



Governance Workshop Two


11 April 2024

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Programme for the session



6:30 pm	Welcome & Introductions
6:35 pm	Recap & Outputs from Workshop One
6:55 pm	Board Responsibilities
7:15 pm	Board Attributes
7:30 pm	Vision and Aims
7:40 pm	Aims Review
7:55 pm	Next Workshop
by 8:00 pm	Finish




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Early Warning Guide


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

Totals: 1 Red 4 Amber 13 Green




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Evaluating the Highlife Centre Trust

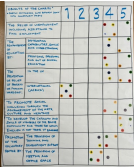


	1	2	3	4	5
Independent			●	●	
True to our aims			●	●	●
Self-sustaining			●	●	●
Community-led			●	●	●
Working in Partnership	●	●	●		




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Evaluating Aims



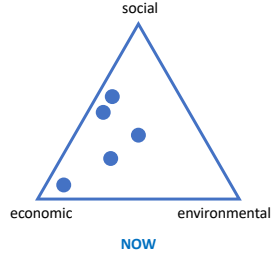
	1	2	3	4	5
The relief of unemployment including assistance to find employment				●	●
The advancement of education by: developing capabilities, competences, skills and understanding providing preschool and out of school education				●	●
The prevention or relief of poverty or financial hardship: in the 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				●	●



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Scoping: Agenda

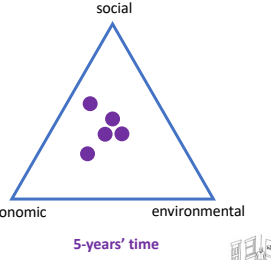
social



economic environmental


NOW

social

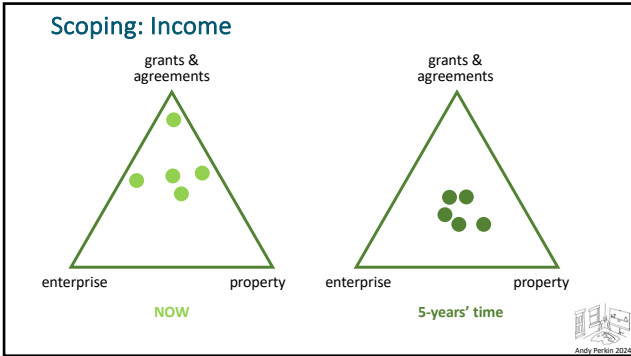


economic environmental

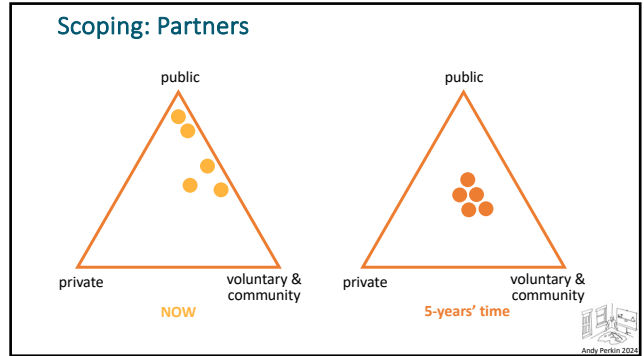
5-years' time



7



9

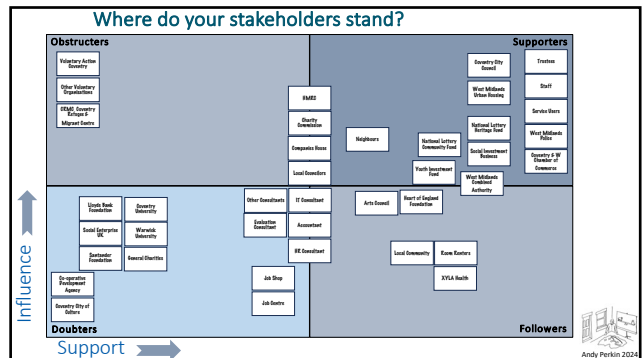


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Identifying Stakeholders

Accountant	Coventry University	Evaluation Consultant	IT Consultant	Local Community	Other Voluntary Organizations	Social Investment Business	West Midlands Police
Arts Council	Co-operative Development Agency	General Charities	Job Centre	Local Councilors	Koorn Kesters	Staff	West Midlands Urban Housing
Coventry & W Midlands of Commerce	CEM&D 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	HMEC	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

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- ### Trustees' responsibilities – True or False?
- Trustees must always act in the best interests of the local community.
 - There are no restrictions on who can be a Trustee, apart from having to be over 21.
 - It is important to ensure that the Chair and Company Secretary are issued with a copy of the governing documents and so they can advise Trustees about their responsibilities.
 - The Charity's governing document (Mem and Arts) is a legal document.
 - Trustees must act collectively (jointly) and all decisions must be unanimous.
 - A Trustee must resign if their personal interests could, or could appear to, prevent them from making a decision only in the charity's best interests.
 - The Trustees must select a Chair and Secretary from amongst their number following the AGM.
 - At each AGM, the longest-serving third of the Trustees must retire from office.
 - A quorum for Trustees' meetings is two.
 - The charity has the power to alter, add to or repeal the rules in a general meeting.
 - Trustees should avoid asking questions that expose their lack of understanding.
 - Trustees of a registered charity are not personally liable for any financial loss incurred.

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Trustees' responsibilities – True or False? – Some Answers


- Trustees must always act in the best interests of the local community. **X false** Always in the interests of the charity – and be able to explain how its activities support the purposes – and how it benefits the public
- There are no restrictions on who can be a Trustee, apart from having to be over 21. **X false** Not if you have an unspent conviction involving dishonesty or deception or are an undischarged bankrupt. BUT only 18 to be a charity trustee or 16 for CLG or CIO
- It is important to ensure that the Chair and Company Secretary are issued with a copy of the governing documents and so they can advise Trustees about their responsibilities. **✓ true** BUT all trustees *should* have an up-to-date copy to refer to. - it's a 'should' rather than 'must'



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Trustees' responsibilities – True or False? – Some Answers


- The Charity's governing document (Mem and Arts) is a legal document. **✓ true** Trustees must a) comply with the document b) comply with charity law requirements and other laws that apply
- Trustees must act collectively (jointly) and all decisions must be unanimous. **✓ true** The first part is true – proposals must be objectively reviewed, BUT decisions don't usually have to be unanimous (depending on your governing document).
- A Trustee must resign if their personal interests could, or could appear to, prevent them from making a decision only in the charity's best interests. **X false** The charity must put in place measures to recognise and deal with conflicts of interest - such as business or family connections.



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Trustees' responsibilities – True or False? – Some Answers

- The Trustees must select a Chair and Secretary from amongst their number following each AGM. **X false** This may be the case, but your governing document has no rules for selecting the Chair or Secretary.
- At each AGM, the longest-serving third of the Trustees must retire from office. **✓ true** According to your governing document: "At each subsequent annual general meeting one-third of the directors...must retire from office."
- A quorum for Trustees' meetings is two. **✓ true** According to your governing document: "The quorum shall be two or the number nearest to one-third of the total number of directors, whichever is the greater, or such larger number as may be decided from time to time by the directors"



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Trustees' responsibilities – True or False? – Some Answers


- The Charity has the power to alter, add to or repeal the rules in a general meeting. **✓ true** These are the "rules" as set out in your document regarding membership, conduct or procedures - for example - not subject to charity law. Other changes are more complex and may require special permission.
- Trustees should avoid asking questions that expose their lack of understanding. **X false** Part of a trustee's role is to hold people to account – probing or challenging information and being prepared to say 'I don't understand what this means'.
- Trustees of a registered charity are not personally liable for any financial loss incurred. **X false** It's rare but not impossible. But as a CLG, your liability is limited, as long as you haven't acted dishonestly, negligently or recklessly.



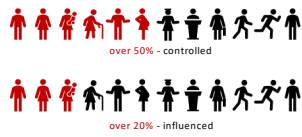
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The Ideal Board


The make up of the board reflects the community it serves...
...in terms of:



gender age ethnicity education business interests geography



over 50% - controlled
over 20% - influenced



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Board Attributes

Skills


- management
- caretaking
- financial
- training
- communication

Experience

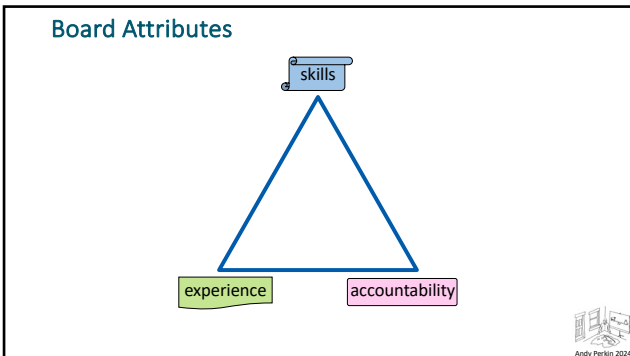
- long-term trustee
- other boards
- project management
- managing buildings
- funding regimes

Accountability

- community leader
- local resident
- client/member rep
- parent
- former beneficiary



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Board Attributes

What do you bring to the board?

- skills
- experience
- accountability

You have 10 points to share between the 3 attributes
 – e.g. 7-2-1 or 0-4-6

Enter your three scores in the chat box then wait before pressing send...

SEND NOW!

Skills
 management
 capitalising
 financial
 training
 communication

Experience
 long term trustee
 other boards
 project management
 managing buildings
 funding regimes

Accountability
 community leader
 local resident
 client/member exp
 parent
 former beneficiary

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Board Moves

More members?

Better gender balance?

Greater age range?

Greater ethnic diversity?

Greater range of educational backgrounds?

Better accountability to the community?

Broader range of experience?

Broader range of skills?

Better geographical accountability?

Greater range of business interests?

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Vision & Aims Jargon Buster

vision

mission

values

aims

objectives

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Vision

A good way to **summarise** what your organisation wants to **achieve in the future**.
 A short statement of **no more than one sentence**.

The **change** you would have made in, say, ten years time.
Exciting, realistic, using words that people will understand and avoiding jargon.
 Able to be **learnt off by heart** – “The Elevator Pitch”

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Mission

What the organisation does in pursuit of the vision - maybe **one or two sentences**.
 It should include:

- the name of organisation
- **what it does**
- **who for**
- and **where**

Should be **clear and use words that people will understand**.
 It may be clearer to include **mission or vision** in your governing document **rather than both**.

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Values




Describe **how you run your organisation** - short and memorable.

The **values** that are important to the organisation **should be reflected in everything you do** – manage your staff, deal with clients, how you treat your stakeholders and in the service you provide or the products you sell.




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Aims





A **statement of intent** - the **change** you are trying to achieve.
Including **social aims** and **business aims**.

Aims often begin with **phrases like**:


- to enable
- to empower
- to improve
- to increase

Not about what you will do, but **what you change you will bring** to people's lives to the organisation.

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Objectives





What you are actually going to do - the actions will you take that will achieve your aims.
They are **measurable** - what you will do, **who** for and **when** you will do it.
Aims can be broken down into a number of objectives.

Objectives often **start with the phrase**:

- provide...
- set up...
- support...

Better to **focus on a smaller number of aims and objectives**

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Your Vision and Mission



We are a *clumsy* and *backward*-thinking organisation that co-creates *fruitless* programmes with our service users and partners.

"We are an agile and forward-thinking organisation that co-creates impactful programmes with our service users and partners."

"Our **vision** is ~~to create~~ a welcoming environment that removes **life-improving barriers** for people from disadvantaged and minoritized backgrounds."




Our vision is a welcoming environment where people from disadvantaged and minoritized backgrounds have no barriers to life-improvement.

"Our **mission** enables our beneficiaries to become confident and productive in their communities so they can have a sense of purpose, access resources, and skills that could turn their aspirations into reality, and make positive changes in their lives to aspire and achieve their full potential."

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Values

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Your Aims

- The relief of unemployment for the benefit of the public in such ways as may be thought fit including assistance to find employment.
- The advancement of education by way of developing individual capabilities, competencies, skills and understanding to enable **them** to participate in society as independent, mature and responsible individuals; including the provision of preschool and out-of-school education.
- The prevention or relief of poverty or financial hardship in the UK **and international (Africa)** by providing or assisting in the provision of education, training, healthcare projects and all the necessary support designed to enable individuals to generate a sustainable income and be self-sufficient.
- To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society through the advancement of the arts, culture and heritage.
- To develop the capacity and skills of the members of the Black and Asian groups and those whom English **isn't** their first language **of the UK** in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.
- **The promotion** of the voluntary sector by providing training and development, support for people working within the voluntary sector and the provision of meeting and office space for **voluntary sector organisations**.

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