**Transforming Governance Q+A**

The following document collates a series of comments from the Transforming Governance Workshop – Leading and Overseeing Strategy

### During the session, participants were asked to reflect on how their strategy is devised within their own organisations, and how they can improve strategic development.

How can we ensure best practice in strategic development?

* A collaborative approach is vital, and it is key that the team is heard and listened to by the Board.
	+ This article from [AchieveIt](https://www.achieveit.com/resources/blog/6-ways-to-increase-collaboration-in-strategic-planning/) highlights some of the ways to improve board collaboration.
	+ This [guide from NPC](https://www.thinknpc.org/wp-content/uploads/2018/07/Strategy-for-impact_NPC-2017.pdf) highlights a practical approach to strategic development.
* It is important that strategic planning is wider than the requirements of funders and focuses on the growth and overall ambition of the organisation. There needs to be a clear balance between the organisation’s own priorities and those of funders and key stakeholders.
	+ This [guide from NPC](https://golab.bsg.ox.ac.uk/documents/NPC_Building_measurement_framework.pdf) draws out how organisations can focus on evaluation in their own way.
* The Board should lead the strategic direction of an organisation, with the Executive and wider team co-curating the strategic plan.
	+ This [resource from NCVO](https://www.ncvo.org.uk/help-and-guidance/strategy-and-impact/strategy-and-business-planning/getting-started-with-strategy-and-business-planning/involving-people-in-developing-your-strategy/#:~:text=could%20be%20missing.-,The%20role%20of%20leaders%20and%20trustees,by%20other%20members%20of%20staff.) highlights how to engage different people in developing a strategy.
* The Board should consider how it can make the most of its voluntary time to ensure effective strategic planning and should communicate with the core team about how to support the organisation.
	+ This [guide from Oaks](https://www.oaksconsultancy.co.uk/post/how-to-write-a-robust-strategic-plan-for-your-charity) highlights how to write a robust strategic plan for your organisation.
	+ This [Guardian Article](https://www.theguardian.com/voluntary-sector-network/2015/sep/03/six-ways-to-keep-your-trustees-on-board) identifies six ways to maximise a charity board.
* Board meetings should be structured so that time is carved out for strategic planning.
	+ This [guide from NCVO](https://www.ncvo.org.uk/help-and-guidance/governance/making-decisions-as-a-board/running-good-meetings/) highlights best practice in running good meetings.
	+ This [resource from Bayes Business School](https://www.bayes.city.ac.uk/__data/assets/pdf_file/0017/632042/CCE_BBG_Effective_Board_Meetings-Sept2021.pdf) talks about some of the ways to ensure an effective board meeting.
* Trustees and Board members should be utilised according to their skills and specialisms.
	+ This [NCVO guide](https://www.ncvo.org.uk/help-and-guidance/governance/improving-your-work-as-a-board/developing-your-trustees-skills/) talks through how to maximise the skills of your board.
* It is crucial that artistic practice is driving strategy so that the core vision and mission of the organisation is not lost.
	+ This [guide from AMA Culturehive](https://www.culturehive.co.uk/resources/quick-guide-vision-mission/) highlights how to set and embed a vision and mission.