**Transforming Governance Q+A**

The following document collates a series of comments from the Transforming Governance Workshop – Making the most of your Board or Oversight Group.

### During the session, participants were asked to engage in a short breakout session, to explore the following questions:

* Where have you seen great examples of good organisational culture?
* How do Boards influence culture both positively and negatively?
* What are some effective ways of improving organisational culture through the Board and Executive working together?

During the breakout session, participants discussed the following topics:

* The voluntary role of a Board can present barriers to access as many can find it difficult to give up their time when there are financial barriers in place. The below provides some additional guidance on renumeration and diversifying widening access to your board:
  + [The Trustee Leadership Programme](https://cause4.co.uk/trustee-leadership-programme) showcases new vacancies in a monthly newsletter for free.
  + [Trustees Unlimited](https://trustees-unlimited.co.uk/) exists to provide new Trustees to join the boards of arts organisations. It helps organisations find skilled individuals with valuable experience from diverse backgrounds.
  + [Inclusive Boards](https://www.inclusiveboards.co.uk/) provides guidance, training, and resources to ensure effective board diversity.
  + [Young Trustees Movement](https://youngtrusteesmovement.org/), powered by The Social Change Agency offers free monthly training sessions and provides regular resources.
  + Arts Council England, [how to create diverse boards](https://www.artscouncil.org.uk/sites/default/files/download-file/How%20to%20create%20diverse%20boards_0.pdf), provides information on best practice and guidance on recruitment and support.
* Away Days can be a helpful way to help Boards come together and share their knowledge. The below provides some additional guidance on running a successful Away Day:
  + [The Annual Board Away Day](https://www.leadinggovernance.com/blog/the-annual-board-away-day/) – essential for development.
  + The Independent Audit organisation have posted a useful blog post [8 ways to get the most from your strategy away day](https://www.independentaudit.com/article/strategy/8-ways-to-get-the-most-from-your-strategy-away-day/#:~:text=got%20us%E2%80%A6.%E2%80%9D-,Good%20practices%20to%20consider%E2%80%A6,in%20response%20to%20a%20crisis.), setting out 8 do’s and don’ts for a successful Away Day.
  + ACEVO have published a [5 Step Recipe](https://www.acevo.org.uk/2016/02/5-step-recipe-for-a-great-board-away-day/) for a great Board Away Day
  + AIM has produced a [Guide](https://www.aim-museums.co.uk/wp-content/uploads/2018/04/AIM-Guides-for-Boards-Successful-away-days-for-boards-of-museums-and-heritage-organisations.pdf) for successful away days for boards of museums and heritage organisations.
  + The Directory of Social change has published [the article](https://www.dsc.org.uk/content/running-an-effective-board-awayday/?dm_i=6S7,80PJ0,W725XH,WSWMW,1) giving useful first hand insight into what you can do to facilitate a great Board Away Day.
* Staff, Board and volunteers should be involved in setting the values of the organisation, so everyone is on the same page. The below provides some additional guidance on setting out the vision, mission and values of your organisation:
* Enthuse has published a [‘Your ‘Cut-out and Keep’ guide to charity Vision, Mission and Values (or VMV)’](https://enthuse.com/blog/uncategorized/cut-keep-guide-charity-vision-mission-values-vmv/)
* Charity Connects sets out [10 tips](https://www.charityconnect.co.uk/post/ten-tips-for-setting-out-your-core-values/1681) for setting out your Values.
* [NCVO](https://www.ncvo.org.uk/help-and-guidance/strategy-and-impact/strategy-and-business-planning/setting-the-direction-of-your-organisation/) explores setting the direction of your organisation through the vision, mission and values
* Rebecca Walton [reflects](https://www.charitycomms.org.uk/brand-values) on the importance of living and breathing brand values at Save the Children.
* [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/) explores who you might want to engage when setting your Vision, Mission and Values.
* This Charity Excellence Framework [video](https://www.youtube.com/watch?v=gN4-5WDdFSk) gives a short overview of setting your Vision and Mission.
* [The Directory of Social Change](https://www.dsc.org.uk/content/building-your-vision-mission-and-strategic-objectives/) looks at how to build a positive culture within charities.
* There needs to be a positive relationship between the Board and the Executive, with expectations set for everyone. The below provides some additional guidance on encouraging collaboration and getting the best from your Board:
  + [Nine ways](https://www.ibabs.com/en/board-management/ways-to-engage-board-members/) to engage board members and keep them in the loop.
  + The Cultural Alliance set out [6 steps](https://culturalgovernancealliance.org/practical-guide/board-meetings-and-recruitment/how-do-you-maintain-a-motivated-and-efficient-board) to maintain board effectiveness.
  + Bays Business School – [Building Better Governance](https://www.bayes.city.ac.uk/__data/assets/pdf_file/0017/632042/CCE_BBG_Effective_Board_Meetings-Sept2021.pdf).
  + What do you do when it all goes wrong? This [podcast](https://www.artscouncil.org.uk/blog/art-leadership-episode-2-conflict-and-crisis) explores how to demonstrate good leadership and governance in times of conflict and crisis.
  + The Museum and Heritage Advisor explore [What makes a strong museum board and effective governance in museums?](https://advisor.museumsandheritage.com/news/makes-strong-museum-board-effective-governance-museums/)
  + The Charity Governance Code explores [Board Effectiveness.](https://www.charitygovernancecode.org/en/5-board-effectiveness)