Transforming Governance Resources

The following document provides a series of resources for participants of the Transforming Governance Programme.

# **Leading and Overseeing Strategy**

This module provides an overview of how to guide and monitor the strategic direction of an organisation. It explores a Board’s role in shaping organisational vision; approaches to strategy planning and decision-making, and routes to future sustainability.

## **Creating Your Vision and Mission**

## This guide by Charity Excellence Framework provides information on how to create a compelling vision and mission for your organisation, including templates and examples of best practice.

[Full Resource Here](https://www.charityexcellence.co.uk/Home/BlogDetail?Link=Charity_Mission_And_Vision_Statements#:~:text=First%2C%20think%20about%20what%20organisational,you%20believe%20it%20should%20be.)

This guide from Donorbox provides detail on the key difference between a vision and mission, and gives examples of best practice and a step-by-step process for developing your own.

[Full Resource Here](https://donorbox.org/nonprofit-blog/nonprofit-vision-statement)

## **Creating a Business Plan**

## This guide from National Lottery Heritage Fund provides a comprehensive overview for how to develop a business plan, including the steps you should take, and the key ingredients for success.

[Full Resource Here](https://www.heritagefund.org.uk/funding/good-practice-guidance/business-plan-template-and-guidance)

## **How to Create a SWOT Analysis**

A SWOT analysis examines external opportunities and threats along with internal factors, like your charity’s strengths and weaknesses.

This article shares how to do a SWOT analysis, a detailed example, and how the takeaways can be worked upon.

[Full Resource Here](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwjxg5rorbKCAxV8S0EAHeiHAWEQFnoECA8QAw&url=https%3A%2F%2Fdonorbox.org%2Fnonprofit-blog%2Fnonprofit-swot-analysis%23%3A~%3Atext%3DYour%2520nonprofit%2520must%2520split%2520the%2Cyour%2520organization%2520address%2520each%2520issue.&usg=AOvVaw1prQSKLDKgQP0n-hwxgBt3&opi=89978449)

## **SWOT and PESTLE**

A SWOT Analysis enables your organisation to look at the Strenths, Weaknesses, Opportunities and Threats to your organisation, whilst a PESTLE analysis looks at the external environment and focuses on Political, Economic, Social, Technological, Legal and Environmental factors.

The guide provides a detailed breakdown of how to conduct your own organisational review and provides examples of best practice.

[Full Resource Here](https://www.charityexcellence.co.uk/Home/BlogDetail?Link=UK_Charity_COVID19_Crisis_Survive_And_Thrive_Strategy_Toolkit)

## **Conflicts of Interest**

*A conflict of interest is any situation in which a Trustee’s personal interests or loyalties could, or could be seen to, prevent them from deciding only in the best interests of the charity.* (Charity Commission definition)

Conflicts of interest may come in a number of different forms:

* Direct financial gain or benefit to the Trustee, such as:
  + Payment to a Trustee for services provided to the charity.
  + The award of a contract to another organisation in which a Trustee has an interest and from which a Trustee will receive a financial benefit.
  + The employment of a Trustee in a separate post within the charity, even when the Trustee has resigned in order to take up the employment.
* Indirect financial gain, such as employment by the charity of a spouse or partner of a Trustee, where their finances are interdependent.
* Non-financial gain, such as when a user of the charity’s services is also a Trustee.
* Conflict of loyalties, such as where a Trustee is appointed by the local authority or by one of the charity’s funders, or where a friend of a Trustee is employed by the charity.

[Full Resource Here](https://www.gov.uk/government/publications/conflicts-of-interest-a-guide-for-charity-trustees-cc29)

## **Charity Sustainability**

The Charities Aid Foundation, Charity Landscape 2022 Report provides an overview of the challenges around charity sustainability, and gives key stats on how the sector is responding to challenges.

[Full Resource Here](default-source)

## **Charities and Risk Management**

This guidance from the Charity Commission look at how charity trustees should review and assess the risks faced by their charity, and outlines the basic principles and strategies that can be applied to help charities manage their risks. It should help trustees set a risk framework that allows them to:

* identify the major risks that apply to their charity
* make decisions about how to respond to the risks they face
* make an appropriate statement regarding risk management in their annual report

[Full Resource Here](https://www.gov.uk/government/publications/charities-and-risk-management-cc26/charities-and-risk-management-cc26)

## **Preparing Accounts and Annual Returns**

All charities must prepare Accounts and an Annual Report and make them available on request. Registered charities with an annual income over £25,000 and all Charitable Incorporated Organisations (CIOs) must file the Accounts and Annual Report with the Charity Commission within 10 months of the end of their financial year.

On the Charity Commission website, the Accounts and Annual Report are often grouped together as one file for the public to view.

This guide covers what trustees need to do when preparing trustees’ annual reports, accounts and annual returns for accounting periods.

[Full Resource Here](https://www.gov.uk/government/publications/charity-reporting-and-accounting-the-essentials-november-2016-cc15d)

## **Fundraising Regulator**

The Fundraising Regular is the independent regulator of charitable fundraising in England, Wales and Northern Ireland. It ensures public protection, accountability, and excellence in fundraising, and works in partnership with other regulators and representative bodies in the charitable and fundraising sectors to build public trust and confidence and ensure consistently high fundraising standards across the UK.

The Fundraising Regulator now has memorandums of understanding in place with the Charity Commission, Institute of Fundraising, and Information Commissioner. These will enable complaints to be passed on to other bodies where relevant.

[Full Resource Here](https://www.fundraisingregulator.org.uk/)

## **Trustees and GDPR**

Trustees should also be mindful of General Data Protection Regulation and the need for charities to be compliant.

GDPR covers all organisations, no matter how big or small. Key questions that should be asked include:

* What are my responsibilities in handling personal data of supporters?
* How and when can I contact supporters?
* Do I need to get consent for all communications?
* What policies and procedures should we have in place?

[Full Resource Here](https://ciof.org.uk/)

## **Measuring Impact**

Impact measurement is crucial for organisations to fulfil their mission, enhance their credibility, make data-informed decisions, and continuously improve their work. It also benefits stakeholders and society by ensuring resources are used effectively and that organisations are held accountable for their actions.

NPC has created a resource to help organisations in measuring, understanding, and improving their impact. It outlines a four-step cycle of good impact practice:

1. **Plan:** Create a plan for achieving the desired impact.
2. **Do:** Measure performance against key goals.
3. **Assess:** Make sense of the collected data.
4. **Review:** Communicate results and learn how to enhance work.

The resource encourages users to follow this cycle and offers additional resources to support impact practice, including a data diagnostic questionnaire, a jargon buster glossary, the code of good impact practice, and a self-assessment tool. Impact practice involves activities that focus on understanding and enhancing the impact an organisation has on the people it serves.

It encompasses planning, data collection, assessment, and continuous improvement. These resources aim to provide clear and practical guidance for organisations seeking to enhance their impact practices.

[Full guide here](https://www.thinknpc.org/starting-to-measure-your-impact/)