



Cass Business School
CITY UNIVERSITY LONDON

Developing your board

Governance support



How do you value your board? Asset or liability?

Would your organisation miss your board if it did not exist? Does your board keep your organisation focussed on its core purpose - bringing perspectives, insight, or connections that the staff team do not have? Does it challenge you to be bolder, better, more visionary?

Sadly too many boards are not achieving their potential and in some cases are even a burden on the very organisations they should benefit.

Where is your board?
Are you struggling, simply getting along or grateful for a great board?

Getting the most from your board

We believe every board should add real value. And the best way to do that is to invest in building your board. Whether you have urgent problems to address or a sense of unrealised potential we can help you get the most from your board. We have a range of services from targeted interventions

such as help with an awayday, a board training session, mentoring for Chairs, or training for the Chair and Chief Executive to a comprehensive board development programme. We can help with specific issues such as improving meetings, board reporting, strategy development or the board's approach to finance and risk.



Centre for Charity Effectiveness
Intellectual leadership: developing talent, enhancing performance



Our preferred approach is

- **Diagnosis** – working with you to diagnose your board’s strengths and weaknesses. This can include reviewing your existing governance, undertaking surveys, interviews and preferably observing your board in action
- **Recommendations** – designing a programme of action that will have most impact on your board effectiveness, building on strengths and addressing weaknesses. This could include how you conduct meetings, use board time, ensure board diversity, develop strategy, take account of stakeholder views, review trustee performance, how you manage tensions in roles and relationships, and how you create thinking and leadership that is creative and generative
- **Implementation** – support to put the plan into action. This could include coaching, facilitation or training on specific issues such as finance or risk management. Or assistance in exploring roles, relationships and how to excel at generative thinking
- **Evaluation** – reviewing progress and continuing the cycle of improvement. This can include help in building a governance dashboard.

Our experience

We specialise in nonprofit governance. We have worked with scores of boards from different sub-sectors at different stages of development. This helps give us understanding of how different approaches work in different contexts and so enables us to tailor our approach for your unique circumstances and resources. Our report *Governance of the UK’s largest charities* conducted with the Compass Partnership reported on a detailed survey of the top 500 charities and explored the key drivers of excellent governance.

Both our consultancy group and staff serve as trustees in a range of nonprofits. We don’t just talk about boards; we serve on them and understand the messy reality.

Case study: Help the Hospices

We worked with Help the Hospices to deliver a board development programme to 63 boards of independent hospices. We:

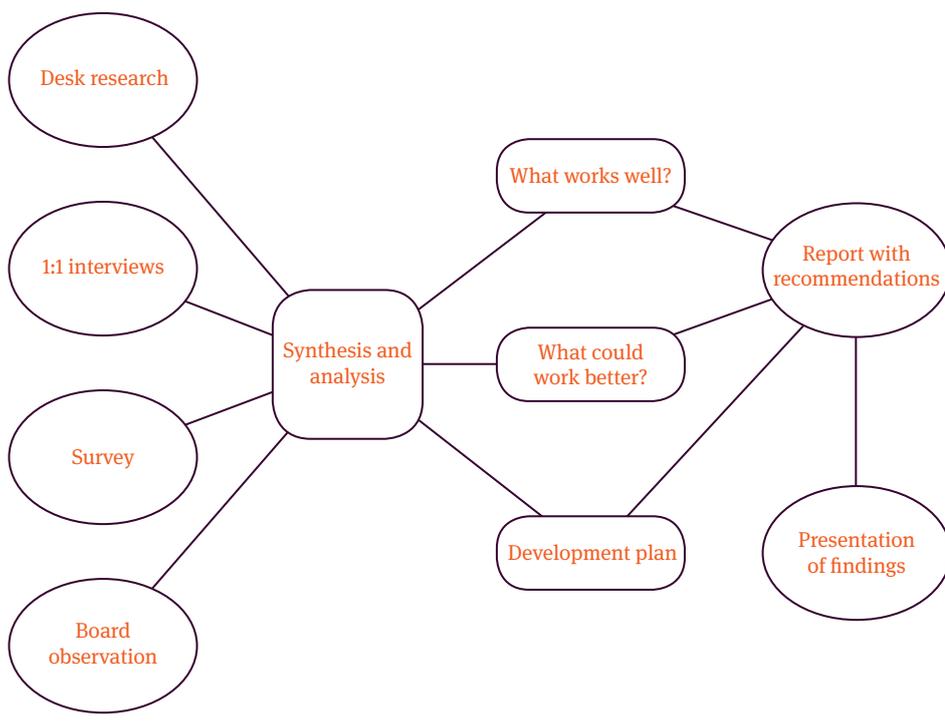
- Worked 1:1 with 63 boards, using the approach below to develop individual reports
- Developed a series of good practice guides looking at different elements of governance such as effective meetings, effective reporting, board recruitment

- Created an online resource to share governance good practice
- Developed an online self-assessment tool for boards.

93% of recommendations made were accepted by boards and action planned, 32% had been completed within six months.

“The programme has been the cornerstone of a wider project to support good governance in our member hospices. It has offered direct benefits and significant learning to participating hospices and to the sector as a whole.”

David Prail
Chief Executive, Help the Hospices



About Cass Centre for Charity Effectiveness

The Centre for Charity Effectiveness (Cass CCE) is the leading nonprofit and philanthropy centre in the UK and has significantly enhanced the performance of hundreds of organisations and thousands of individuals across the nonprofit sector.

Combining our extensive practical experience with current theory we deliver a world class blend of research projects, postgraduate programmes and consultancy services.

Our wide understanding of nonprofit best practice combined with our unique position as part of Cass Business School gives us an enviable record of working with charities large and small.

Want to know more?

We would be happy to come and talk to you about your needs and how we can help. Please call 020 7040 0901 or email CassCCE@city.ac.uk
Visit: www.cass.city.ac.uk/cce-consultancy