**Transforming Governance Resources**

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

## **Developing and Implementing Inclusivity and Relevance**

This module provides an overview of how to develop an understanding of Inclusivity and Relevance as a crucial part of governance and driving positive change.

## **Putting People with Lived Experience in the Lead**

*Darren Murinas, writing for NPC July 2017*

Darren Murinas, CEO of Expert Citizens, discusses the role of people with lived experience in driving change in local services, emphasising the importance of meaningful engagement and co-production. Key points from the resource are as follows::

1. 'User Voice' and Language.
2. Tokenism and Real Empowerment
3. Knowledge and Expertise
4. Person-Led Approach:
5. The Four Levels of Engagement:
6. Examples of Impact:
7. Partnerships of Equals
8. Overcoming Barriers
9. Looking to the Future

[Full article here](https://www.thinknpc.org/resource-hub/putting-people-with-lived-experience-in-the-lead/)

## **New Resources to help Improve Board Diversity**

Reach Volunteering offers practical resources to help chairs and boards diversify their trustee recruitment.

It provides guidance on recruiting first-time trustees, conducting skills and diversity audits, and making remote interviews accessible. These resources are part of the Trustee Recruitment Cycle, designed to promote diversity and inclusion in the recruitment process. Created in partnership with the Association of Chairs and Getting on Board, these tools have received positive feedback and aim to facilitate more inclusive trustee recruitment practices for charities.

Key resources include:

* **How to recruit first-time trustees**
* **How to complete a skills audit**
* **How to carry out a diversity audit**
* **Tips for making remote interviews accessible for deaf people**

[Full suite of resources here](https://www.associationofchairs.org.uk/2022/06/27/trustee-recruitment-cycle/)

## **How to Get a Diverse Charity Board**

Tania Mason, Civil Society Media, offers some advice on how to achieve Board diversity. Key points of advice include:

* Governance reviews or skills audits can identify gaps and the need for change
* Values and competency-based recruitment can support diversity efforts
* Smaller charities can consider governance subcommittees
* Encourage diversity by holding the door open for aspiring candidates
* Setting targets for representation can promote diversity
* Name-blind recruitment reduces unconscious bias
* Annual board and trustee appraisals signal commitment to governance
* Reducing barriers to trusteeship is essential
* Avoid tokenism and embed diversity in the organisational strategy
* Utilise helpful documents like the Charity Governance Code

[Full article here](https://charityawards.co.uk/article/how-to-get-a-diverse-charity-board/)

## **Inclusivity and Relevance**

Arts Council England provide some essential reading on how arts organisations can fully reflect England’s diversity. Key points incude:

* Develop meaningful relationships and actively listen to the views of the local community
* Ensure inclusive leadership and governance and create opportunities for diverse talent.
* Invest in diverse talent pipelines and promote innovative culture.
* Empower under-represented creative practitioners.
* Continuous commitment to principles of inclusivity and celebrate pioneering individuals and organisations.
* Foster safe workplace environments and adopt a data-led approach for fair representation.

[Full article here](https://www.artscouncil.org.uk/blog/essential-read-inclusivity-relevance)

## **Inclusion & Relevance: Ensuring programmes can better serve, and become more reflective of, our communities**

A New Direction provides a series of case studies showcasing what can be done to tackle the systemic challenges facing the sector, what makes an outstanding blended learning offer, and how hyperlocal partnerships can lead to innovative collaboration in the sector. Key points include:

* Identifying groups that have faced barriers to inclusivity and tailoring activities and programmes to suit their needs.
* Celebrating diversity and showcasing themes or objects that resonate with a wide variety of groups, including those typically underrepresented.
* Devise programmes and systems which seek to involve and champion groups who may not have interacted with your work and initiatives before.
* Seek the direct impact of the groups or individuals with which you seek to interact or work. Involving in the development of a project ensures it is accessible for them.
* Work to ensure inclusion and relevance is never complete.

[All case studies here](https://www.anewdirection.org.uk/training-cpd/principles-into-practice/inclusion-relevance)

## **Six Steps to Embedding a Diversity and Inclusion strategy**

Sheila Attwood writes for Personnel Today on embedding effective diversity and inclusion strategies into organisational culture and systems. Key points include:

* Equip line managers with discrimination law knowledge and build inclusive environments by thoroughly surveying organisational practice to remove biases.
* Comply with the Equality Act but also seek to go beyond it to champion and empower all.
* Recognise and embrace less visible forms of diversity and encourage a equal and inclusive workplace culture.
* Acknowledge the existence of unconscious bias and take steps to tackle this.
* Foster fair, open, and respectful conversations.
* Support employee networks and provide peer support and opportunities for personal development.
* Collect and analyze data on gender, ethnicity, disability and other protected characteristics within your organisation.
* Ensure robust, transparent, and consistently applied policies to protect against discrimination.
* Provide continuous professional development.

[Full article here](https://www.personneltoday.com/hr/six-steps-to-embedding-a-diversity-and-inclusion-strategy/)

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## **An Inclusion, Diversity and Equality Strategy for Historic England**

Historic England’s Inclusion, Diversity, and Equality Strategy for 2020-23 maps the department’s organisational approach. Key points include:

* Overall vision of ‘Heritage is for everyone’, to develop expertise in supporting diversity in the sector by identifying underrepresented and underengaged groups and developing bespoke engagement strategies for each.
* Commit to a diversity audit of all programmes.
* Establish new grant opportunities which promoted diversity.
* Conduct a diversity assessment of the sector workforce and create a development programme for underreprepresented board members.
* Facilitate organisations both within and outside the organisations that generate methods of effective support.

[Full document here](https://www.culturehive.co.uk/wp-content/uploads/2023/05/Inclusion-Diversity-and-Equality-Strategy-2020-23-Exec-Summary.pdf)

## **Charity Governance Code: Equality, Diversity and Inclusion (EDI)**

The Charity Governance Code lays out recommended practice for large and small charities. For large charities, key points include:

* The board regularly analyses the importance of EDI in the organisation and consults all staff members for an assessment of inclusivity and openness.
* The trustees offer diversity and recruitment processes and continuously monitored to safeguard against biases.
* Set regular targets and plans for EDI.
* Create context-specific plans covering training, board culture, recruitment, and inclusivity.
* Ensure effective systems for monitoring EDI are in place and regularly updated.
* Evaluate decision-making processes for inclusivity.
* Regularly publish progress, challenges, and learning on EDI.

For small charities key points include:

* Evaluate the organisation’s understanding of EDI and identify gaps for discussion and learning.
* Provide training or resources for board members on inclusive boardroom culture, trustee recruitment, and promoting inclusive behaviors.
* Define a clear organisational EDI approach aligned with charity's aims, strategy, culture, and values.
* Periodically conduct reflective analysis of EDI practice and organisational diversity.

[Full article here](https://www.charitygovernancecode.org/en/6-diversity#:~:text=Addressing%20equality%2C%20diversity%20and%20inclusion,to%20deliver%20its%20public%20benefit).