



Cass Business School
CITY UNIVERSITY LONDON

Cass Centre for Charity Effectiveness Building Better Governance Series



What is Building Better Governance?

Getting your governance right can be tricky for nonprofit organisations. However, it is absolutely crucial for achieving your organisation's mission. Alongside a wide range of services to help nonprofit organisations with their governance, Cass CCE designs and delivers open and bespoke board development programmes.



Our Building Better Governance seminar series:

Through structured seminar series, we aim to help chairs, trustees, chief executives and others who have governance responsibilities for their nonprofit organisation to better understand what good governance is and how to achieve it. We offer open programmes or can develop bespoke series to help organisations acquire new knowledge and enhanced governance skills in order to gain the optimum balance between governance and operational requirements.

Open programmes:

Our open programmes aim to bring you the best mix of inputs which share research and best practice alongside insightful group work, creating and combining to really extend our knowledge of governance for nonprofits.

To find out more or book a place on one of our programmes, please visit our website: www.cass.city.ac.uk/building-better-governance

Bespoke programmes:

Our consultants are experts in nonprofit governance. Having worked with hundreds of boards from different sub-sectors at different stages of development, they understand various approaches and tailor these for your unique circumstances and resources. We can develop programmes for individual organisations, for sub-sectors, or to meet the needs of a particular region.

For more information and to view case studies of our previous bespoke programmes please visit our website: www.cass.city.ac.uk/governance-advisory-services

Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance

www.cass.city.ac.uk/cce



What do our programmes cover?

Demonstrating accountability

Focusing on the board's responsibility to build trust and confidence in your charity. In an era of increasing scrutiny this is of growing importance. It is important for the board to understand and balance sometimes conflicting expectations from a range of people with varying interests in the charity.

Board reports and dashboards

Crafting reports that enable the board to be confident in setting and monitoring strategic goals and success. How reports supported by summary dashboards can ensure that a board is well run, with risks appropriately managed. Looking at real life examples to assist in critiquing and revising your board reporting as you feel necessary.

Board evaluation and performance review

Exploring ways to assess how well your board is performing. Creating a culture of systematic performance review, encouraging learning and accountability, building a shared understanding of what good governance looks like with the aim of adding real value to organisations.

Board involvement in strategy

Challenging the more traditional ways in which strategy developments are devised and used in the nonprofit sector. This utilises three governance modes (generative, fiduciary, strategic).

Running effective board meetings

How to build on good meeting practice and board performance to create effective governance. Issues covered include the annual calendar, the part quality information plays in ensuring effective meetings and the challenges of ensuring the board operates as a high performing team, one with behaviours appropriate to its role and responsibilities.

Exploring the relationship between the chair and the CE

Exploring the challenges and optimum development pathways for nurturing the quality of the relationship between the chair and the chief executive. Experience shows that if this critical relationship falters or even fails it can hamper the effectiveness of the organisation. For this topic, we combine Cass CCE's extensive expertise in the area with participants' own experiences.

Find out more about our other governance services:

Whether you have urgent problems to address or want to uncover hidden potential we can help you get the most from your board.

We work with you to diagnose your board's strengths and weaknesses and design a programme of action that will have the most impact on your board's effectiveness, building on strengths and addressing the weaknesses. We will support you in putting this plan to action, reviewing progress and continuing the cycle of improvement through:

- Board and Governance reviews
- Bespoke board Development programmes
- Guidance on how to approach finance and risk
- Coaching
- Away day facilitation

To find out more about our other services, visit www.cass.city.ac.uk/cce

Cass Centre for Charity Effectiveness

The Centre for Charity Effectiveness at Cass Business School (Cass CCE) is the leading nonprofit and philanthropy centre in the UK. Our enduring mission is to drive transformation in the sector and to enable sustainability. For over a decade we have continued to enable outstanding leadership, to act as a convenor for the sector and to deliver sustainable change to support the nonprofit organisations in the UK and internationally.

We achieve this in three key ways:

- Intellectual leadership – through our five MSc programmes, applied research and knowledge sharing
- Developing talent – through our professional development programmes
- Enhancing performance – through our advisory services.

For more information,
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