

Achieving good governance: A challenge of our time

Appendices

An independent strategic review of governance
in Arts Organisations & Museums commissioned
by the Clore Leadership Programme

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August 2017

Achieving good governance: A challenge of our time

Appendices

- The Clore Leadership Programme
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The full Achieving Good Governance report and an Executive summary of that document are available to download from the [Clore Leadership website](#).

Appendix 1

The brief – Independent strategic review of governance (abridged)

Summary

The Clore Leadership Programme, together with a consortium of Trusts and Foundations¹, wishes to commission a review of the governance development needs of arts organisations and museums. The aim of the review is to strengthen the governance of arts and museums by identifying (a) resources which are currently available and (b) gaps in provision which might be addressed through a governance development programme, tailored to the needs of arts and museums.

Context

Building on the success of its Board Development programme which it has been running for the last eight years, the Clore Leadership Programme, together with a consortium of Trusts and Foundations, wishes to commission a strategic review of the governance development needs of arts organisations and museums.

In a rapidly changing environment, when public funding is decreasing and new business models need to be considered, the Boards and senior executives of arts organisations and museums are under increasing pressure to balance their cultural mission (including creative risk), public engagement and financial viability. Recent events in the private, cultural and other not-for-profit sectors have highlighted the importance of effective governance in enabling organisations to survive, grow and develop in order to meet their needs and objectives.

¹ Clore Duffield Foundation, Esmée Fairbairn Foundation, Foyle Foundation, Garfield Weston Foundation, Paul Hamlyn Foundation

Scope of review

The scope of the strategic review would include:

- Summary of current governance structures in use in the sector and an analysis of their strengths and weaknesses;
- An analysis of areas of good practice in the practical appliance of governance, and the identification of areas which need to be strengthened;
- An audit of existing training and resources (published and online) that offer guidance to Boards and senior executives;
- An analysis of current gaps in provision for governance development, as identified by organisations, funding partners and other stakeholders, and recommendations as to how these can be addressed.

The Review should focus on England and Wales, but include any models of good practice in other parts of the UK (and elsewhere) which might be transferable.

The results of this review will inform the preparation of a governance development programme to raise standards across the sector and build organisations strong enough to face the challenges of the years ahead.

We are seeking to appoint an experienced UK-based consultant(s) with knowledge and experience of governance in the voluntary sector in the UK.

This main part of this work will be undertaken between July and October 2016, with initial findings being presented in early November 2016 to the project's steering group (made up of the Director of the Clore Leadership Programme Sue Hoyle, Governance Associate Prue Skene and representatives of the partner funders).

Consultant skills and expertise

We wish to appoint a UK-based consultant/consultants who can demonstrate:

- Broad and deep knowledge of governance in the voluntary sector (preferably including the arts and/or museums)
- Knowledge of the arts and museums, gained through practical professional experience, and an understanding of the infrastructure supporting the cultural sector
- Ability to absorb and analyse complex information
- Efficient project management skills including the ability to deliver work on time and to meet deadlines
- Experience of providing well written and clear reports
- Good interpersonal and communication skills
- Independence from Clore Leadership's current Board Development programme.

Appendix 2

Profile and key outcomes – Structured interviews

1 Profile

In order to gather the considered opinion of Board Directors/trustees and senior executives, qualitative interviews were conducted with the chairs or Chief Executives of 54 organisations:

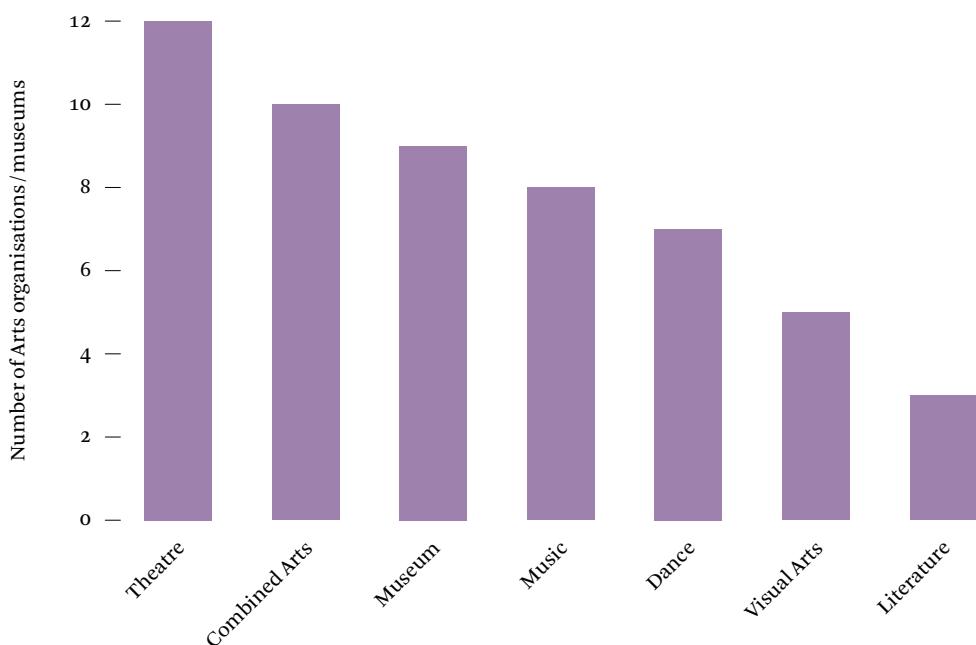
ORGANISATION	INTERVIEWEE	POSITION
A New Direction	Professor Maggie Atkinson	Chair
Arnolfini Gallery Limited	Kate Brindley	CEO
Autograph ABP	Mark Sealy MBE	CEO
Barnet Education & Arts Trust (Music Hub)	Lynn Holman-Fox	CEO
Battersea Arts Centre	Michael Day & David Jubb	Chair & CEO
Beamish The Living Museum of the North	Richard Evans	CEO
Bexley Heritage Trust	Bill Roots	Chair
Birmingham Royal Ballet	Jan Teo	CEO
Bournemouth Symphony Orchestra	Dougie Scarfe	CEO
CandoCo Dance Company	Stine Nielsen	Artistic Director
Charles Dickens Museum	Cindy Sughrue	CEO
Chatham Historic Dockyard	Bill Ferris OBE	Chair
Cheltenham Festivals	Louise Emerson	CEO

ORGANISATION	INTERVIEWEE	POSITION
Cornwall Museums Partnership	Emmie Kell	CEO
Creative United	David Gilbert	Chair
DaDa – Disability & Deaf Arts	Ruth Gould MBE	CEO
DanceEast	Brendan Keaney	CEO
Derby Museums Trust	Tony Butler	CEO
East Midlands Caribbean Carnival Arts	George Mighty MBE Donna Parker	Chair, CEO
English National Ballet	Patrick Harrison & P. Adamson	CEO & Finance Director
English Touring Theatre	Jane Claire	Exec. Producer
Greater Manchester Arts Centre (HOME)	Jonty Claypole	Chair
Holland Park Opera	Charles Mackay CBE	Chair
Horniman Museum & Gardens	Janet Vitmayer CBE	CEO
Institute of Contemporary Arts	Alison Myners	Chair
Lakeland Arts	Gordon Watson	CEO
Live Theatre	Jim Beirne MBE	CEO
London International Festival of Theatre	Bernard Donoghue	Chair
Manchester International Festival	John McGrath	CEO
National Dance Company Wales	Paul Kaynes	CEO
National Theatre	Lisa Burger	CEO
National Theatre Wales	Dr Phil George M. Carwardine-Palmer	Former chair Managing Director
Northern Ballet Theatre	Mark Skipper DL	CEO
One Dance UK	Andrew Hurst & Rachel Gibson	CEO & Consultant
Opera North	Richard Mantle OBE	CEO
Poet in the City	Sarah Davis	Chair
Royal Opera House	Alex Beard CBE	CEO
Royal Shakespeare Company	Catherine Mallyon	CEO
Sage Gateshead	Abigail Pogson	CEO
Sound and Music	Susanna Eastburn	CEO
Southbank Centre Limited	Alan Bishop	CEO
Talawa Theatre Company	Natasha Bucknor	CEO
The Bluecoat	Sue Harrison	Chair

ORGANISATION	INTERVIEWEE	POSITION
The Curve Leicester	Professor Philip Tasker	Chair
The Dukes Playhouse Limited	Ivan Wadeson	CEO
The Poetry Society	Judith Palmer	CEO
Theatr Clwyd	Colin Everett	CEO, Flintshire Council
Threshold Studios	Uzma Johal	CEO
Tricycle Theatre Company	Indhu Rubasingham	CEO
Turner Contemporary	Victoria Pomery OBE	CEO
Wessex Museum Partnership	Kristina Broughton	CEO
Writers' Centre Norwich	David Gilbert	Chair
York Museums Trust	Reyhan King	CEO
Youth Music	Matt Griffiths	CEO

A cross-section comprising 45 arts organisations and 9 museums was identified. The arts organisations included theatre, combined arts, music, dance, visual arts and literature. The spread of museums included Independent Museums and Museum Partnerships¹.

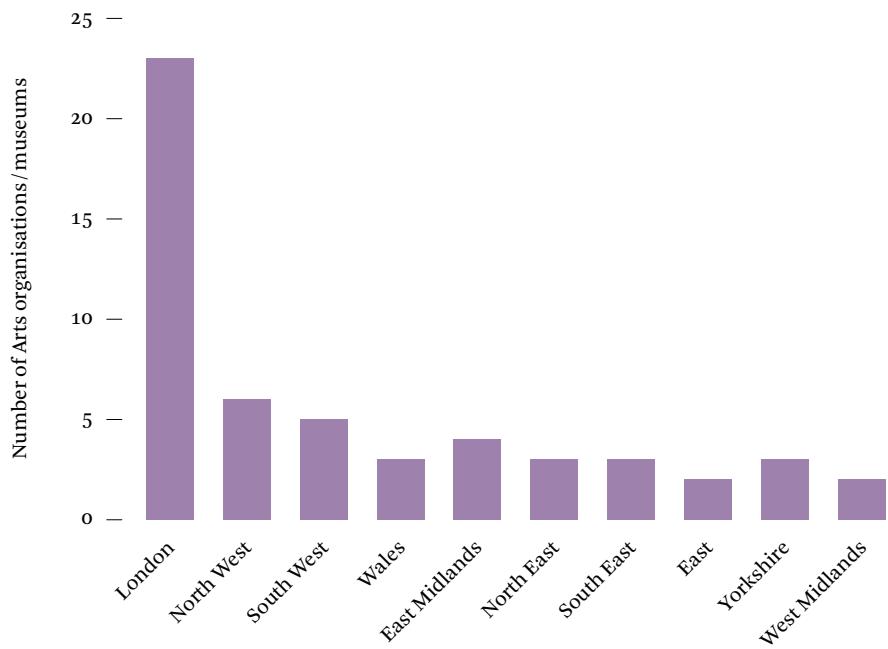
FIG 1 Sector spread



In terms of geographical distribution, organisations from Wales and each region of England were included.

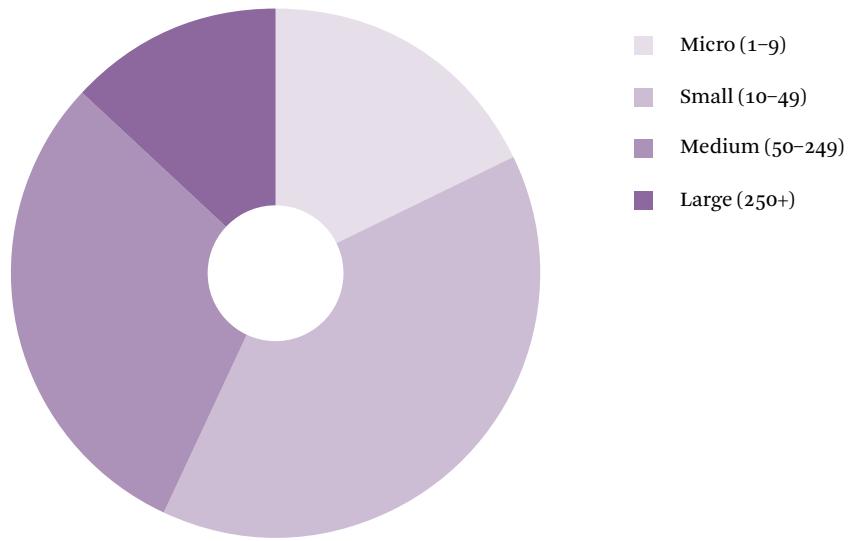
¹ DCMS directly funded national organisations are not included in the brief.

FIG 2 Regional spread



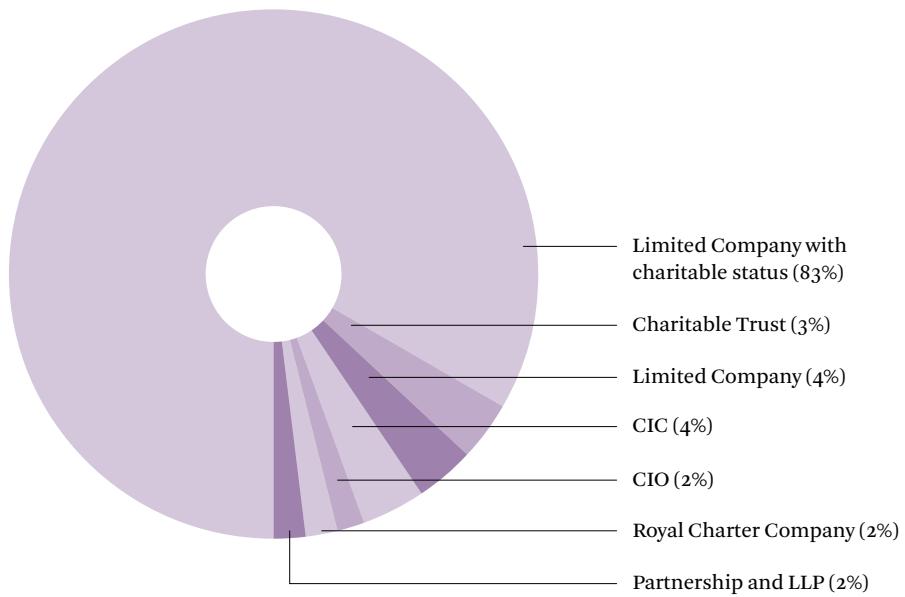
A broad range of organisational scales was achieved, in order to ensure a range of viewpoints and perspectives was captured.

FIG 3 Organisation scale



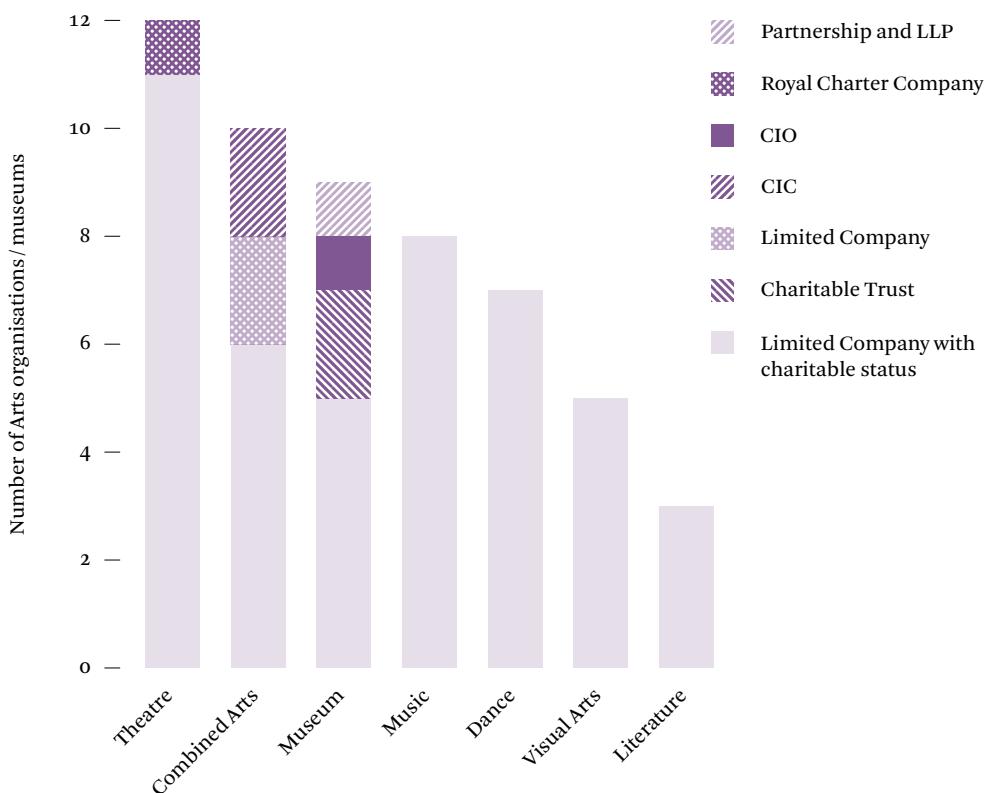
In terms of organisational status, the majority (83%) of interviewed organisations are Limited Companies with Charitable Status. A spread of other operational models was also included to ensure a rounded reflection of the sector.

FIG 4 Organisation status



The majority of all arts organisations adopt the Limited Company with Charitable Status model.

FIG 5 Governance structure breakdown by sector



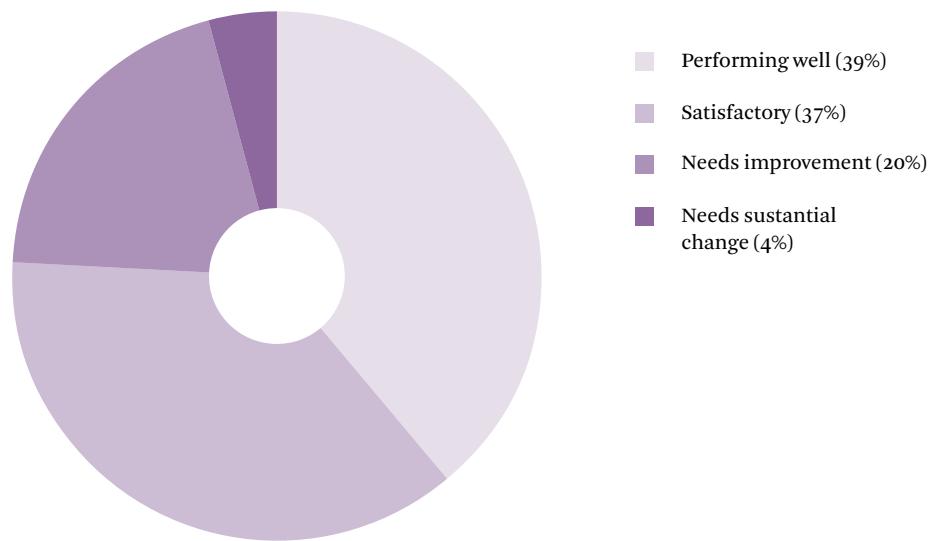
2 Governance Challenges

Whilst the structured interviews were largely qualitative in nature, a range of key quantitative outcomes was also garnered and is presented below.

2.1 How would you rate your Board?

A healthy 76% of respondents considered the performance of their Board to be satisfactory or better. Of this, 39% described their Board as performing well. Whilst in general there was a positive affirmation of board performance, 20% of interviewees reported a board that needed to improve and 4% suggested that there was the need for substantial change.

FIG 6 How would you rate your Board?

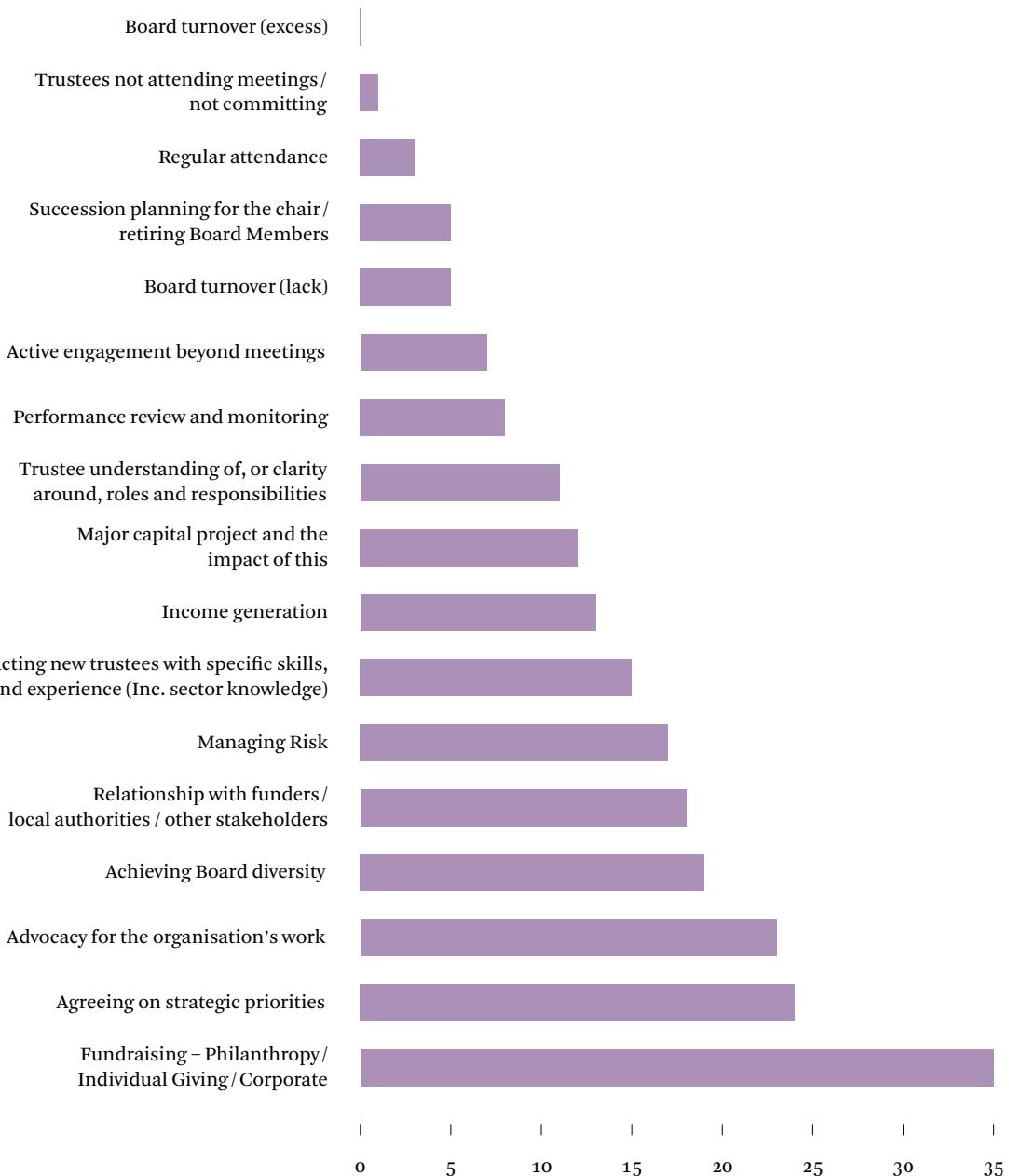


2.2 Areas requiring most attention

Respondents were required to select the four areas (from a list of seventeen priorities) requiring most attention by the board at the current time. The following areas scored the highest:

- Fundraising (65% of organisations)
- Agreeing strategic priorities (44% of organisations)
- Advocacy for the organisation's work (43% of organisations)
- Achieving board diversity (35% of organisations)
- Relationship with funders/local authorities/other stakeholders (33% of organisations)
- Managing risk (31% of organisations)
- Attracting new trustees with specific skills (28% of organisations)

FIG 7 Which four areas require most attention from your Board / trustees now?



2.3 Chair/CEO relationships

Interviewees were asked to rank the chair/CEO relationship on a scale of 1–5, where 5 described a good, strong relationship and 1 described a relationship in need of substantial improvement.

80% of organisations identify a strong and positive relationship between chair and CEO, with 39% scoring 4 and 41% scoring 5. Key to success in these relationships is establishing openness and trust, regular communication and a shared strategic imperative.

FIG 8 Effectiveness of chair/CEO relationship

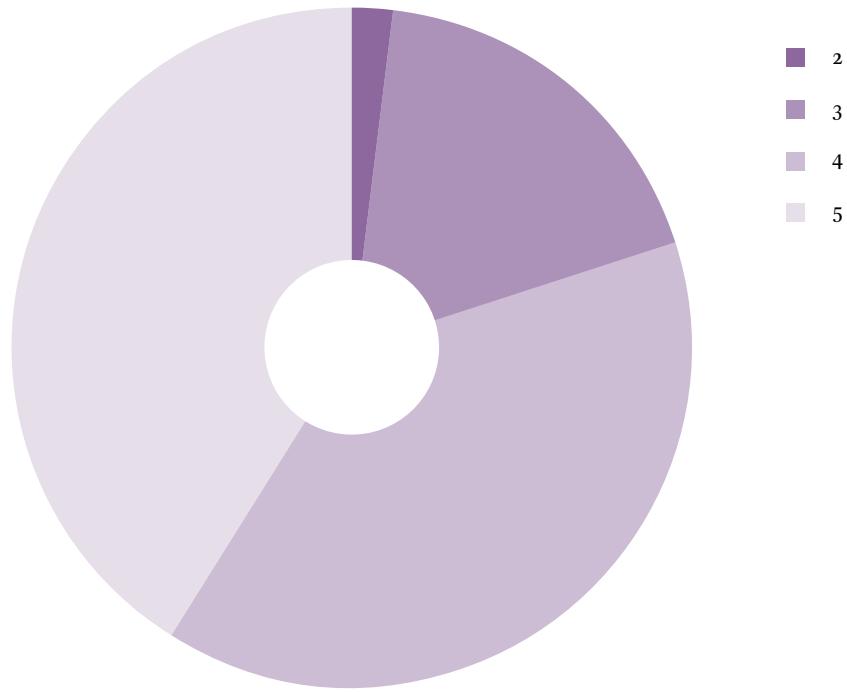
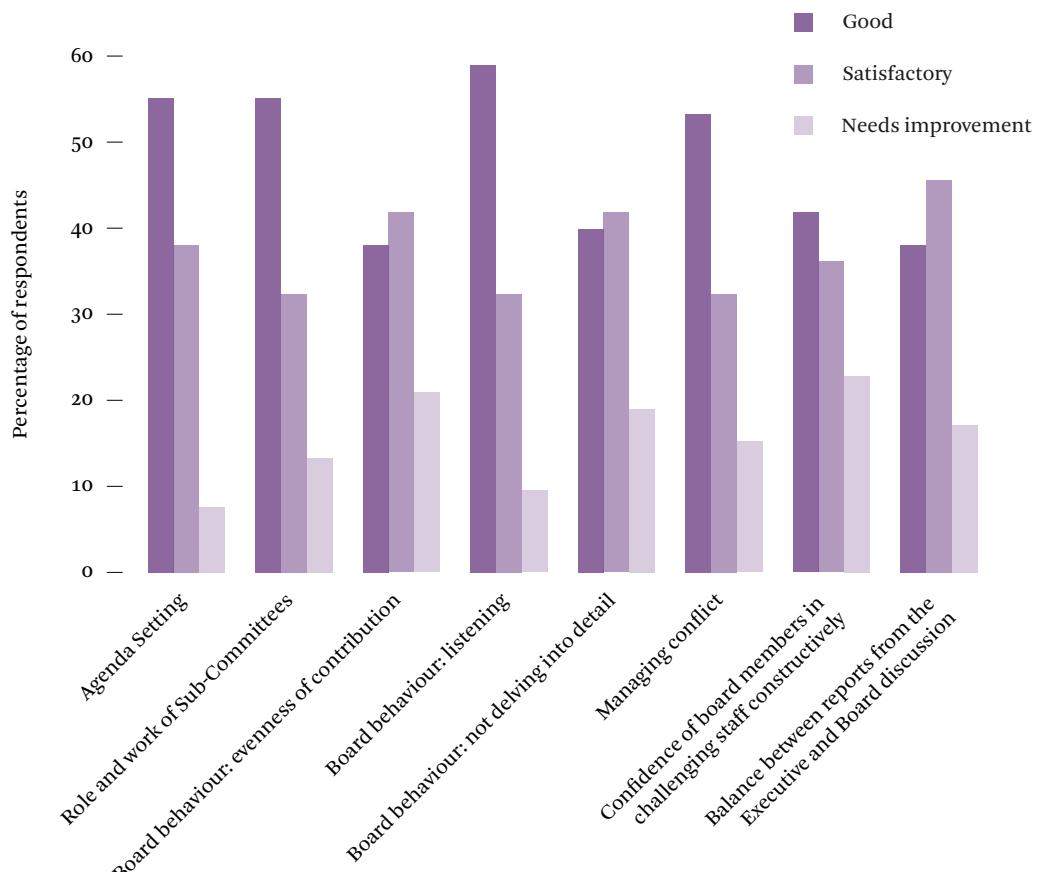


FIG 9 Management of meetings



2.4 Culture and management of meetings

It is generally felt that the culture and management of meetings is being effectively handled. Areas scoring over 50% as Good are:

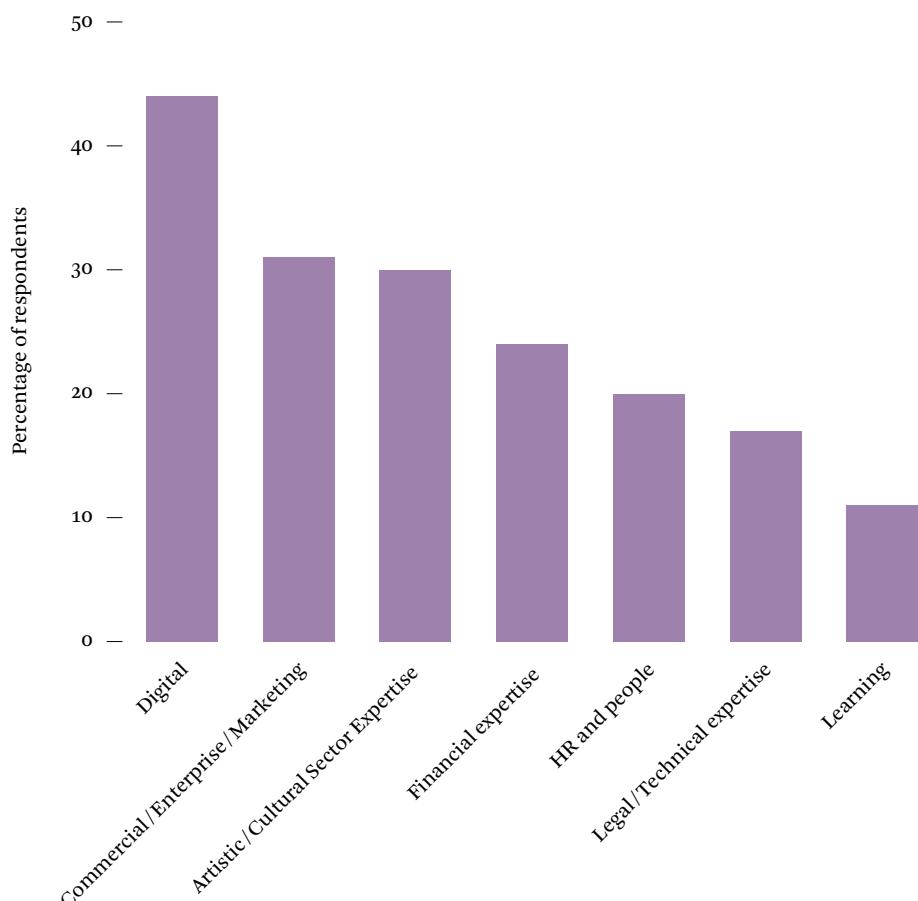
- Agenda Setting – 54% Good, 37% Satisfactory
- Board Behaviour – Listening – 51% Good, 34% Satisfactory
- Sub-Committees – 54% Good, 31% Satisfactory
- Listening – 57% Good, 31% Satisfactory
- Managing Conflict – 52% Good, 31% Satisfactory

2.5 Achieving a balance of expertise

Skills gaps identified:

- Digital 44%
- Commercial & Enterprise 31%
- Artistic / Cultural sector expertise 30%
- Financial expertise 24%
- HR & People 20%

FIG 10 Gaps in Board knowledge, competencies and experience



Appendix 3

Structured interview format

Moving beyond the essential roles, the best boards anticipate and shape the future, they add continuous value and they ensure that their governance arrangements are exemplary¹

A Governance challenges

1 Overall, would you say that your Board is:

- a) Performing Well
- b) Satisfactory
- c) In need of some improvement?
- d) In need of substantial change?

2 What are the four areas that require most attention from your Board/trustees now?

Outward Facing:

- Agreeing on strategic priorities
- Advocacy for the organisations work
- Relationship with funders / local authorities / other stakeholders
- Major capital project and the impact of this
- Fundraising – Philanthropy / Individual Giving / Corporate
- Income Generation

¹ Managing Without Profit – Mike Hudson – Directory of Social Change – 2009

Inward Facing:

- Attracting new trustees with specific skills, background and experience
- Board turnover – lack
- Board turnover – excess
- Achieving board diversity
- Trustee understanding of, or clarity around, roles and responsibilities
- Managing Risk
- Performance review and monitoring
- Succession planning for the chair
- Trustees not attending meetings / not committing
- Regular Attendance
- Active engagement beyond meetings

B Governance in practice

- 3 How do you ensure that the Board understands the strategic imperative of the organisation and is signed up to this?
- 4 On a scale of 1 – 5 how effective do you consider the chair/CEO relationship? What could you do to improve this?
- 5 Are you content that an appropriate balance of time is spent across the range of governance priorities?
- 6 Would you say that the culture and management of meetings is effective?
- 7 Which of the following is A: Good; B: Satisfactory; C: Needs improvement
 - Agenda Setting
 - Role and work of Sub-Committees
 - Board behaviour: evenness of contribution?
 - Board behaviour: Listening
 - Board behaviour: Not delving into detail?
 - Managing conflict
 - Confidence of board members in challenging staff constructively?
 - Balance between reports from the Executive and Board discussion?
- 8 How do you achieve effective communication beyond the meetings? Select:
 - Value of meeting or gathering outside formal sessions?
 - Board getting together with staff?
 - Trustees with specific organisational links?
 - Away Days?

C Governance models and structure

- 9 Have you experienced any limitations to your current model?
- 10 Have you ever considered a different operating model?
If so, what other models have you considered?

- 11 Do you perceive any benefits that a different model might bring?
- 12 Have you reviewed your governing document/Memorandum & Articles in the past five years?

D Board / trustee performance and review

- 13 Do you consider your Board to have the right balance of knowledge, competences and experience? Are there current gaps? Select:

- Artistic/Creative/Sector expertise (Core Business)
- Legal/Technical expertise
- Financial expertise
- Commercial/Enterprise/Marketing
- Digital
- HR and people
- Learning
- Most recent Skills Audit?

- 14 What skills & knowledge do you consider essential for your Board?
- 15 What induction do you provide/would you like to have for new board members? Induction Pack / Handbook?
- 16 How does the board review its own performance?
- 17 What is the most pressing development need within your board at the moment?

E Board / trustee development & training

- 18 What training, support or resources are you aware of for board members?
- 19 What information or support resources have been helpful for your board members?
- 20 What development & training resources would you like to see?
What key themes or topics would be most helpful?
- 21 Costs – what price (range) would you think is reasonable for
 - A Full Away Day for the whole Board?
 - Half-Day Training Module (Members attend individually)
 - Online Training

F Additional comments / themes not highlighted through questions...

Appendix 4

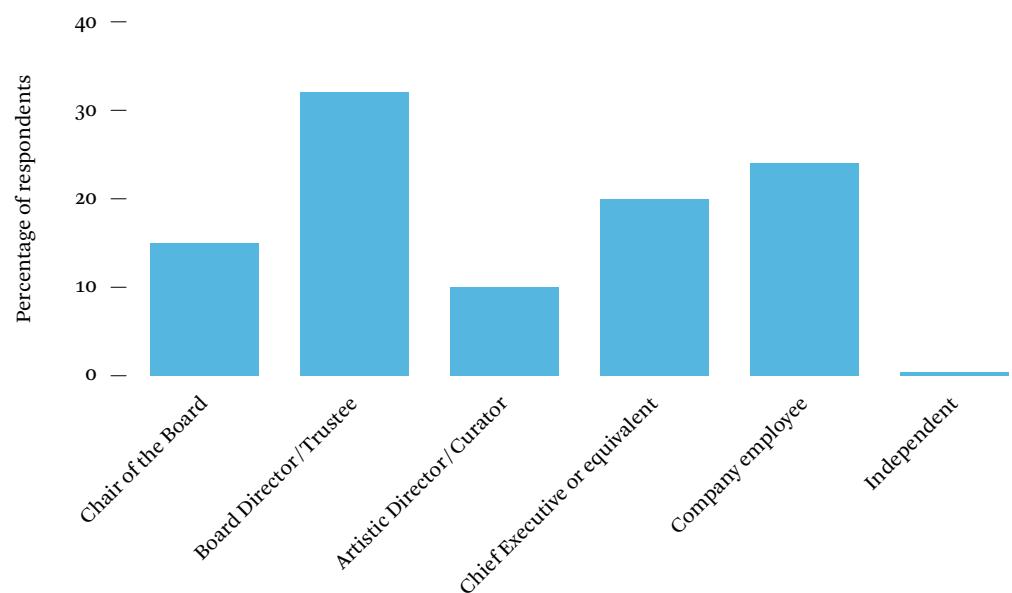
Profile and overview of the sector consultation

The issues and challenges prioritised within the target group formed the basis of a wider consultation through an open survey promoted through direct mail, mailshots from sector agencies, Twitter, Facebook and LinkedIn. A total of 238 responses were received. The profile respondents is as follows:

1 Relationship to the Board

32% of respondents are Board Directors/trustees; 24% Company Employees; 20% Chief Executives or equivalents; 15% chairs of Boards; and 10% Artistic Directors /Curators.

FIG 1 Relationship to the Board



2 Length of time in Role

37% of respondents have held roles for 0-2 years; 33% 3-5 years; 14% 6-9 years; and 15% over 10 years.

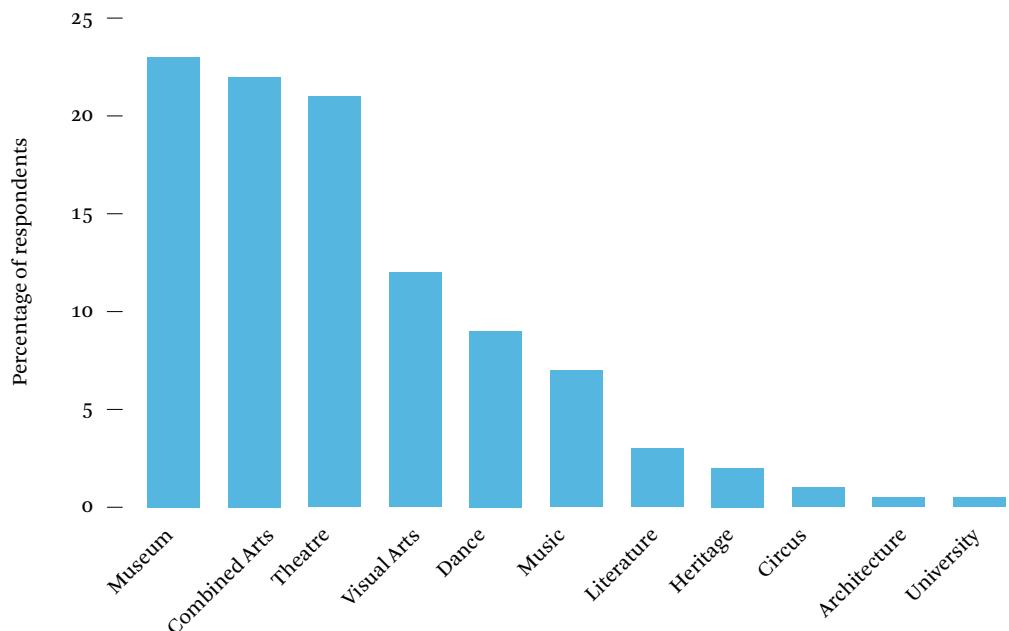
3 Size of Organisation

Just over a third of respondents 36% are from Micro Organisations (1-9 employees); 33% from Small Organisations (10-49 employees); 19% Medium Organisations (50-249 employees); and 11% Large Organisations (250+ employees).

4 Sector/Artform

The highest sector respondents include Museums (23%); Combined Arts (22%); Theatre (21%) and Visual Arts (12%).

FIG 2 Sector/Artform



5 Planning Time-frames

53% of sector consultees confirm planning horizons of 1-3 years as the norm, with a further 38% focused on the 3-5 year period. Only 9% of respondents indicate they were looking ahead beyond 5 years.

However, due to the continual quest for day to day funding it is always difficult to focus attention on longer term planning as time must be spent ensuring that revenue monies are maintained to support ongoing operation.

Vision equals ten years, corporate plan equals three years, operational plan equals one year.

Company Employee – Museums

Unfortunately, our current Board is not as pro-active as it needs to be, but this has to change as we want to be able to access larger foundations. I have done a 5 Year plan for broader guidance and to use with ACE.

Artistic Director – Theatre

After training through the DEVOS institute we starting to plan up to 5 years.

Board Director / trustee – Visual Arts

We do all of the above. We have an annual business plan that we monitor; a 5 year plan, and do long term strategising once a year.

Board Director / trustee – Visual Arts

Being a small independent organisation that is wholly dependent on securing funds from organisations such as the HLF to develop new projects and programmes it is very difficult to plan more than 18 months ahead. Existence is very ‘hand-to-mouth’. There is very little capacity for longer-term strategic thinking and planning when the organisation is not sure that it will have the necessary funds to deliver everything it aspires to achieve.

Artistic Director – Heritage

6 Priorities requiring the most attention from your Board

A significant 70% of consultees highlight setting strategic priorities as top of their agenda; 43% selected Fundraising and 38% Advocacy for the organisation.

In smaller organisations trustees also become ‘doers’ in support of the staff, therefore clarity of a trustee’s role can be difficult as people who are able to support day to day and also think strategically are very rare.

Board Director / trustee – Museums

Lack of understanding of the roles and responsibilities of trustees is a huge challenge – it makes decision making so much longer.

Company Employee – Museum

Our board currently is quite involved in artistic vision and direction (on a strategic / oversight level); I am hoping to move the board towards more advocacy for the organisation, and how to equip them to do more of that.

Chief Executive – Dance

In my experience, not only in this role but in working with cultural sector boards over a number of years, fundraising is the thing that trustees are least equipped/least willing to get involved with. I think all trustees should support the fundraising effort in some way, even if it is advocating or participating in a small gifts campaign. Trustees must feel empowered to make the ask! (However small or large).

Artistic Director – Museum

It is extremely disappointing that there is insufficient diversity within the boards of the sector's most high-profile national museums and galleries. This does not set a good example for the rest of the smaller organisations within the cultural and creative sector. Lack of ethnic diversity, and socio-economic diversity according to class and educational background, remains a significant issue for the sector as a whole.

Artistic Director – Heritage

7

Balance of Discussions

70% of sector respondents consider that the board achieves the right balance of Artistic/Curatorial and other business discussions. 60% consider the balance of future-focused exploration and reviewing past performance to be appropriately balanced.

There is a committee which considers artistic and educational policy but its considerations, though reported to Board, are often overwhelmed by the sheer urgency of financial, fundraising etc. needs.

Board Director / trustee – Combined Arts

A brand new chair is currently revitalising Board discussions and areas of responsibility.

Chief Executive – Combined Arts

Discussions tend to get stuck in finance and business possibly due to the skills/viewpoints of board members and recent issues. Likewise it seems to me we focus on current activities, issues and results sometimes in too much detail and are unable to get onto future focused exploration.

Company Employee – Museum

The Board has to spend a disproportionate amount of time on the dysfunctional relationship with the local authority.

Chief Executive – Museum

Too much backward looking and hauling over ‘what went wrong’ while future planning looks like ‘what might go wrong’. All valid but it’s not in balance in my organisation.

Company Employee – Theatre

I feel that at board meetings we do not make space for discussion about our artistic programme. There has not enough input into discussion around future strategic direction and vision, although this is not improving with the support of an external consultant.

Chief Executive – Combined Arts

Too much artistic/curatorial discussions and not enough future planning.

Company Employee – Museum

I think there is a tendency for trustees to get caught up in artistic or programming conversations. This is perhaps viewed as the fun bit! However, this should not overpower governance responsibilities. There are many trustees who neglect or are perhaps not aware of their legal responsibilities.

Artistic Director – Museum

We currently spend too much time being reactionary – dealing with policy or planning that is required for funding purposes or that has risen up for other reasons. I don't feel we actually spend time reviewing or questioning. There is a lot of reporting but not a great deal of time for analysis.

Board Director / trustee – Dance

8 The management of board / trustee meetings

Sector respondents reflect a general satisfaction with the ways that meeting agendas are currently set. A mere 14% identified this as needing improvement. Looking at the range of responses, however, it would seem that the issue of board behaviours are of more concern than the procedural aspects. The areas highlighted as needing most improvement include:

- Delving into detail at an appropriate level – 33%
- Constructive challenge to staff – 30%
- Balance between reports from the Executive and Board discussion – 30%
- Addressing difficult issues – 27%

Agenda far too long, difficult issues can be avoided due to the number of issues around, ‘cherry picking’, the staff are almost never challenged, partly because there are so few of them left. Too little time available for detailed discussion. There is a real lack of understanding by some members of the difference between Governance and Executive.

Board Director / trustee – Museum

Not all board members work positively together. chair is supportive of executive but is perhaps not as confident in drawing out or challenging issues and positions.

Board Director / trustee – Combined Arts

What works well is when you find individuals who are ‘really’ interested, passionate and committed to the cause and are open to undertake training. I have found that it takes several years to build a team of trustees that is truly able to reflect and represent the organisation and all its facets. Priorities would be quality professional development for trustees. Often basic care and diligence of the role needs to be refreshed. For example: being aware of the agenda; read board papers before meetings; be aware of policies & procedures and check on clear implementation of board decisions.

Chief Executive – Dance

Current ACE pilot in North bringing board chairs together is a good initiative. While there are plans to train chairs and board members not sure that there are plans to train CEOs to work with boards. This needs to happen too.

Chair of the Board – Heritage

Sometimes it feels like trustees are unwilling to add their voice outside of what they consider to be their area of expertise. There is an unhelpful amount of deference to the Artistic Director. We need to talk more about what we are actually doing and how this meets our objectives.

Board Director / trustee – Dance

9 Essential skills/qualities of an effective trustee

Respondents were clear that the effective trustee is someone who understands the strategic imperative of their role, is responsible and accountable and who demonstrates strong support and advocacy for the organisation. Several highlighted the essential appreciation of the difference between the board and the executive leadership:

To understand the difference between the roles of governance and responsibilities of the executive and to effectively challenge and support the organisation via the board and its subcommittees.

Board Director/trustee – Theatre

Trustees need to strike the right balance between allowing the executive to manage the organisation and supporting effective strategic decision making. All trustees need to act as proactive advocates for the organisation in their different spheres of influence.

Chief Executive – Dance

Not surprisingly, a wide-range of essential skills/qualities is identified for the effective trustee, reflecting the varied needs of different arts/museums clusters and priorities. Across the sector, however, the prioritisation of listening skills, advocacy, commitment, ability to offer constructive challenge are highly prized. In addition, respondents seek trustees who:

Understand the Mission of the organisation and know how to raise the right questions of the staff to enable and support them to deliver the Mission in an innovative, strategic and effective manner.

Chief Executive – Visual Arts

Understand where your help is most needed. Not getting caught up in unnecessary detail and being a good listener and positive contributor in meetings.

Board Director/trustee – Theatre

Conscientiousness – reading and thinking about papers in a strategic manner.

Board Director/trustee – Museum

Willingness to tackle serious issues and press for action.

Company Employee – Visual Arts

Listening. I think it's easy for trustees to be bombastic, but being able to listen, draw-out, scrutinise and comment is under-rated by many.

Board Director/trustee – Theatre

Creative thinking ability to understand the core function and emit of the organisation ability to understand the specifics of aspects of work through meaningful engagement with specialist staff to take on board the concept of 'perpetuity' when a trustee of collections.

Willingness to provide challenge.

Board Director/trustee – Dance

Listening and then asking the unexpected question

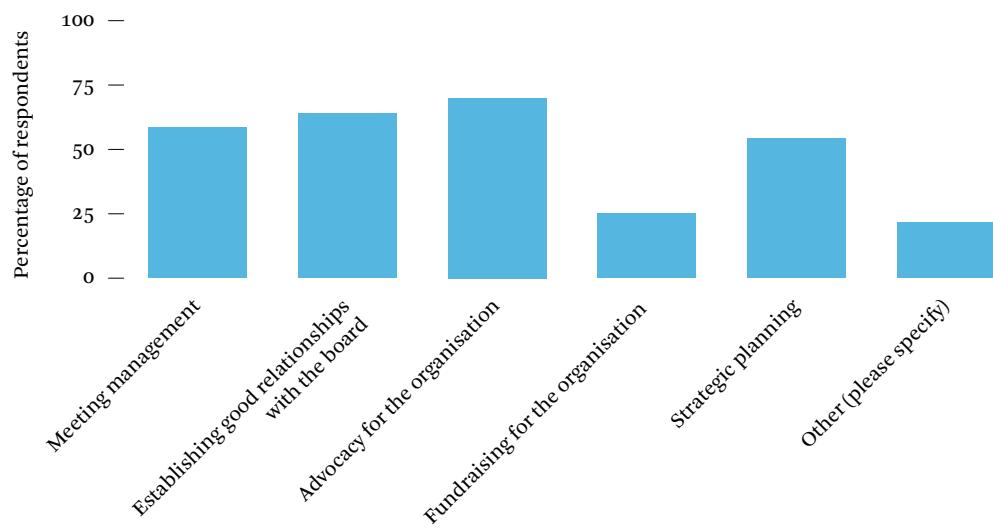
Board Director/trustee – Combined Arts

10 Essential skills/qualities of an effective trustee

The sector consultation highlighted the top three essential skills and qualities of the chair as:

- Advocacy for the organisation – 72% of respondents
- Establishing good relationships with the board – 65% of respondents
- Meeting management – 58% of respondents

FIG 3 Essential skills/qualities of an effective trustee



11 Review of board performance

51% of consultees confirmed that their Board did not conduct a regular review of its performance and effectiveness. Whilst 36% confirmed that this did take place, 12% were not sure.

Informal discussion. Would like to improve this.

Chair of the Board – Combined Arts

12 Appetite for webinars and/or bitesize online learning

67% of respondents affirmed that webinars and/or bitesize online learning resources would appeal to them/fellow Board members.

... induction, fiduciary requirements, broader governance such as strategic and generative. Also finance for non-financiers. Charity and company law...

Board Director/trustee – Museum

Effective meetings, Risk Assessment, Strategic planning, chairing meetings.

Board Director/trustee – Combined Arts

Quality Metrics. Case for diversity and the role of the board in assuring it happens.

Chief Executive – Combined Arts

Volunteer management, effective communication between board and volunteers.

Board Director/trustee – Museum

Trustee efficacy, how to become a good fundraiser, advocating for the organisation.

Chief Executive – Literature

Personally, I find myself overwhelmed by technology in the present landscape, but am willing to learn. Face-to-face is much more useful and valuable to me.

Artistic Director – Theatre

It would be fantastic to have a website with short films for trustees and chairs on good practice in key areas of work, or just information on trustee responsibilities. This would make available excellent resources specific to culture that we could then all reference and refer to. Board training in the basics is often expensive and this would support trustees and companies.

Board Director / trustee – Literature

How to monitor the effectiveness of a board.

Board Director – Combined Arts

Legal requirements of trustees as they arise.

Chair of the Board – Combined Arts

Interviews, Q&A's with influential movers and shakers in the sector and also with local, regional and national funding bodies. Opportunities to debate topical issues and to share best practice with ordinary SME arts organisations.

Board Director / trustee – Combined Arts

13 **Review of Memorandum & Articles of Association / Governing Document**

Nearly half (49%) of sector respondents confirmed the most recent review of the organisations Memorandum & Articles of Association/Governing Document had been up to 2 years ago; a further 22% had reviewed this in the 3–5 years; and 18% did not know. Whilst 6% had reviewed the documents between 6–9 years previously, for 5% of organisations the documents had not been reviewed for over 10 years.

14 **Website Listing**

A significant 82% of respondents listed the board on the organisation's website.

15 **Interest in the published report**

Significant sector interest in governance is reflected in the 72 (30%) respondents who provided email addresses for notification of the report publication.

Appendix 5

Cultural and third sector agencies & other contributors

ORGANISATION	INTERVIEWEE	POSITION
Association of Independent Museums	Helen Wilkinson	Assistant Director
Arts Council England	Mags Patten	Public Policy & Comms
Arts Council Wales	Dr Phil George / Nick Capaldi	Chair / CEO
Arts Marketing Association	Julie Aldridge*	CEO
Association of Chairs	Ruth Lesirge	Chair
Bates Wells Braithwaite	Lindsay Driscoll	Consultant
Bodelwyddan Castle Trust	Dr Kevin Mason	Director
Bradford Literature Festival	Irna Qureshi	Co-Director
Cause4	Michelle Wright	CEO
Culture Central, Birmingham	Gary Topp	CEO
Dance UK	Andrew Hurst	CEO
DCMS	Kate Bellamy	Head of Museums Review
Good Governance Institute	Prof. Michael Deighan	Heritage chair
Egeria Consultants	Adrian Babbidge	Consultant
Kew Foundation	Alison Purvis	Co-CEO
Heritage Lottery Fund	Karen Brookfield	Operations
Independent Theatre Council	Charlotte Jones	CEO
Irie Dance Theatre	Beverley Glean	Director
Liz Amos & Associates	Amanda Smethurst	Associate
Museums Association	Sharon Heal	CEO
Museums Galleries Scotland	Joanne Orr	CEO
NCVO	Dan Francis	Governance Consultant
Norfolk Museums Service	Steve Miller	Head of Norfolk Museums Service
OnBoard	Tesse Akpeki	Facilitator
Society of London Theatre / UK Theatre	Cassie Chatterton	Head of UK Theatre
Voluntary Arts	Robin Simpson	Chief Executive
Welsh Government (Museums Archives and Libraries Division)	Lesley-Anne Kerr	Head of Museums Development

*Now working freelance

Appendix 6

Governance training & development research

PROVIDER DETAILS	INFO
<p>Provider: ACEVO</p> <p>Name: Leading Governance Masterclass: Finding and Recruiting Great Board Members</p> <p>Duration: Full day Date: 7 Sep Location: London Price: £299/£199 www.acevo.org.uk/event/leading-governance-2016-finding-and-recruiting-great-board-members-o</p>	<p>At ACEVO we recognise that in challenging times it's even more important to raise the bar and the only way we can do this is to find ways of pushing professional and organisational development higher up our agenda.</p> <p>We know how important it is for you to get the maximum return on your investment and because of this we are making these inspiring events more accessible by offering them as manageable, affordable one-day workshops.</p> <p>The Masterclass ethos is that you recognise and build on your existing skill-set by receiving expert tuition, guidance and practical insights.</p> <p>The end result is that you take away new ideas, strategies and techniques that you can put into practice immediately to make a difference to yourself, your organisation and your stakeholders.</p>
<p>Provider: ACEVO</p> <p>Name: Leading Governance Masterclass: Board Effectiveness and how to Develop it</p> <p>Duration: Full day Date: 27 Oct Location: London Price: £299/£199 www.acevo.org.uk/event/leading-governance-2016-board-effectiveness-and-how-develop-it-o</p>	<p>Description of Masterclass;</p> <p>An effective board does a lot more than 'tick the box' of governance. It can really add value to the charity's performance. Developing a truly effective board team takes planning, time and focus. It's a continual journey, rather than a one-off event. This session is a must for those wishing to support their board to be more effective. The workshop will consider:</p> <p>What does a really effective board look like and feel like? What's holding us back from that? What's our next step in the Board Effectiveness journey? What resources can we access to support the development process? What are the challenges of change? How can they be overcome? Board team development Action Planning</p>
<p>Provider: ACEVO</p> <p>Name: Business Booster Masterclass</p> <p>Duration: 4 sessions Date: May 16 – Feb 17 Location: Manchester & London Price: £49/£99 www.acevo.org.uk/networking-events/business-booster-masterclasses-201617</p>	<p>ACEVO is delighted to announce our new series of Business Booster Masterclasses jointly delivered by Hempsons – the leading charity and social enterprise, and healthcare, law firm and ACEVO Solutions – our in-house business development consultancy.</p> <p>These classes are designed to give you a competitive edge; providing a unique opportunity for senior leaders to get to grips with complex legal and business development issues and risks, share their personal experiences, and have their queries answered by the experts.</p>

PROVIDER DETAILS	INFO
Provider: ACEVO Name: Dynamic Duo, balancing the roles between chair and CEO Duration: Full day Date: 28 Jun Location: Manchester www.acevo.org.uk/networking-events/dynamic-duo-balancing-roles-between-chair-and-ceo	<p>Our successful, light touch leadership programme that fast-tracks high potential people under 30 into non-executive/trustee roles with some of the most exciting and innovative arts and cultural organisations in England.</p> <p>This programme aims to shape a new generation of business leaders who are keen to take an active role in their community by becoming a trustee or non-executive director of an arts or cultural charity.</p> <p>Charity boards benefit from the energy, commercial perspectives, networks and professional expertise of the individual while being able to harness corporate resources to support strong governance and sustainable business models.</p>
Provider: ACEVO Name: Learning with Leaders series Date: Annual programme www.acevo.org.uk/networking-events/learning-leaders-series	<p>Each year we hold a popular Learning with Leaders event series. These events invite leaders from across all sectors to join a group of our members to speak about a topical issue. The events are usually held over lunch and are attended by up to 30 third sector chief executives.</p>
Provider: ACEVO Name: Leadership Across the Third Sector Seminars Duration: 2 hr session Date: Various Location: London Price: £20 or £60 for all 4 www.acevo.org.uk/networking-events/leadership-across-third-sector-seminars	<p>The Series seeks to shape, develop and create a level of thinking, shared knowledge and experience for Chief Executives in the Third Sector. The key function is to provide Executives with ways of looking at their roles and the functionality of their organisations through connecting like minded individuals, commercial leaders, entrepreneurs and cross sector representatives.</p> <p>There will be 4 seminars in the series Spring, Summer, Autumn and Winter.</p>
Provider: Arts & Business NI Name: Fundraising for Boards Duration: 2 hr session Date: Location: NI Price: £150+VAT www.artandsbusinessni.org.uk/fundraising-for-boards/	<p>One aspect of a board's work is to address risk and one of the riskiest areas for their attention is the financial health of the organisation. Costing £150 + VAT this 2 hour training session includes a pre-session meeting with the chair and CEO, and is a no-nonsense, unashamedly basic and thorough look at where the money comes from, the current arts funding landscape, the role of the Board in fundraising, and the basics of fundraising planning.</p> <p>The main aim of the session is to inform and encourage Board members to engage further in the fundraising process.</p>
Provider: Arts & Business NI Name: Board Twilight Sessions Duration: Evening Date: Location: NI Price: £150+VAT www.artandsbusinessni.org.uk/board-twilight-sessions/	<p>Getting a Board to meet during daytime hours can prove a challenge, so our Board Twilight Sessions offer organisations a 2-hour tailored refresher session which updates the Board on roles and responsibilities and which is available during the day or in the evening.</p> <p>This is useful to:</p> <ul style="list-style-type: none"> · develop and refresh individual Board Members' knowledge of best practice · help empower Boards to become more self-aware and more strategic in their leadership · provide the Board with a collective starting point to begin a group process of change in Governance procedures
Provider: Arts & Business NI Name: Board Bank and Young Professionals on Arts Boards Duration: Bespoke Date: Location: NI Price: www.artandsbusinessni.org.uk/board-bank-and-young-professionals-on-arts-boards/	<p>Arts & Business NI recruit business volunteers who wish to serve on the board of an arts organisation. Volunteers undertake a thorough induction in good governance in the arts and are matched to organisations seeking support.</p> <p>An extension of Board Bank, the Young Professionals on Arts Boards programme introduces the best up-and-coming business talent (aged 18-30 years) into arts governance. These young business people receive in-depth training, an experienced mentor, and a Board Buddy.</p> <p>The Board Bank and Young Professionals on Arts Boards are available to any professional not-for-profit arts organisation or museum.</p>

PROVIDER DETAILS	INFO
Provider: Arts & Business Cymru Name: On Board <p>Duration: Full day Date: Various Location: Wales Price: £500-£1000 depending www.aandbcymru.org.uk/working-with-boards/</p>	<p>This practical day-long session provides senior arts managers and individuals with an opportunity to explore ways of improving the performance and contribution of their boards. The course covers the following essential topics:</p> <ul style="list-style-type: none"> • How should a board work? • Key strategies to ensure success • Relationship management
Provider: Association of Chairs Name: Avoiding governance failure – lessons from the Charity Commission's casework <p>Duration: Half day session Date: 8-Sep Location: Birmingham Price: Free www.associationofchairs.org.uk/future-events/</p>	<p>This event is open to all chairs and Vice chairs- though priority for places is given to our members.</p>
Provider: Association of Independent Museums Name: Hallmarks Governance Programme - AIM Expert Seminars for trustees 2016 Seminar 3: Reviewing your board for succession planning <p>Duration: Half day session Date: 28 September, 14 November Location: London & Birmingham Price: Free southeastmuseums.org/ Training?item=2271#.V5cg1JMrLxU</p>	<p>Led by Joy Allen of Leading Governance Building a great board is an essential first step in the governance journey. Keeping a great board can be even harder! Maintaining the passionate commitment to the vision, and keeping a healthy balance of income and expenditure, demands input from a diverse range of volunteers. We need people who care enough to turn up and contribute to board meetings, and bring the breadth of skills needed to drive our museum forward while ensuring risks are spotted and managed.</p>
Provider: Association of Independent Museums Name: Hallmarks Governance Programme - AIM Expert Seminars for trustees 2016 (Anne) – Seminar 1 Engaging Board Meetings <p>Duration: Half day session Date: 7 July, 19 October Location: London & Manchester Price: Free southeastmuseums.org/ Training?item=2271#.V5cg1JMrLxU</p>	<p>Led by Anne Murch and Gaby Porter How do we engage board members in creative conversations and invite them to contribute their ideas with enthusiasm? How do we ensure that we pay attention and respect to the diverse contributions of trustees? Why is this in the organisation's interest? How do we build a strong and engaged board?</p>
Provider: Association of Independent Museums Name: Hallmarks Governance Programme - AIM Expert Seminars for trustees 2016 - Seminar 2: Strengthening the chair/Chief Executive relationship <p>Duration: Half day session Date: 15 July, 12 December Location: London & York Price: Free southeastmuseums.org/ Training?item=2271#.V5cg1JMrLxU</p>	<p>Led by Hilary Barnard and Ruth Lesirge This Seminar on strengthening the chair-Chief Executive relationship will be led by governance experts, Ruth Lesirge and Hilary Barnard. The Seminar will be interactive with opportunities to explore what good shared leadership between chair and Chief Executives looks like in practice. The Seminar is designed to enable participants to develop an effective supportive and productive chair/Chief Executive leadership model.</p>

PROVIDER DETAILS	INFO
Provider: Bates Wells & Braithwaite Name: Onboard Governance Development (Consultancy)	<p>Onboard aims to demystify trusteeship, dispel misconceptions and enable boards to lead better. We are dedicated to delivering support that is down-to-earth, reliable and jargon-free. We help board members to engage with their mission and remember that the role can be rewarding and fun. It offers: Board training courses</p> <p>Date: Ongoing consultancy Location: E&W Price: Bespoke www.on-board.org/what-we-do/</p>
Provider: Bates Wells & Braithwaite Name: Duties of Charity trustees 2016	<p>Event Summary Charity governance is more important than ever in the light of recent events. Duties of Charity trustees will examine in depth the role and responsibilities of a charity trustee. The session will examine the legal duties of trustees in the context of the Charity Commission's core guidance The Essential trustee and what this means in practice. It will also look at the roles of the Board and the principles of good governance. Duties of Charity trustees is a focused informative session that will demystify trusteeship in a clear and concise format.</p> <p>Duration: Evening Date: July Location: London Price: £50 + VAT www.on-board.org/duties-of-charity-trustees-2016/</p>
Provider: Bates Wells & Braithwaite Name: The role of charity trustees in a changing environment	<p>The role of charity trustees in a changing environment will examine in depth the role and responsibilities of a charity trustee in an ever changing environment.</p> <p>Duration: Half day session Date: 11/29/16 Location: London Price: £72 tinyurl.com/y7qnybsv</p>
Provider: Buzzacott LLP Name: Accounts for non-accountants	<p>Aimed at those who are new to charity finance or require a refresher on some of the basics, this seminar provides an excellent introduction to charity accounting. Our speakers will cover the background to charity reporting, the accounting concepts for charities, and guidance on how best to present the financial results and the trustees' report within a set of year end accounts. Practical examples will be provided throughout the seminar.</p> <p>Duration: Half day session Date: 10/26/16 Location: London Price: Free www.buzzacott.co.uk/events/accounts-for-non-accountants-(1)</p>
Provider: Buzzacott LLP Name: Trustee Training Workshop	<p>Our hugely popular free Trustee Training Workshop provides trustees with an overview of their responsibilities in key areas. The workshop also provides guidance for charity senior managers on which of the key areas of charity regulation their trustees should, as a minimum, be aware of.</p> <p>Duration: Half day session Date: 11/30/16 Location: London Price: Free www.buzzacott.co.uk/events/trustee-training-workshop-(8)</p>
Provider: Buzzacott LLP Name: Unpacking The New Charities SORP Seminar	<p>Following the release of the Charity Commission's new Statement of Recommended Practice (SORP) for charities in 2015, charities are now getting down to the business of implementing the changes within their own accounts. The seminar will highlight key changes in SORP 2015 and help you to understand the new requirements. This is essential information and training for both finance staff involved in preparing accounts in the new format and for the trustees and senior management teams that will need to review and understand the newly-presented information.</p> <p>Duration: Half day session Date: 11/1/16 Location: London Price: Free www.buzzacott.co.uk/events/unpacking-the-new-charities-sorp-seminar-(2)</p>

PROVIDER DETAILS	INFO
Provider: Cause4 Name: Trustee Leadership One Day Programme	<p>This is a one day fast-track intensive training programme for prospective trustees. The course is aimed at Senior Professionals, as well as younger employees looking for Board level experience.</p> <p>An early evening matching event will then introduce participants to CEOs looking for trustees. All participants will join hundreds of other trustees as part of our alumni network which includes events, information and further professional development opportunities. This course carries ILM accreditation and contributes to CPD points.</p>
Duration: Full day Date: 9-Nov Location: Manchester Price: £120 + VAT www.cause4.co.uk/trustee-leadership-programme-manchester-your-time-to-shine/	
Provider: Cause4 Name: Trustee Leadership Programme	<p>Delivered by social enterprise Cause4 in partnership with the Clothworkers' Company, this acclaimed trustee course gives professionals the skills and confidence to join a charity as a board member.</p> <p>An enriching career development opportunity offered over five evenings, the course covers the key responsibilities of trustees and other regulatory issues alongside real-world insights from experts from across the charity sector.</p>
Duration: 5 evenings Date: Sept – Nov 2016 Location: London Price: £120 + VAT www.cause4.co.uk/trustee-leadership-programme/	
Provider: Central Law Training Name: An Introduction to the Governance of Charities	<p>This half-day course looks at governance in the large and multi-faceted voluntary and community sector, and particularly those organisations governed by a board of "trustees" or directors. Drawing on the speaker's personal experience as a charity trustee, the discussion will focus on the constitution of charities, the nature and extent of the trustee's role and responsibilities, and the differing governance requirements of individual organisations, including the application of Good Governance: A Code for the Voluntary and Community Sector, and the Charity Commission's complementary guidance, The Hallmarks of an Effective Charity.</p>
Duration: Half day session Date: Various Location: Bristol, London, Manchester Price: £102-300 depending www.clt.co.uk/course/an-introduction-to-the-governance-of-charities/	
Provider: Charity Finance Group Name: Essential Charity Finance for Trustees	<p>This course explores the key issues trustees need to consider in the current climate and will take an in-depth look at some of the areas that underpin the health of every charity, providing trustees with useful information, tools and techniques. The training will cover:</p> <ul style="list-style-type: none"> The key responsibilities of trustees in relation to effective financial management The legal framework and responsibilities Financial planning Top tips for financial policies Charities SORP Measuring charity performance Who should attend?
Provider: Charity Finance Group Name: Foundation Charity Finance	<p>An introductory day, looking at the differences between charity accounts and corporate reporting. It focuses not only on the preparation of information but the interpretation of accounts for those who are charged with reading and understanding them.</p>
Duration: Full day Date: Various Location: Bristol, London, Birmingham Price: £98-128 depending www.cfg.org.uk/events/event-information/2016/october/evt31498.aspx	
Provider: Charity Leaders Name: Trustee Academy	<p>Designed to inspire a new generation of trustees.</p> <p>Delivered via a series of modules (incorporating workshops, 1-to-1 coaching, group learning, shadowing and written assignment) we provide an accredited development programme for aspirational trustees.</p> <p>We not only prepare you for your role but support you as you integrate within the board and provide on-going assistance to ensure your personal effectiveness and lasting impact.</p> <p>Our open programmes can be tailored to address the particular needs of education, sports, membership bodies and NGOs as well as mainstream charities and housing associations.</p>
Duration: 8 Half day sessions Date: Various enrolment dates Location: London Price: Diversity and digital bursaries available www.charityleaders.org.uk/trustee-academy/	

PROVIDER DETAILS	INFO
Provider: Charity Leaders Name: Board Development	<p>Charity Leaders are experts in voluntary sector governance and have the knowledge and experience to review the required systems, structures and processes your board has in place.</p> <p>Duration: Bespoke Date: n/a Location: E&W Price: Bespoke www.charityleaders.org.uk/ board-development/</p>
Provider: Civil Society Name: Understanding Governance Stage One : The Trustee Role	<p>If you are new to the role of being a charity trustee, this one-day course will provide the perfect introduction, while experienced trustees will also benefit from a refresher of their responsibilities and comprehensive updates on evolving elements of the trustee role. By blending governance and board leadership theory with interactive case studies, the first of our two Understanding Governance courses provides a lively learning environment where you can meet other trustees to share challenges and ideas.</p> <p>Duration: Full day Date: Various Location: Bristol, London, Edinburgh Price: £195-235 depending www.civilsociety.co.uk/events/training/ content/20411/ understanding_governance_stage_1_the_ trustee_role_-bristol</p>
Provider: Civil Society Name: Board leadership stage 1: High-performance boards	<p>The first of two one-day courses on governance for both experienced and new chairs and chief executives (ideally attending together). The course is designed to help you in your role of building a high-performance board, delivering valuable insights into the key areas of responsibility for chairs and CEOs and providing you with ideas to keep your board moving forward.</p> <p>Duration: Full day Date: Various Location: London Price: £195-235 depending www.civilsociety.co.uk/events/training/ content/21185/ board_leadership_stage_1_high- performance_boards-london</p>
Provider: Civil Society Name: chairs of committees	<p>The role of the chair of a committee is more demanding and can be more complex than most people realise. This course will help you to chair well and to ensure that your committee adds value to the governance process.</p> <p>Duration: Full day Date: Various Location: London Price: £195-235 depending www.civilsociety.co.uk/events/training/ content/21186/chairs_of_committees#// events/training/content/21186/chairs_of_ committees/tab/2</p>
Provider: Civil Society Name: Board Leadership Stage 2: Practical Board Solutions	<p>Designed to provide chairs and chief executives who are experienced in their role, or have already attended our stage 1 course, with practical board solutions. This one-day course addresses the high-level board leadership and personnel issues, enabling you to manage your board more strategically.</p> <p>Duration: Full day Date: Various Location: London Price: £195-235 depending www.civilsociety.co.uk/events/training/ content/21193/ board_leadership_stage_2_practical_board_ solutions</p>

Provider Details	Info
Provider: Civil Society Name: Understanding governance stage 2: Governance in practice Duration: Full day Date: Various Location: Manchester, London Price: £195-235 depending www.civilsociety.co.uk/events/training/content/21184/understanding_governance_stage_2_governance_in_practice_-_manchester	<p>Designed for experienced trustees, secure in their knowledge of the governance processes and what being a trustee entails, 'Governance in practice' builds on the expertise gained from our stage 1 course 'Understanding governance and the trustee role,' focusing on practical solutions to the challenges you face. This one-day course covers a wide range of governance issues and aims to help you improve the overall effectiveness of your board.</p>
Provider: Civil Society Name: Finance for Trustees Duration: Full day Date: Various Location: London Price: £195-235 depending www.civilsociety.co.uk/events/training/content/21187/finance_for_trustees	<p>This one-day training course will provide you with knowledge and confidence to monitor and question financial information, and make major decisions jointly with others regarding financial planning and major expenditure for your charity.</p>
Provider: Clore Leadership Programme Name: Board Development Duration: Full day Date: Various Location: All Eng Price: ACE funded cloreleadership.org/BoardDevelopment	<p>The Clore Leadership Programme helps individual Board Members, CEO/Artistic Directors, chairs and Board teams to:</p> <ul style="list-style-type: none"> Challenge perceptions Harness creativity and clarity of thought, and Realise their aspirations for their organisation through actionable and measurable outcomes that will develop sustainability and resilience
Provider: Clore Social Leadership Name: Leadership in Governance Duration: Full day Location: London Price: £300 for a pair (£150 each) www.cloresocialleadership.org.uk/Leadership-in-governance-course	<p>Leadership in Governance – leadership development short course, charity and social enterprise</p> <p>This one-day short course is specifically designed for chairs and CEOs in the social sector at a time when leadership in governance is increasingly under the spotlight. Attending as pairs, participants will have the opportunity to work together to understand each other's role and responsibilities in the context of their organisation, and the sector.</p>
Provider: Directory of Social Change Name: A Trustee's Role in Fundraising Duration: Half day session Date: Various Location: London Price: £85 www.dsc.org.uk/event/a-trustees-role-in-fundraising-6/	<p>With the above recent statement from the Charity Commission, do you as a trustee understand your responsibility in overseeing your organisations fundraising activities? In light of the recent fundraising review, it has never been more essential that a charity's board understands their role when it comes to effective and responsible fundraising within their charity.</p>
Provider: Directory of Social Change Name: Getting the Paperwork Perfect Duration: Half day session Date: Various Location: London Price: £85 www.dsc.org.uk/event/getting-paperwork-perfect/	<p>Both sides are guaranteed to complain about it. Either there's not enough or there's too much or it doesn't contain the right information... the list of moans is endless. But it's actually an incredibly simple problem to solve. This seminar is going to talk you through how to get that virtual communication with your board right – from agendas to minutes, to reports to management accounts. This seminar will help solve a lot of whinges. The session will be led by DSC's CEO Debra Allcock Tyler.</p>

PROVIDER DETAILS	INFO
Provider: Directory of Social Change Name: Governance Models for Voluntary Organisations Duration: Half day session Date: Various Location: London Price: £85 www.dsc.org.uk/event/governance-models-voluntary-organisations/	<p>There are a number of different governance models that voluntary organisations might adopt depending on the type of activity being undertaken. Choosing the right model is key to your organisation's future growth and development.</p> <p>This seminar will examine the differences between registered charities, charitable incorporated organisations, community interest companies and other models that you might adopt.</p>
Provider: Directory of Social Change Name: Duties of a company secretary Duration: Half day session Date: Various Location: London Price: £125-£320 depending www.dsc.org.uk/event/duties-of-a-company-secretary-4/	<p>It will give you the knowledge and skills you need to do a great job in the role, covering job responsibilities and compliance issues relating to the Charities Act 2011 and the Companies Act 2006.</p>
Provider: Directory of Social Change Name: Duties of a Trustee Duration: Half day session Date: Various Location: London Price: £140-£345 depending www.dsc.org.uk/event/duties-of-a-trustee-3/	<p>Book included: Key Guides: The Charity Trustee's Handbook</p> <p>This course is ideal for new trustees, giving an overview of the role and your responsibilities, so you can be confident and successful in your new position.</p>
Provider: Directory of Social Change Name: Personal Power in Leadership: Creating the Climate for Success Duration: Full day Date: Various Location: London Price: £225-460 depending www.dsc.org.uk/event/personal-power-in-leadership-creating-the-climate-for-success-4/	<p>One day course</p> <p>Good leadership is as much about attitude as it is about what you say and do. This practical course takes you through the mindset you need to lead a team, helping you to create your own distinctive leadership style that empowers and inspires the people you work with.</p> <p>You'll identify where you might be going wrong and find ways to fix it so you can become a true leader, rather than a manager of a disparate group who don't know where they're going.</p>
Provider: Egon Zehnder Name: Board Consulting Duration: Bespoke Date: Ongoing consultancy Location: Worldwide Price: Bespoke www.egonzehnder.com/our-services/client-services/board-consulting.html	<p>What Investors Look for with Respect to Board Governance</p> <ul style="list-style-type: none"> Board Consulting Access and Insight Personal, Objective Counsel Director Search Board Reviews Director Appraisals Board Succession Chair Search Productive Partnership
Provider: ICSA The Governance Institute Name: Essential Charity Governance Duration: Full day Date: Ongoing consultancy Location: London Price: £240-400 + VAT depending www.icsa.org.uk/professional-development/training/training-courses/essential-charity-governance	<p>This essential governance course provides delegates with an understanding of key governance debates and principles as they apply to the charity sector, and offers practical advice on compliance and best practice.</p> <p>It explores the key governance frameworks and regulation, putting the development of governance into context and examining in detail the Good Governance code for the voluntary and community sectors. Key areas covered in the course include board appointments, effectiveness, induction, and decision-making; governance structures; internal controls and risk management; the governance aspects of accountability to stakeholders; managing volunteers; and obtaining buy-in from trustees.</p>

PROVIDER DETAILS	INFO
Provider: ICSA: The Governance Institute Name: The Minuting of Meetings	<p>Taking minutes of meetings is administrative good practice. It creates a record of what has been agreed, and by whom; and of what is to be done, by when and by whom. So it is surprising that there is relatively little formal guidance about how this might most effectively be done.</p>
Duration: Evening Date: 19-Sep Location: London Price: £20 www.icsa.org.uk/events/networking-and-cpd-events/minuting-of-meetings	<p>Provider: ICSA: The Governance Institute Name: Charities (Protection and Social Investment) Act 2016 Conference</p> <p>Duration: Full day Date: 8-Sep-16 Location: London Price: £150 – £300 depending www.icsa.org.uk/events/conferences-and-summits/charities-conf?utm_source=Thirdsector&utm_medium=onlinebanner&utm_campaign=Charityconf2016_Aug</p>
<p>Provider: ICSA: The Governance Institute Name: Good governance for trustees: a one day workshop</p> <p>Duration: Full day Date: 11-Nov-16 Location: London Price: £25 + VAT www.icsa.org.uk/events/conferences-and-summits/charity-trustee-workshop</p>	<p>The aim of this one-day interactive conference is to guide attendees through some of the fundamental governance principles that can be used to underpin the integrity, efficiency and long-term success of any charity. This event will feature a combination of expert presentations, practical case studies and small group discussions designed to enable trustees to actively engage and overcome the governance challenges they face within their organisations.</p>
<p>Provider: ICSA: The Governance Institute Name: Inquiry Findings: Improving Board Diversity</p> <p>Duration: Evening Date: 27-Oct-16 Location: London Price: Free www.icsa.org.uk/events/networking-and-cpd-events/improving-board-diversity</p>	<p>The Government has recently issued a new target for the number of women on FTSE company boards of 33%. The Hampton/Alexander Review will be looking more closely at this agenda over the coming months.</p> <p>Earlier this year, the Equality and Human Rights Commission (EHRC) published a report of its Inquiry into diversity in board level recruitment and appointment practices in FTSE 350 companies. Join the ICSA and EHRC for this concise, evening event which reveals the inquiry findings explaining why many companies have failed to meet the gender diversity target and the solutions to improving board diversity.</p>
<p>Provider: ICSA: The Governance Institute Name: Not-for-profit Roundtables</p> <p>Duration: Half day session Location: London Price: Free www.icsa.org.uk/events/networking-and-cpd-events/not-for-profit-roundtable</p>	<p>The ICSA not-for-profit roundtables are aimed at governance and compliance professionals currently working, or involved, in the not for profit sectors. The roundtable provides an opportunity for knowledgeable professionals to share concerns regarding various governance matters affecting the sector, to learn and network with peers. As such, participants should come willing to contribute fully to the discussion.</p>

PROVIDER DETAILS	INFO
Provider: Institute of Directors Name: Role of the Trustee	<p>Duration: Full day Date: 28-Feb-17 Location: London Price: £594-£714 depending www.iod.com/training/open-courses/course-detail/eventdateid/3857</p> <p>The contribution of charities and other non-for-profit organisations is of crucial importance to both the economy and society. With key responsibility for governing and directing the organisation, the role of the trustee has never been more important. Trustees play a vital role and must therefore be aware of all the obligations and challenges their duty entails.</p> <p>This highly practical course is especially designed to provide you with a clear understanding of good governance and the key aspects of running a charity. You will gain both the knowledge and skills necessary to ensure that your organisation complies with the law and meets its aims effectively, ultimately enhancing the delivery of the mission as well as the welfare of your beneficiaries and of your donors.</p>
Provider: ITC Name: Company Formation and Charitable Status	<p>Duration: Half day session Date: 13-Oct Location: The Lowry, Salford Price: £50 + VAT www.itc-arts.org/training/timetable/company-formation-and-charitable-status-the-lowry-salford</p> <p>This course will explain the legal issues and the practicalities of setting up and running a Limited Company and the benefits and disadvantages of Charitable Status.</p> <p>By the end of the seminar, participants will be able to:</p> <ul style="list-style-type: none"> Decide whether their organisation should be a Limited Company, a Community Interest Company or a Charitable Incorporated Organisation. Assess whether and when Charitable Status is appropriate for their organisation. Understand the roles and responsibilities of Company Directors in the running of a Company.
Provider: ITC Name: Company Formation and Charitable Status	<p>Duration: Half day session Date: 29-Nov Location: The Albany, London Price: £50+ VAT www.itc-arts.org/training/timetable/company-formation-and-charitable-status</p> <p>This course will explain the legal issues and the practicalities of setting up and running a Limited Company and the benefits and disadvantages of Charitable Status.</p> <p>By the end of the seminar, participants will be able to:</p> <ul style="list-style-type: none"> Decide whether their organisation should be a Limited Company, a Community Interest Company or a Charitable Incorporated Organisation. Assess whether and when Charitable Status is appropriate for their organisation. Understand the roles and responsibilities of Company Directors in the running of a Company.
Provider: Museums Galleries Scotland Name: Board Development	<p>Duration: 2 day programme Date: 5th Oct & 23 Nov and others Location: MGS Offices Edinburgh, Perth Price: £96/£120 www.museumsgalleriesscotland.org.uk/skills-and-training/skills-development-programme/conferences-and-courses/training-course/476/board-development</p> <p>This two day programme will support senior members of staff with responsibility for reporting to their board and board members to develop an entrepreneurial approach in order to aid the sustainability and success of your organisation. As part of this programme you will have the opportunity to network and learn from your peers from across the sector, understand roles and responsibilities, explore how to work collaboratively with the board, develop leadership styles and utilise key skills to deliver organisational impact. (Wendy West & Catherine Cartmell)</p>
Provider: NCVO Name: The high performance Board	<p>Duration: Full day Date: 17-Oct-16 Location: London Price: £195-495 depending on org scale and membership www.ncvo.org.uk/training-and-events/events-listing/1382-high-performance-board-oct-16</p> <p>This course draws on NCVO's cutting edge thinking, developed from our governance work with a range of charities over many years, to help you to create a high performing board.</p>

Provider Details	Info
Provider: NCVO Name: Charity Trustees: Induction and refresher training Duration: Full day Date: 12 Sept and other (regular course) Location: London Price: £195-495 depending on org scale and membership www.ncvo.org.uk/training-and-events/events-listing/1364-charity-trustees-induction-and-refresher-training-september-2016	<p>This course draws on NCVO's cutting-edge thinking that has been developed from our governance work with a range of charities over many years, to ensure that your trustees and staff relationships go from strength to strength. This course aims to help trustees make an effective contribution to the governance of their organisation.</p>
Provider: NCVO Name: Strategy for Growth and Development Duration: 2 day programme Date: 29-30 Sept Location: London Price: £295 - £795 depending on scale and membership www.ncvo.org.uk/training-and-events/events-listing/1372-strategy-for-growth-and-development-september-2016	<p>This course draws on NCVO's cutting-edge thinking that has been developed from our strategy work with a range of charities over many years, to ensure that you keep your beneficiaries or cause at the heart of your future, while responding to changing times. Day one is an introduction to strategy giving a theoretical focus. Day two helps you put your learning into practice by making a meaningful strategy.</p>
Provider: NCVO/BWB Name: Trustee Conference 2016 Duration: Full day Date: 7-Nov-16 Location: London Price: £185 - £443 depending www.ncvo.org.uk/training-and-events/trustee-conference	<p>The spotlight is currently being directed at charities and their governance. We're being closely scrutinised by the media, public, government, our stakeholders and each other. Voluntary sector governance is being questioned and put to the test, and we need to ensure we are fully prepared to lead our organisations. Whether you are a new trustee or have years of experience in the role, it is crucial that you understand your responsibilities and keep up to date with the latest developments in governance. Join us to get essential updates on regulation, to explore what board leadership should look like in the current climate and for a unique opportunity to meet and learn from your peers. This event is designed to help you continue to develop the skills and knowledge needed to effectively lead your organisations.</p>
Provider: New Philanthropy Capital Name: How to be an Effective Trustee Duration: Half day session Date: 26-Sep-16 Location: London Price: £45 www.thinknpc.org/events/how-to-be-an-effective-trustee/?utm_source=New%20Philanthropy%20Capital&utm_medium=email&utm_campaign=7323072_effective%20trustee&dm_i=UL9,4CYIO,L179P9,FZXTR,1	<p>What are the key questions trustees should be asking? How can prospective trustees find a charity that fits their skills and interests—and once in post, how can charities get the most out of them? This event will tell you what the guidance and codes don't—about what being an effective trustee entails, how to find the right match, and how to build on and develop your skills—and provide an opportunity to share tips with others. Focusing not only on the legal duties but also the practical aspects of trusteeship, this event will tell the full story about being a trustee in today's charity sector, and what charities themselves can do to support effective trusteeship.</p>
Provider: Northern Ireland Council for Voluntary Action Name: Governance for new and Nearly New Trustees Duration: Evening Date: 21-Sep Location: Belfast, NI Price: £40/£60 www.nicva.org/event/governance-for-new-and-nearly-new-trustees	<p>Good Governance is essential for an organisation to have direction, plan ahead, be effective and meet legal requirements. This training will develop and improve your governance knowledge to ensure that your organisation is governed and led effectively. This session is specifically designed for those who are newly elected/appointed onto the committee/board of a charitable organisation (charity trustees). It will also be of interest to those charity trustees (committee members/directors) who wish to understand more about their role on the committee/board and what is expected of them.</p>

PROVIDER DETAILS	INFO
Provider: SAVO Name: TrusteeLearning.org.uk Duration: Online Price: £10 per training module or £80 for 12 trusteelearning.org.uk/	<p>Trustee e-Learning has been produced by developed by the SAVO team to provide trustees with easy access to a self paced training system. In addition to providing training we hope that you will find this website a useful source of reference information.</p>
Provider: School for Social Entrepreneurs Name: Third Sector Digital Leaders Duration: 4 day programme Date: Oct-Nov 2016 Location: London Price: £550-650 depending www.the-sse.org/courses/third-sector-digital-leaders/	<p>The School for Social Entrepreneurs and Zoe Amar Communications have partnered to deliver 'Third Sector Digital Leaders' a digital leadership skills training programme for the leaders and senior management of charities and social enterprises.</p> <p>The course takes place over four days in October and November 2016. You will learn how to implement a digital strategy that will in turn enable you to achieve your organisation's wider strategic goals.</p>
Provider: Share Museums East Name: Trustee Muster Duration: Full day Date: Various Location: East Price: sharemuseumseast.org.uk/events/trustee-muster-14/	<p>A Trustee Muster is a gathering of like-minded Museum trustees. We aim to support you in your work, by focusing on and sharing what works, as well as addressing some of the more challenging aspects. Whether you are an experienced trustee or new to the role, you will benefit from attending these session. Museum managers and any other staff and volunteers are also very welcome to attend with their trustees.</p>
Provider: Small Charities Coalition Name: Essential Guide to Good Governance workshop series Duration: Evening Date: 8 & 9 November 2016 Location: Liverpool Price: £30 www.eventbrite.co.uk/e/essential-guide-to-good-governance-workshop-series-liverpool-tickets-27994478238	<p>To celebrate trustees' Week 2016 we are running a series of governance workshops. The aim of the workshops is to understand the importance of good governance and particularly the role of the leadership team in delivering an organisation's stated purpose.</p> <p>The workshops will be delivered as two evening sessions on November 8th and 9th. They are structured on the expectation that participants will attend both sessions.</p>
Provider: Small Charities Coalition Name: Effective Governance Workshop Series Duration: Evening Date: 8 & 10 November 2016 Location: Leeds Price: £30 www.eventbrite.co.uk/e/effective-governance-for-small-charities-workshop-series-leeds-tickets-28261307331	<p>To celebrate Trustees' Week 2016 we are running a series of governance workshops. The aim of the workshops is to understand the importance of good governance, how to comply with legislation and regulation and how to maintain an effective board.</p> <p>The workshops will be delivered as two evening sessions on November 8th and 10th. They are structured on the expectation that participants will attend both sessions.</p>
Provider: the FSI Name: Strategy Development for Charity Leaders Duration: Half day session Date: 23-Nov Location: London Price: Free (£10 booking fee) www.thefsi.org/training/london-november-2016/strategy-development-for-charity-leaders/	<p>It is a charity's leaders, both trustees and staff that decide and deliver the direction of work for the charity. The Board of trustees, using the expertise and knowledge they bring to the charity and the information given to them from those who directly work with their beneficiaries are responsible for the forward direction of the charity. As such they play a key role in ensuring that the strategic direction of the charity is focused on their beneficiary needs.</p>

Provider Details	Info
Provider: the FSI Name: Trustee Role in Risk Management Duration: Half day session Date: 24-Nov Location: London, Cardiff Price: Free (£10 booking fee) www.thefsi.org/training/london-november-2016/recruiting-retaining-trustees-8/	Charity trustees are responsible for ensuring that risks to the charity are regularly reviewed and that they focus their attention on taking actions to address the most serious risks to the charity. As a delegated role, senior staff (or those working directly to deliver services) should regularly review and assess the risks faced by their charity in all areas of its work and plan for the management of those risks. Risk is an everyday part of charitable activity and managing it effectively is essential if the charity is to achieve its key objectives and ensure the funds and assets are safeguarded.
Provider: the FSI Name: Trustee role in Fundraising Duration: Half day session Date: Various tbc Location: London, Glasgow, Preston Price: Free (£10 booking fee) www.thefsi.org/training/london-november-2016/trustee-role-in-fundraising-5/	One of the key strategic responsibilities of the trustees is to ensure that the charity has sufficient resources to pursue its aims and objectives. This responsibility requires trustees to take an active interest in fund development. This workshop will cover the key areas that trustees should be focussing on to discharge their responsibility. Target Audience Designed for CEOs and trustees.
Provider: the FSI Name: recruiting and retaining trustees Duration: Half day session Date: Various Location: London, Sheffield, Nottingham, Glasgow, Preston Price: Free (£10 booking fee) www.thefsi.org/training/london-november-2016/recruiting-retaining-trustees-10/	Trustee recruitment can be a challenge for many small charities. This workshop will help you identify what trustees you need, and how to find, recruit, induct and keep trustees. Target Audience This workshop is aimed at trustees, CEOs and charity managers.
Provider: the FSI Name: Good Governance: Effective Trustee Boards Duration: Half day session Date: Various Location: London, Sheffield, Nottingham, Cardiff Price: Free (£10 booking fee) www.thefsi.org/training/london-november-2016/good-governance-effective-trustee-boards-4/	Is passion enough? An active, involved and well-trained trustee board is essential for the success of any small charity. This course will look at how to key legal duties and responsibilities of trustees and how these translate in practice to ensure a high performing Board. Target Audience This course will be of benefit to CEOs, chairs and trustees who want to find out how they can ensure they deliver good governance and get the best out of their trustee Boards.
Provider: The Pensions Regulator Name: The Trustee Toolkit Duration: Online Price: Free trusteetoolkit.thepensionsregulator.gov.uk/	There are 11 learning modules: five core modules aimed at all trustees, four aimed at trustees of DB schemes and two aimed at trustees of DC schemes. There are also four additional learning modules for trustees who may be winding up their DB or DC scheme. Find out more about the modules. The modules are broken down into smaller scenarios which follow the board of a DB scheme with a DC section as they govern the scheme and attend trustee meetings, dealing with issues, meeting advisers and communicating with members along the way.
Provider: Voluntary Sector Training Name: Trustee Roles and Responsibilities Duration: Full day Date: 7-Oct Location: Essex Price: £25-200 depending www.voluntarysectortraining.org.uk/en/courses/event/228/ Trustee-Roles-&-Responsibilities	Event description: Is your board fit for purpose? Overview This one day course is designed to support both novice and experienced trustees in providing effective governance within their organisations. It considers their roles and responsibilities in general before looking at particular areas in more detail. The course covers all the essential information and includes specific exercises and case studies to develop the participants' problem-solving skills.

PROVIDER DETAILS	INFO
Provider: Wales Council for Voluntary Action Name: Charity Financial Management: your roles and responsibilities	Charities and voluntary organisations can be vulnerable to theft, damage to or mismanagement of funds, and other financial risks. Learn how to protect your organisation and demonstrate robustness thereby increasing the likelihood of gaining funding. This course provides an overview of the responsibilities held by managers or trustees with specific involvement in charity financial administration.
Duration: Full day Date: 7-Mar-17 Location: Wales Price: £125-£185 depending www.wcva.org.uk/media/3523112/wcva_programme_english.pdf	
Provider: Bevan Buckland Name: Board Training	Course 1: Trustees' roles and responsibilities Course 2: Risk management Course 3: Trading subsidiaries Course 4: Governance Course 5: Understanding accounts/accounts made easy Course 6: Making the most of your trustees report Course 7: Budgets and cash flows
Duration: Date: Various Location: Wales (Swansea and others) Price: First course free. Subsequent courses £200 + VAT www.bevanbuckland.co.uk/services/personal/trusts-and-executorships	
Provider: UK Theatre Name: The Art of Governance	Suitable for Board Members both new and experienced and chairs of cultural organisations and senior staff who work with them. Course Outline - This is an interactive day using group work with opportunities to learn and share from each other, as well as from the Course Tutor, an expert in governance who has worked as an executive and non-executive in a range of cultural organisations. Learning outcomes: at the end of this course you will: <ul style="list-style-type: none">• Understand the key responsibilities of a trustee or board member• Have a good understanding of best practice in cultural governance• Be equipped for the future, with some insight into the likely challenges ahead for the sector• Gain greater confidence in governing and/or supporting the governance of arts organisations

Appendix 7

Resources and Publications in the field of Governance

1 Arts & Culture Sector Focus

1.1 Publications

AIM Golden Rules for Good Governance

If there are just 10 things we should all do as successful enterprises, then these are they... Drawn up by the Association of Independent Museums, they are the hallmarks of a successful museum charity. Years of hard-won experience reveal these Golden Rules form the basis for successful governance for all independent museums and galleries – large and small. Everyone faces exactly the same challenges, and these often boil down to the way we behave as governors, trustees, staff, and volunteers.

Arts Governance: People, Passion, Performance – Routledge Research in Creative and Cultural Industries Management, Ruth Rentschler

Explores the world of the arts board member from the unique perspective of the cultural and creative industries. It provides in-depth insight into the changing pressures on arts boards after the financial crisis and focuses on the role of passion on arts boards. (£110)

Care, Diligence and Skill, Scottish Arts Council publication

An indispensable corporate governance handbook for arts organisations covering everything board members need to know about their role and responsibilities – from legal duties to the operation of boards.

Collections and Governance: A Practical Guide, Collections Trust

Focusing on the implications of different forms of charitable governance and their potential impact on collections. (£24.99)

Corporate Governance for the Irish Arts Sector, Penelope Kenny

Explains the challenges that arise in applying good governance principles to arts organisations in Ireland, giving a comprehensive analysis of all key issues that need to be addressed. (€24.99)

Governance Now Cultural Leadership Programme

These essays review the issues, structures and characteristics of good governance, drawing extensively on the knowledge and experience of contemporary cultural industry leaders, to ensure that the information is vibrant, informed and directly pertinent.

Open Conversations: Developing strong, effective connections to Black, Asian and Minority Ethnic Communities, Voluntary Arts

Report developed by the Voluntary Arts BAME advisory panel reflecting on the success of achieving greater inclusion.

1.2 Resources**Arts Council Wales**

Publications and toolkits available [here](#). Including advice on governance for organisations applying for grants, which lists various governance resources [here](#).

Arts Professional

Weekly arts-related news bulletins including sector updates on policy, law and good practice.

Association of Independent Museums

Website hosts their free sector-specific 'Success Guides', including *Successful Governance* and *Successful Fundraising*

Collections Trust

Resources that support the organisational health requirements of the UK Museum Accreditation Scheme.

Cornwall Museums Partnership

Resources section features a range of guides and toolkits on Governance, trustees and Fundraising.

ITC

The online resources and help sheets are only accessible to members but there is quite an extensive governance section, including information on Company Formation and Charitable Status (Good Governance: Legal aspects, Company Directors and Conflicts of Interest, Duties of the Company Secretary/Administrator, Charities: tax and trading, Legal Structures for Performing Arts Organisations, How to set up a Company). See also sections on Employment Law & Managing People and Finance & Planning.

Museums Galleries Scotland

See [Governing Museums](#), part of the New Museums Toolkit.
Also, [Running a Museum](#). Both look at governance and models.

South East Museum Development Programme

Library section signposts reports, case studies, presentations and templates on various topics including governance and business models
[Top Ten Governance Questions – Mission, Models, Money](#)

UK Theatre

Sector-specific information can be found in their
Guidance, Reports and Resources Section

2 Governance General

2.1 Publications

***A Question of Balance: A guide to the Chair and Chief Executive relationship*, Association of Chairs**

A guide that helps chairs explore and strengthen their relationship with their CEO. (Hard copy £25, pdf free to members)

***Boldness in Times of Change*, George Hoare, Patrick Murray, Sue Wixley**

The first output of NPC's State of the Sector programme, bringing together the critical issues, challenges and opportunities facing charities and the sector in 2016 and beyond. Section on Governance p28.

***Business and Human Rights: A five-step guide for company boards*, Equality and Human Rights Commission**

A guide for the boards of UK companies, setting out five steps that should be followed to ensure that companies identify, mitigate and report on the human rights impacts of their activities.

***Charity Checklists*, Cecile Gillard**

Accessible A-Z guide for anyone responsible for routine charity secretarial and compliance tasks. Includes the appointment of the chairman of trustees, electronic communications and conduct and voting at general meetings. (£27.95)

***Charity Governance Review 2016: Transmitting trust through good governance*, Grant Thornton UK LLP**

Review of governance in the charity sector, based on disclosures made in the trustees' reports of the 100 largest charities in England ad Wales and Grant Thornton LLP's work and experience in the sector.

Delivering Effective Governance, Mike Hudson and Jacinta Ashworth

Detailed guide offering advice about what makes effective governance for organisations of all shapes, sizes and styles of charity, what might be missing and what you can do to put it right. (Hard copy £24.95, pdf £21.60)

Effective Governance: A Guide for Small and Diaspora NGOs, INTRAC

As part of the Common Ground Initiative Peer Learning Programme, INTRAC produced this toolkit to share information, tools and tips that might help small and diaspora NGOs strengthen the governance of their organisations.

***Getting the best out of Trustee Boards,
Foundation for Social Improvement******Good Governance: A Code for the Voluntary and Community Sector***

A code of governance written for voluntary and community organisations by the sector, for the sector. Six key principles explain good governance. Highlights legal requirements. (Available as a full, summary or for smaller organisations)

Governance Stories: A Guide to Setting up your Management Committee and Sustaining Its Work, Shirley Otto and Jo Clifton

Practical guidance on good governance using the medium of storytelling to focus on the joys, trials and tribulations of small community-base charities.

Managing Without Profit, Mike Hudson

This easy-to-use guide offers a practical overview of managing a non-profit, with vast amounts of information and easy-to-apply case studies to back up what you learn. (£30)

Milestones: Managing Key Events in the Life of a Charity, Charity Commission

Aims to support new and developing charities by exploring some of the issues charities encounter.

The Dynamic Board: Lessons from High-Performing Non-profits, McKinsey & Co

A free, 40 page American report summarising the best governance practices discussed in a series of 100 interviews. Emphasises the need for a board to be dynamic – ready to shift priorities when conditions change. The aim is that non-profit boards evaluate their own performance against the standards described here.

The Hallmarks of an Effective Charity, Charity Commission

For middle and large scale organisations focusing on how trustees can set standards to improve the effectiveness of their charity's work.

The ICSA Charities Handbook, 3rd Edition, Kirsty Semple

Clear and practical guidance on the law, regulation, and procedures involved in running a charity. Includes the key areas of governance and compliance such as boards, trustees, the Charity Commission and its requirements, employment and volunteers. (£65.95)

The Little Blue Book: NPC's guide to analysing charities, for charities and funders, John Copps and Belinda Vernon

Guide containing examples of how charities and funders benefit from analysis, and explain NPC's charity analysis framework, which looks at how charities can assess their effectiveness in activities, results, leadership, people & resources, finance and ambition.

The New Integrated Governance Handbook 2016: developing governance between organisations, Dr John Bullivant, Good Governance Institute

A think piece outlining challenging ideas for board members and supports. A report on the NHS but with transferable lessons and ideas.

Thriving in the age of disruption: How leaders are adapting for the future, Gatenby Anderson

Resilience, communication and humility are among the most important traits of successful charity chief executives. This report is based on recruitment profiles for charity CEOs, as well as interviews with leaders.

Tiny Essentials of an Effective Volunteer Board, Ken Burnett £9.95***What Makes a Good Charity? NPC's guide to charity analysis, Iona Joy and Ruth Gripper***

A step-by-step guide to charity analysis, outlining NPC's tried and tested approach, focussing on the key characteristics common to all effective charities.

Why Diversity Matters, Catalyst Information Center

Tool to provide diversity and inclusion practitioners, diversity initiative sponsors, and employee resource group leaders with recent data to use in their efforts to build organisational business cases for diversity and inclusion.

2.2 Resources

ACEVO

Charity Commission

The Charity Commission register and regulate charities in England and Wales. It has a central resource with publications, guidance, advice and alerts. You can also register for email updates.

Charity Leaders

Free **e-newsletter** with relevant blog posts and resources. Their charity **Lean** strand has developed several tools and improving your Charity's efficiency – resources and consultancy

Civil Society

Governance section has a range of resources and articles. Some content is available only with paying membership. Their *Governance & Leadership Magazine* is published six times a year and covers all the major issues relevant to the roles of charity trustees and executive leaders, presenting topics from both perspectives. (12 months subscription from £105 + VAT)

Egon Zehnder

Egon Zehnder and The Conference Board present *Governance Watch*, a series of webcasts on governance. The website also publishes 'Leadership Insights', with the latest thinking from their consultants, such as *Boards Need Plan for New Chief Executives' First 100 Days*. The online edition of their *FOCUS* magazine includes relevant articles too.

Governance Pages

Templates for skills audit forms, useful in assessing skills of employees and trustees. See also this management committee **self-assessment survey**.

GRCC

Website provides a useful selection of policy, data-protection, recruitment etc policy templates.

How Good is your Governance?

Self-assessment tool allowing you to benchmark your organisation's corporate governance arrangements against best practice standards. Provides practical action plan to address gaps and weaknesses.

Institute of Directors

The UK's longest-running organisation for professional leaders. News, events and articles from Director magazine.

ICSA

The icsa website hosts a range of resources (some only accessible to members) including a series of 'Good Practice' guides and their *Governance and Compliance magazine*. See also [here](#).

McKinsey & Company

See *Toward a Value-Creating Board, And How to accelerate gender diversity on boards*. Subscribe to the McKinsey Quarterly [here](#).

NCVO

Participation Works Partnership

PW enables organisations to effectively involve children and young people in the development, delivery and evaluation of services that affect their lives. See [section on governance](#).

Promoting Good Governance, Source: OECD programme on Public Management and Governance (PUMA)

Resource Centre

Resources for community groups. Information section of website has guides and advice on finance, charity registration, policies and procedures, the role of the management committee etc.

Small Charities Coalition

Helping small charities to access the skills, tools and information they need to get going and do what they do best. See Best Practice section. News section includes 'Trustees in the spotlight' and Policy updates.

The Key for School Governors

Information, guidance and resources for school governors

Third Sector

Knowledge section includes good practice advice and in-depth research as well as webcasts, surveys and reports from Third Sector partners. Accessing some content requires paid membership. There is a free weekly [Third Sector Governance bulletin](#) with all the latest news and best practice for charity chairs and trustees. Several useful articles/reports including: *A three-step guide to risk management for trustees* and *Charity trustees & risk management – planning for the unforeseen*

UnLtd

Support and resources for Social Entrepreneurs/ Ventures

How-To Guide on Governance lays out some definitions for making the transition from individual to an organisation. (Aimed at UnLtd Award Winners but useful generally for social ventures). [Governance Toolkit](#) – more detail about governance including appointing board members.

Wales Council for Voluntary Action

Section on [Trustees and Governance](#) contains information sheets and tools. See their *Governance Health check*. Also new online [Learning Zone](#).

3 Trusteeship

3.1 Publications

A Chair's Compass – a guide for Chairs of charities and non-profit organisations, Association of Chairs

Focusing entirely on the chair's perspective and the particular challenges and opportunities of the role. (PDF Free/ Hard Copy £25)

Boards that Work: A Guide for Charity Trustees, David Fishel

Covering: board responsibilities – including the purpose of the board, its formal and legal responsibilities, strategic planning and policy-setting, the appointment of the CEO, marketing, fundraising and performance monitoring; board processes – including the role of the chair, effective board meetings, committee structures, the recruitment of new trustees, the presentation of information, planning and evaluation procedures; and resources – including sample policies and role statements, questionnaires and further information.

Codes of Conduct for Trustees, Claire Farmer

A practical guide to help you understand codes of conduct and how they can help trustees to support your organisation's management in good times and bad. (£6)

Governing with Intent: an inquiry into trustee board effectiveness

Looks into trustee board effectiveness, examining performance, relationships, technology and improved governance.

Faith and Hope Don't Run Charities (Trustees Do), WCVA

Handbook to help trustees deal with their responsibilities including strategic planning, accountability, decision-making and finances.

Happy Relations? Ensuring effective partnerships between trustees and senior management, NPC/Elena Carpenter

How to ensure an effective relationship is built and maintained between trustees and senior management, touching on roles and responsibilities, boundaries and expectations and communication.

How to be an Even Better Chair: sensible advice from the public and charity sectors, Sophie Petit-Zeman

Bringing together the experiences, tips and thoughts of a broad cross-section of both public and voluntary body chairs, many of whom also have senior corporate experience.

The Charity Trustee's Handbook (Key Guides), Mike Eastwood

Guide ideal for anyone thinking of becoming a charity trustee or who is new to the role. Covers: How to be a good trustee who gets things done; The truth about the responsibilities of trustee boards; How to forward plan and manage a charity's senior staff; Understanding the latest legal requirements for charities and trustees. (£14.95)

The Essential Trustee

Setting out all you need to know formally about being a Trustee.

The ICSA Charity Trustee's Guide, 3rd Edition, Chris Priestly

Information trustees need to successfully manage their wide-ranging legal responsibilities and overall accountability for their charity. Looks at trustee recruitment and responsibilities, governance, board structure and functions, financial issues and trustee-staff relations. (£27.95)

Toolkit for Good Governance, Kingston Smith

Aims to help the board of trustees meet best governance practice by setting out six key benchmarks for good governance.

What Management Committees Need to Know, Governance Hub

Guide looking at Trustee and Management Committee National Occupational Standards.

3.2 Resources

Association of Chairs

Free monthly e-newsletter full of relevant news, practical resources and events for chairs and vice chairs of charities and non-profits.

Charity Chairs Checklist, Hempsons Solicitors

A guide to major topics that, together with your own experience and judgement, will help make your organisation more successful.

Charity Commission

See this easy to read guidance on being a trustee, and this list of fifteen questions you should ask.

Reach

TrusteeWorks trustee recruitment and matching service as well as support for trustees and boards.

The Role of a Trustee in a Charity, Institute of Directors

Collection of key sources outlining what the role entails.

TrusteeElearning

A Charity Commission-supported tool developed by SAVO CIC to help drive up charity self-reliance and resilience. Provides trustees with easy access to a self-paced training system and resources. Small fee for training modules and access to resources.

4 Legal and Financial

4.1 Publications

Financial Management for Charities and Voluntary Organisations, Kate Sayer.

Features the latest legislation and tax issues affecting charity finances, outlining your obligations and opportunities when running the financial side of any charity. (£24.95)

Internal Financial Controls for Charities, Charity Commission

How to manage your charity's financial activity and use internal financial controls to reduce the risk of loss.

It's an Idea, But is it Business? A Guide to Third Sector Trading, WCVA

A guide to trading for charities – business planning, funding and resourcing.

Regulating Fundraising for the Future, NCVO

Review of the fundraising sector commissioned by the government following concerns about how charities have made contact with potential donors. Recommends the replacement of the Fundraising Standards Board with a new regulator.

***Rethinking Risk: Beyond the tick box,
Charity Finance Group and Sayer Vincent***

Charities continue to be challenged by a range of risks that can affect all areas of their organisation. A useful starting point to enable you to rethink your approach to risk.

The Charity Treasurer's Handbook (Key Guides), Gareth G Morgan

An overview of the main issues and up-to-date legislation you need to know to keep a strong grip on your charity's finances. Includes charity finance obligations including the two new Charities SORPs, VAT, Gift Aid. (£16.95)

The ICSA Charity Law and Governance Handbook, Cecile Gillard and Kirsty Semple

Publication on the legal and regulatory framework within which charities in England and Wales are obliged to operate, as well as being the approved text for those taking the ICSA Level 4 certificate in Charity Law and Governance. (£59.95)

The Russell-Cooke Voluntary Sector Legal Handbook, Russell Cooke Solicitors

Comprehensive reference guide covering everything that the law and legislation require of charities and not-for-profits. Includes structures of not-for-profits, employment law, policy and political change. (£60)

Voluntary but not Amateur: A guide to the law for voluntary organisations and community groups, Ruth Hayes & Jacki Reason

Essential basic legal guide especially for small and mid-scale organisations. It will help you ensure that you're complying with charity legislation and might also give you ideas for new and innovative ways to use the law to your own advantage. (£35)

4.2 Resources

ACAS

Free and impartial information and advice for employers and employees on all aspects of workplace relations and employment law.

Buzzacott Chartered Accountants

News & Insights section features some relevant pieces including: *Kids Company – The lessons no trustee can afford to ignore*, Amanda Francis

Charity Finance Group

CFG have a range of free best practice guides and back issues of their monthly member magazine Finance Focus online

Charity Law Association

Committed to improving knowledge/awareness of charity law issues for the sector.

Chartered Institute of Public Finance and Accountancy

Financial policy, guidance and training.

Institute of Fundraising

Professional membership body for UK fundraising, supporting fundraisers through leadership and representation; best practice and compliance; education and networking. Website features guidance, resources, and updates on regulation and compliance.

Russell Cooke Solicitors publish *Free legal e-updates for charities and not-for-profits*.

The team also regularly contribute to publications and host seminars.

Sandy Adirondack publishes regular legal updates aimed at the voluntary sector.**Vincent Sayer Chartered Accountants
*Made Simple Guides*****Downloadable guides on aspects of financial management for charities and social enterprises, including: Trading subsidiaries, Tax, Gift Aid and Risk Management.**

Also see *The five major risks all charity board members need to think about*.

Appendix 8

Operational models – Arts Council England NPO/MPMs 2016

Operational model

Across the Arts & Museums sector the significant majority of organisations are working with the long-standing model of Limited Company with Charitable Status. Whilst the range of operational models has expanded significantly in recent years, the arts and museums sector has not taken up these options.

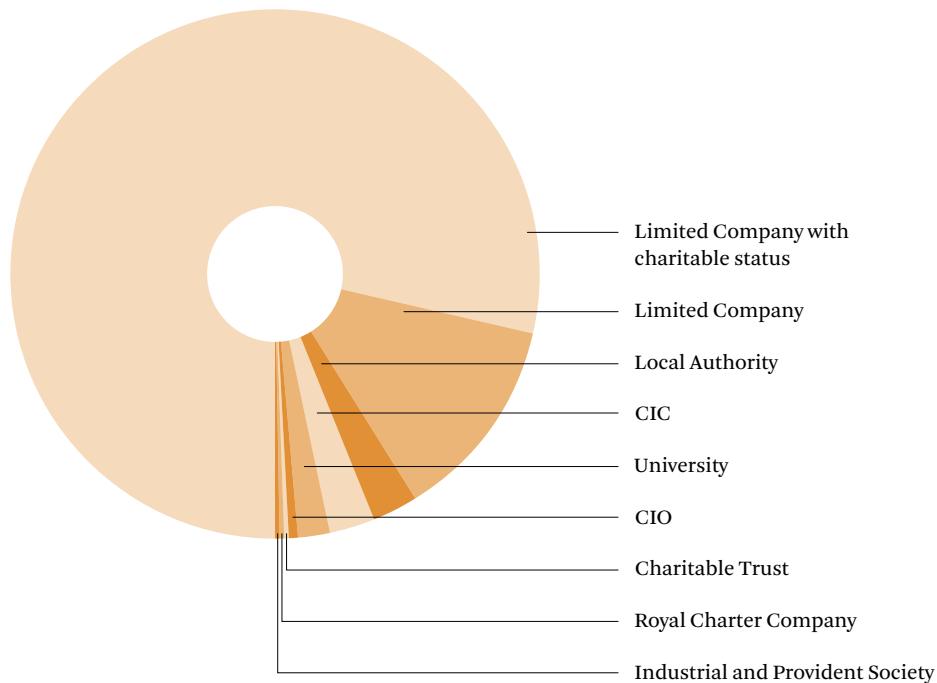
In order to gauge current practice a detailed review of the Arts Council NPOs/MPMs (2016) has been conducted. Whilst the Arts Council portfolio is not designed as a representative sample, it nevertheless provides a helpful cross-section of sector organisations.

OPERATIONAL MODELS

The analysis (Fig 1, next page) reveals that

- 523 organisations (79%) of the portfolio uses a Limited Company with Charitable Status model
- 83 organisations (12.5%) are Limited Companies
- 19 (3%) are Local Authority cultural bodies (mainly Museums/Galleries) and
- 13 (2%) are University provision, including 2 University Museums.
- Only 17 organisations (2.5%) have adopted the CIC model and
- 3 (0.4%) of organisations are CIOs.

FIG 1 Operational Models



The portfolio also includes 2 Charitable Trusts, 2 Royal Charter Companies and 1 Industrial Provident Society. So the Charitable Status model is the substantial underpinning of the sector, used by over 80% of the sector (Ltd Co./CIO/Trust & Royal Charter).

Other operational models (unincorporated Associations, Partnership/LLP. Development Trust and Social Firm and Cooperatives¹) are not in evidence in the Arts Council Portfolio.

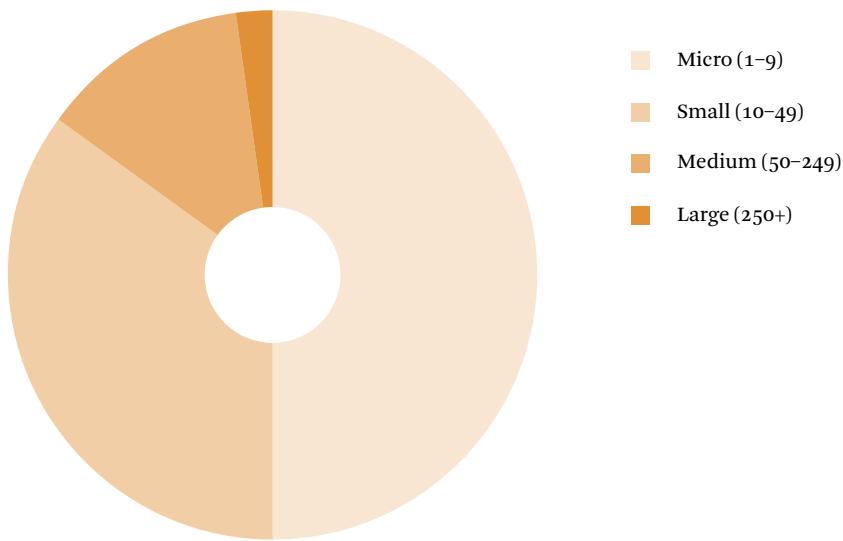
Organisation scale

Figure 2 (next page) shows that

- 50% of the portfolio are Micro organisations (with less than 10 employees)
- 35% are categorised as Small organisations (10 – 49 employees)
- 13% are categorised as Medium (50 – 249 employees) and only
- 2% (11 organisations) are in the large category.

¹ Bede's World (Co-op) closed Feb 2016.

FIG 2 Organisation scale



MODEL AND SCALE OVERVIEW

Limited Companies with Charitable Status is the model of choice across all scales of activity:

- 74% of Micro organisations
- 82% of Small organisations
- 94% of Medium and
- 63% of large organisations
- Whilst Local Authority and University provision cross all scales, 12 of 17 CICs and ALL sector CIOs are Small scale.

- The Clore Leadership Programme
- • • • • • • • • • • • • • •