Thursday 11 April
18:30 – 20:00
online

The third workshop will:
explore the potential for expanding membership of the Trust;
categories of membership;
a review of the governance structures and potential change;
explore the implications of potential changes to the Trust's memorandum and articles of association.

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Thank you

Andy Perkin
Community & Enterprise Consultant

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