

The Ubele Initiative Presents

(MEL) England



Enterprising Leaders
MALI
Enterprising Leaders

Governance and leadership: Board membership, roles and responsibilities with Deborah Robinson and Karl Murray

Wed 24th of Feb @ 3:30 PM – 5:00 PM

An Online Series of Capacity Building Support for Micro and Small BAME-Led Community and Voluntary Organisations.



Funded by the Charity Aid Foundation



Programme objectives...

The session seeks to:

- Introduce participants to some minimum standards of board effectiveness against which they can measure board capacity and development;
- Provide some understanding of the board's roles and responsibilities and those of board members, including critical areas of accountabilities and responsibilities (e.g. trustees, secretaries and treasurers etc);
- Introduce participants to some useful tools that they could take-away and consider (e.g. skills audit/personal development).



How effective is your governance structure?



“Corporate governance is the system by which companies are directed and controlled.” (Cadbury Report, 1992)

An effective organisation requires a top-down analysis with clear direction and actions put in place that addresses key questions of leadership:

Where does the organisation see itself going (i.e. vision/purpose)?

What are the priorities?

Who will drive those priorities?

Who will be responsible for implementing the programmes in the delivery of the priorities?

How clear are trustees/board about their roles?

How prepared and ready is the governing body for meeting the challenges of achieving the vision/purpose?

Qualities of an effective 'board'...



LEADERSHIP OF THE ORGANISATION WITH AN APPROPRIATE CONSTITUTIONAL FRAMEWORK WITH ESSENTIAL FUNCTIONS RECORDED IN TERMS OF REFERENCES.



INFORMATION PROVIDED TO THE BOARD SHOULD BE ACCURATE AND TIMELY



THERE SHOULD BE COMPREHENSIVE, ACCESSIBLE LIST OF ESSENTIAL GOVERNANCE DOCUMENTATION



ALL BOARD MEMBERS SHOULD BE AWARE OF THE ORGANISATIONS' KEY PERFORMANCE INDICATORS.



A BALANCED BOARD AND COMMITTEES.



BOARD MEMBERS SHOULD ADHERE TO A CODE OF CONDUCT DISPLAYING INTEGRITY AND HIGH STANDARDS OF PROBITY



BOARDS SHOULD ENSURE THERE IS ROBUST, FORMAL AND RIGOROUS PROCESSES FOR APPOINTMENT, INDUCTION AND TRAINING.

Some characteristics of 'ineffective' Boards...

- Minutes are non-existent, late or badly worded
 - Insurances/certificates are out of date or haven't been reviewed
 - Papers tabled infrequently (or not at all) with the quality and timeliness of accounts poor
 - Cover up of information by 'executive officers' interfering with the flow of information
 - Inadequate systems and processes in place
 - Meetings cancelled or takes place infrequently
 - Unclear guidelines about responsibilities between Board and 'executive officers'
- Board too large or too small
 - Dominant and/or ineffective Chair/President or CEO
 - Insular organisational culture reflective of 'this is the way we have always done it' attitude
 - Poor decision making and decision making processes
 - Board doesn't adequately monitor programmes and services.

Guiding
principles of
good
governance...

Open

Objective

Honest

Leadership

Integrity

Selflessness

Accountability



How effective
is your board?

Board effectiveness questionnaire

...

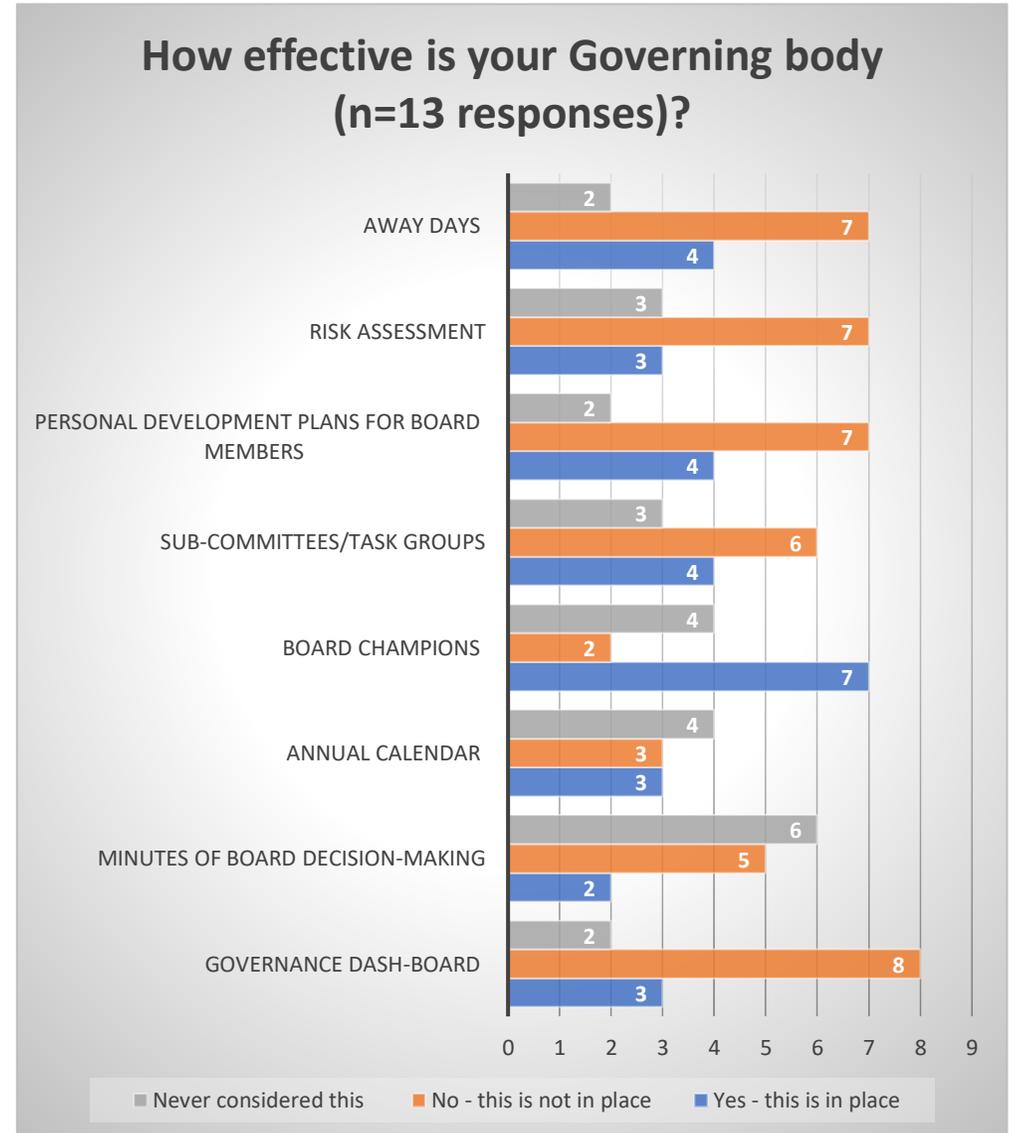
If your organisation wishes to undertake the self-assessment questionnaire as a 'board', then feel free to share and complete the online questionnaire, which takes less than 3 minutes.

To get the most from the questionnaire all members of the management committee/trustees should complete the survey. Click below the link below to access the questionnaire.

A short statistical report will be generated for individual organisations which will be sent via email to the lead contact named at the end of the questionnaire.

<https://www.surveymonkey.co.uk/r/BLLVL6W>

Meeting the minimum 'core standards': an approach (example from the effectiveness questionnaire)



Adapted from Karl George, Seven Practical Tools for Good Governance: [The Governance Forum](#)

Governance — What is it?

- Good governance enables charities and other non-profit organisations to demonstrate transparency, accountability and how they involve key stakeholders in decision-making [Source: Centre for Governance and Scrutiny].
- Governance is a term used to describe the trustees' role in:
 - the long-term direction of the charity, including its objectives or purposes
 - implementing policies and activities to achieve objectives
 - complying with legal requirements
 - accountability to those with an interest or 'stake' in the charity.
- Good governance should happen throughout a charity. The trustee board is responsible for good governance, but they rely on many different people to be able to govern well: staff, volunteers, advisors and stakeholders [Source: NCVO]

Governance – How is this implemented?

A group has a Management Committee of 7 elected members. Consisting of:

- Chair
- Treasurer
- Secretary
- etc.

Committee Members are elected by the membership on a rolling 3-year basis at the group's Annual General Meeting in [xxxxxx]. On election to Committee, Members agree to work in the best interests of the group in accordance with their *Constitution* dated. All new Committee Members receive an induction.

The group recognises the importance of good governance and Committee Members are encouraged to undertake relevant training. This training is for the whole Committee on aspects of managing the group, or it may be specific training, e.g. Excel book-keeping for a newly appointed Treasurer. A record is kept of all training.

The group adheres to best practice in the management of its accounts, requiring two signatures for the authorisation of payments. The annual accounts are independently examined.

The Committee are aware of their duty of care to Members, beneficiaries and visitors and regularly review the group's policies and practices relating to health and safety, risk and equality. The Committee will seek professional advice when required.

Leadership

- **Leadership:** Every charity is headed by an effective board that provides strategic leadership in line with the charity's aims and values.
- **Rationale**
 - Strong and effective leadership helps the charity adopt an appropriate strategy for effectively delivering its aims. It also sets the tone for the charity, including its vision, values and reputation.
- **Key outcomes**
 - The board, as a whole, and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.
 - The board agrees the charity's vision, values and reputation and leads by example, requiring anyone representing the charity reflects its values positively.
 - The board makes sure that the charity's values are reflected in all of its work, and that the ethos and culture of the organisation underpin the delivery of all activities.

Governance – task of internal reflections

Take 15minutes to work as a board to discuss what makes good governance:

- What is your experience of Boards/Trustees/Management Committees?
- Share examples of good practice;
- What are the roles and responsibilities of governing bodies, trustees etc?
- Does everyone understand the core purpose of the organisation? Are there any gaps in understanding?
- How does the board ensure that the aims and objectives of the organisation are being delivered effectively and sustainably?

HOW DO YOU SOURCE TRUSTEES?

Re:Purpose

Re:Purpose is an initiative that matches senior executive volunteers with small charities, community projects and social enterprises in urgent need of strategic support.

The impact of COVID 19 has put huge pressure on our UK Charities and if we don't act now a lifeline for some people in our communities could be lost forever.

Small, grass roots charities, traditionally underfunded, under resourced and operating within tight budgets, are now stretched beyond capacity and in real danger of closing their doors for good.



Be the lifeline our charities need today
So they can be here for you tomorrow

Charity registration form

The Team at RePurpose want to match you with the best Senior/ Board Level Volunteer for your Charity so please give as much information as you can. If any questions don't apply to you, please mark N/A.

Once complete please email to the Project Manager Faith-Rose Chattaika at: faith-rose.chattaika@repurpose.

I. General information

Name of charity	
Name of contact person, role, email and phone number	
Name of CEO, Chair or equivalent	
Date charity founded	
Address	
Location/S of operation	
Charity registration number	

Tell us about your charity: What service do you provide and to who?

II. Additional information

Number of paid staff	
Number of trustees and volunteers	
Do you receive funding? <i>If yes, please include details</i>	
Have you received any grants in the last 12 months? <i>If yes, please include details</i>	
Other sources of income	
Do you have a Diversity and Inclusion policy? <i>If so, please attach to application</i>	
Website	
Social media pages (Facebook, Twitter, Instagram) <i>If yes, please provide link or name details</i>	
Do you have a volunteer policy? <i>If so, please attach</i>	
How long do you require a volunteer for? (one-off project or ongoing)	

<i>Please include details</i>	
<i>Are you looking for trustees?</i>	
<i>If yes, please specify</i>	

Please include any case studies, reports or additional information you would like to share. The more you tell us the better we can help.

III. Professional volunteer skills required

Level of priority/urgency: 1 = low, 2 = medium, 3 = high

Skills required	1	2	3	Details
Finance / accounts				
Operations				
Legal				
Governance				
Income generation / Fundraising				
Project Management				
IT / Digital				

Policy & research				
Strategy & transformation				
Diversity & Inclusion				
Coaching & advice				
Other				

Thanks for completing.

For details of engaging with Re:Purpose

Trustees – roles and responsibilities

Trustees have to...

- Act in your charity's best interest
- Manage the charity's resources responsibly
- Act with reasonable care and skill
- Deal with conflicts of interest
- Implement financial controls
- Manage risks
- Take appropriate advice when you need to, for example when buying or selling land, or investing

[Source: Charity Commission for England and Wales]



Skills Audit of Trustees

A Simple Skills Audit

It is key for an organisation to know what skills and knowledge its board members have. A skills audit is a process used to identify the skill gaps in an organisation.

This document should be filled out by each member of the board to identify the skills they bring to the organisation. This resource is produced by TrusteeWorks and may be freely copied and adapted for use by charities and not for profit organisations.

Name:

Skill/expertise/knowledge/qualification	ū x	How would you contribute your skills, experience or qualifications to the Board?
Administration		
Board/committee experience		
Campaigning		
Change Management		
Charity/voluntary organisation governance		
Conflict resolution		
Customer Care		
Enterprise/business development		
Facilitating meetings		
Finance		
Fundraising		
HR/Training		
Income generation		
Influencing		
IT/Systems		
Leadership		
Legal		
Listening		
Marketing		
People Management		

PR/communications		
Project Management		
Property		
Relationship Management		
Service user/beneficiary of the organisation		
Team development		
Voluntary Sector Experience		
Other (Specialist experience or qualifications relevant to voluntary organisation e.g. medical, campaigning, advice)		

Motivation

Do you have a particular interest or reasons for being/wanting to be a trustee with this organisation?

Diversity

A diverse board is able to reflect and support the delivery of an organisations' mission. Do you have specific service user experience, social or family experience, background or general interests that will help us better support the goals of the organisation?

Areas of work

Are there any areas of the work of the organisation you have a particular interest in and/or would like to become more involved in?

Resources

Ubele:

<https://www.ubele.org>

How to recruit Trustees for your charity:

https://0ab75ddf-ffbf-4afe-a23e-a40ac25808f2.filesusr.com/ugd/5c57a6_d16407fb797641d1aa08977130920c12.pdf

Do-It

<https://do-it.org/>

Small Charities Coalition:

<http://www.smallcharities.org.uk/>

Charities Excellence Framework:

<https://www.charityexcellence.co.uk/>

NCVO:

<https://www.ncvo.org.uk/>

The Essential Trustee:

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>



Thank you!

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