**Transforming Governance Q+A**

The following document collates a series of comments from the Transforming Governance Workshop – Governance and the ACE Investment Principles.

### During the session, participants were asked the question:

***What have been the opportunities and challenges in your organisation to ensure you are embedding and implementing the Investment Principles effectively? What processes or ideas have supported the process?***

* Weighting different amounts of time to each Investment Principle (depending on organisational priorities) is key to allocating appropriate resources and maintaining capacity within the organisation.
* Recruiting additional Trustees to ensure a larger board with a diverse skill-set can help to better implement the Investment Principles effectively. Boards where Trustees (perhaps one or two) are more hands on can also help to ensure success.
	+ [This guide](https://www.artscouncil.org.uk/governance-working-investment-principles) on how governance can best reflect the Investment Principles, provides some examples of how the Board can support.
* The Investment Principles can be used to initiate important conversations around good governance, and reporting against the Investment Principles can help organisations to become more structured in their delivery.
	+ [This infographic](https://www.ycat.co.uk/blog/unravelling-the-mysteries-of-the-arts-council-investment-principles) from Young Classical Artists Trust outlines some key questions to get the discussion started.
* Capacity remains a challenge when seeking to implement the Investment Principles alongside the Activity Plan.
* It is important that organisations maintain their artistic integrity and core offer whilst adhering to funder requirements.
	+ [This webinar](https://pipacampaign.org/resource/embedding-aces-investment-principles-with-pipa) from Parents and Carers in Performing Arts looks at how to embed the Investment Principles into organisational delivery.
* To support with implementing the Investment Principles, some boards are embedding additional meetings focused specifically on actioning these items. Investment Principle Sub-Committees can be useful for this purpose, and having individual Board Members dedicated to one Investment Principle can also help with capacity and implementation.
	+ [This resource](https://www.anewdirection.org.uk/training-cpd/principles-into-practice) from A New Direction highlights different ways of embedding the Investment Principles.
* Consideration should be made to the templates provided, making them more user-friendly, and tailored to individual organisations so that they can be implemented better. Some organisations have found adjusting the templates for Board meetings helpful.
	+ [This guide](https://www.artscouncil.org.uk/blog/evaluating-your-way-through-investment-principles?_cldee=przS5iv_cW-gZ7-BqIHKZcuhd51Qy_P4eHhccvhfUYGRQSL4fAj1ze8QUMatoQv0F5SAfDlhAgHIOt4dJjPgjQ&recipientid=contact-78dc98c593ddea11a813002248070f4c-03cc3b3f873249daa8546937b969f226&esid=b51568aa-c44b-ee11-be6f-0022483ed656) from the Centre for Cultural Value looks at how to evaluate the Investment Principles.

**Other Q&As:**

***I am new in post [as a Board member / CEO] and missed the Welcome Sessions for NPOs. Is there somewhere I can access the information session?***

* Yes, you can access a recording of the digital Welcome Session along with more key information for 2023-26 NPOs and IPSOs on our website: <https://www.artscouncil.org.uk/NationalPortfolio23/key-information-2023-26-npos-and-ipsos>

***Are you able to share good practice / guidance / templates on Board skills audits and appraisals - proportionate to the size of organisations?***

* The Cultural Governance have information on how to conduct a board skills audit, including a template, which can be accessed here [What is a good format for a board audit? | Cultural Governance Alliance](https://culturalgovernancealliance.org/practical-guide/board-meetings-and-recruitment/what-is-a-good-format-for-a-board-audit)

***Are there any suggestions for how to manage feedback and monitoring so that it isn't too time-consuming for smaller charities?***

* One way to help streamline monitoring can be to frame the Investment Principles as part of the Risk Register that you are required to submit. This will ensure that the whole board will be engaged as it becomes a key aspect of risk planning for your organisation.
* Splitting boards into sub-groups means you can have different groups of people looking at different aspects of your feedback and monitoring.
* For staff at an organisation, consider ways of working to avoid duplication, for example – can your activity plan also act as an update to the board?
* Organisations can consider scheduling regular, focused review sessions for staff to feed into reports and monitoring, for example as part of staff meetings.