

Governance Resources

A guide to Governance Hub resources for trustees,
board members and management committees

March 2008



governancehub

Governance Resources

Whether you are a trustee, management committee member or board member, being part of the governing body of a third sector organisation can be a challenging role. Luckily, there is a wealth of information available to help you.

This guide presents details of all the different resources produced by the Governance Hub, so anyone involved in governance can find the advice relevant to their needs.

As many of our resources support *Good Governance: A Code for the Voluntary and Community Sector* or the *Trustees and Management Committee National Occupational Standards* we have devoted the first two sections to these resources. Then we detail those resources available both online and in print. Finally we list resources that are only available to download from our website. All online resources are free to download.

Our resources are written for different audiences. Some of them are of interest to anyone involved in governance, while others are aimed at specific people. For example, some just contain information for chairs, while others are most useful for the trustees of smaller organisations. Use the symbols below each listing to find the resource that's right for you.

The Governance Hub has produced a number of research reports looking at various aspects of governance. These can all be downloaded for free from the publications section of our website www.governancehub.org.uk

Key to symbols

Under each resource is a key. It is grouped into three sections: audience, size of organisation and level of experience.

Audience

The different groups of people who will find the resource of use.

Size of organisation

The size of the organisation that will find the resource useful.

Level of experience

The level of governance knowledge that the user of the resource is assumed to have.



Good Governance Code Resources

The *Code of Good Governance* provides a foundation for developing and improving how organisations are governed. Alongside the Code, we have produced several publications to help implement it.

Good Governance: A Code for the Voluntary and Community Sector £5.00



Good Governance: A Code for the Voluntary and Community Sector (popularly known as the *Code*) brings clarity to the question of governance for charitable organisations. Written with real trustees in mind, the Code provides a complete overview of board duties and responsibilities in jargon-free English. Each of its seven principles highlights one key aspect of governance and explains what the board must do to achieve best practice.

See also: *The Code of Good Governance Toolkit*.



Good Governance: Pocket Edition £1.00 (or £8.00 for 10)



Short and to the point, this pared-down edition provides a good introduction to the complete Code. It covers the seven basic principles of governance and places the day-to-day work of the board in a governance context. Use this slim volume to kick-start the conversation about good governance in your organisation or keep it in your pocket for ready reference.



Code of Governance Toolkit £15.00

by Peter Dyer



The *Code of Governance Toolkit* has everything organisations need to begin implementing the Code of Good Governance. Starting at square one, it shows trustees how to adapt the Code to the special needs of their organisation and use it to develop board skills in areas such as recruitment, diversity and working with stakeholders. For those ready to go further, it details several methods for carrying out a complete governance assessment and using the findings to create an action plan for board development.



Trustee & Management Committee National Occupational Standards Resources

The *Trustee and Management Committee National Occupational Standards* describe what a board member must do to carry out their role effectively. We have produced several publications that build on the information provided in the Standards to help boards to use them in a variety of contexts.

Trustee & Management Committee National Occupational Standards £10.00

by Linda Laurance and Chris Cornforth



The *Trustee and Management Committee National Occupational Standards* (or simply the Standards) provides an authoritative description of the role of governance in a voluntary or community sector organisation of any size. It establishes common standards for trustee performance and offers practical, nuts-and-bolts guidance on what trustees need to do to achieve excellence. See also: *What Management Committees Need to Know, Meeting the Standards* and *Trustee Standards in Practice*.



Trustee & Management Committee National Occupational Standards: Pocket Edition £1.00 (or £8.00 for 10)

Small but perfectly formed, this pocket edition of the Standards offers an introduction to the complete text. Presented in a convenient smaller format, it introduces the Trustee Standards, explains the thinking behind them and provides an overview of key governance areas. Slip this small gem into the information pack for your next board meeting and put the possibility of governance excellence on the agenda for your trustees.



Trustee & Management Committee National Occupational Standards Toolkit £15.00

by Liza Ramrayka



Designed to help trustees achieve the competencies set out in the Standards, this accessible toolkit is a must for developing excellence in governance skills. It is easily adapted to a variety of uses, including trustee induction, personal skill development and team building. Trustees and trainers alike will find this toolkit an effective way to unlock the positive power of the Standards for individuals and groups of all abilities.



Other Resources

These resources are available to buy or can be downloaded for free from our website.

Funding and Costing Workforce and Governance Development £5.00

by Ceri Hutton and Stephanie Sexton



Better governance is good for organisations but how much does it cost? This resource offers a practical approach to making that calculation. Case studies highlight common costing problems while detailed activity checklists - keyed into to a range of quality frameworks including the Governance Code, PQASSO, and the National Occupational Standards - help identify areas that need development. The authors provide a wealth of tools including a step-by-step costing process, a budget template and case studies.



AUDIENCE



ORGANISATION



EXPERIENCE

Good Practice in Trustee Recruitment Toolkit £15.00

by Ruth Lesirge, Rosalind Oakley and Joanie Speers



Recruiting new trustees is a challenge for most boards. Recruiting the *right* trustees - individuals with valuable skills, background and experience - is even harder. Packed with checklists, worksheets and activity plans, this comprehensive toolkit leads boards through the entire process, from planning the recruitment campaign to inducting a new trustee.

See also: *Recruit a Trustee Pocket Guide*.



AUDIENCE



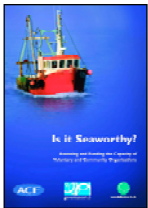
ORGANISATION



EXPERIENCE

Is It Seaworthy? Assessing and Funding the Capacity of Voluntary and Community Organisations £5.00

by Ceri Hutton and Stephanie Sexton



Giving out money is easy. Giving out money effectively is not. This book offers help for funders who want to improve the impact of their grants and strengthen the organisations they support. The authors use case studies to demonstrate the benefits of funder support for core activities such as workforce and governance development, and provide *assessment prompts*, detailed lists of questions that address key areas such as vision and direction, risk and change management.



AUDIENCE



ORGANISATION



EXPERIENCE

Other Resources

These resources are available to buy or can be downloaded for free from our website.

Learning to Fly: Piloting Your Local Voluntary or Community Organisation £3.00 for 10

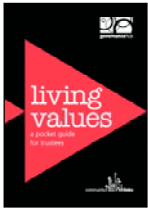


Simple, direct and to the point, this short publication, based on the Code is the perfect beginner's guide to governance issues and resources. Aimed at small, local organisations, *Learning to Fly*, provides a brief explanation of the board's role in plain English and offers useful governance tips, advice and information on where to find more resources. New board members, start-up organisations and organisations new to the idea of governance development can start their journey here.



Living Values: A Pocket Guide for Trustees £1.00 (£8.00 for 10)

by Geraldine Blake, David Robinson and Matthew Smerdon



Living Values is designed to help trustees maintain their focus on the things that really matter. Designed with busy boards in mind, this pocket-sized booklet effectively demonstrates the importance of values as a basis for governance. With practical tools and exercises that help identify values and make them the foundation of all board activity, *Living Values* provides an effective way to keep boards on track.

See also: *Living Values Training Pack*, a multimedia resource for trainers.



Living Values Training Pack £8.00

by Bill Crooks and Jackie Mouradian



This multimedia resource pack provides a complete development course for trustee boards on the values that underpin their work. The pack includes a detailed trainer's guide, typeset questionnaires, attractively illustrated resources and a DVD including a Power Point presentation and video clips.

See also: *Living Values: A Pocket Guide for Trustees*.



Other Resources

These resources are available to buy or can be downloaded for free from our website.

Recruit a Trustee: Pocket Edition £1.00 (£8.00 for 10)

by Ruth Lesirge, Rosalind Oakley and Joanie Speers



From the authors of the *Good Practice in Trustee Recruitment Toolkit*, this handy little guide offers a short course in trustee recruitment for boards. Framed as a series of key questions, *Recruit a Trustee* encourages boards to look at areas where they can do better. Keyed in to the more comprehensive *Trustee Recruitment Toolkit*, *Recruit a Trustee* provides a perfect introduction for boards new to the idea of structured recruitment or ready to change the way they go about finding new trustees.



Reducing the Risks: A Guide to Trustee Liabilities £5.00

by James Sinclair Taylor



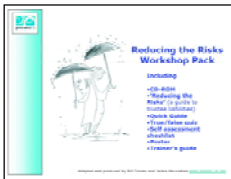
Written in straightforward language, *Reducing the Risks* demystifies the subject of risk for trustees. Using case studies to demonstrate how risks arise in the course of running an organisation, this compact guide outlines the actions boards can take to prevent risk and reduce its impact. Covering the full spectrum of trustee risk, including governance and operational liabilities, this edition has also been revised to cover amendments to the Charities Act and Companies Act.

See also: *Reducing the Risks Training Pack*.



Reducing the Risks Training Pack £10.00

by Bill Crooks and Jackie Mouradian



The *Reducing the Risks Training Pack* gives boards the tools to tackle the issue of trustee risk head-on. Designed as a complete course in trustee risk management, the pack contains a trainer's guide, a copy of *Reducing the Risks*, a detailed presentation outline, printed support materials and a CD-ROM with a PowerPoint presentation and video resources. Professional and non-professional trainers alike will find everything they need to bring boards up to speed on trustee risk.



Other Resources

These resources are available to buy or can be downloaded for free from our website.

Tending Your Board £1.00 (£5.00 for 10)



Tending Your Board offers a different take on governance development. This accessible guide uses the language of gardening to introduce proven techniques for building board effectiveness. Season by season, month by month, *Tending Your Board* touches on key governance areas including chair / CEO relations, dealing with conflict and board composition. Brief, attractive and easy to read, this guide provides a way to get boards talking and sow the seeds that can grow into a flourishing commitment to better governance.



The A-Z of Good Governance £5.00

by Bill Crooks and Jackie Mouradian



Who said governance has to be boring? Spice up your board meetings and learn more about governance with the *A-Z of Good Governance*, a pack of 26 humorously illustrated cards that introduce governance concepts in plain, easy to understand language. Light-hearted and amusing, the A-Z deck provides an accurate - and sometimes provocative - view of governance that will get any group talking. Use the cards as a tool for training, a springboard for discussion or to introduce a welcome break in a long meeting.



Trust Youth £6.00



Children and young people can make outstanding trustees, but getting them on board can be difficult. Now the Governance Hub in collaboration with the British Youth Council offers a compact guide that speaks directly to the young about board service. *Trust Youth* offers an overview of trustee responsibilities - covering key areas such as setting strategy and contributing to board effectiveness - and provides an introduction to important organisations and resources for trustees. A section on youth recruitment offers support for organisations working to involve young people in governance.



Web-only Resources

The following resources are available to download for free from our website.

Being Who You Say You Are

by Faithworks



Faith-based groups face special challenges when it comes to translating their beliefs into effective governance practice. *Being Who You Say You Are* provides a practical approach to translating religious beliefs into organisational behaviours. Designed for groups of all faiths, this guide demonstrates the growing importance of the faith-based voluntary sector, makes a compelling case for better governance and provides a step-by-step approach for strengthening board effectiveness.



Better Governance: An Introduction to Measuring and Improving Board Effectiveness

by Mark Parker



There are now so many reputable systems for improving organisational effectiveness - PQASSO, the Governance Code and the National Standards for Trustees among others - it can be difficult to choose the right one for your organisation. *Better Governance* offers guidance for the confused. Using a matter-of-fact approach, this guide demystifies the question of governance development and lays out several of the best-known quality assurance systems.



For Love and Money: Governance and Social Enterprise

by Roger Spear, Chris Cornforth and Mike Aiken



Social enterprises are a rapidly growing part of the third sector. This innovative form of organisation offers many benefits and raises many questions, especially in the area of governance. For the first time, researchers Roger Spear, Chris Cornforth and Mike Aiken look at social enterprise from a governance perspective, charting the challenges that arise for organisations engaged in business for social ends. They define social enterprises of different types, stressing the importance of legal and governance structures for each, and provide an overview of advice and support available.



Web-only Resources

The following resources are available to download for free from our website.

Governance and Organisational Structures



Developed in collaboration with Co-operatives UK, this online publication gives organisations the information they need to choose the right legal form and organisational type for them. It lays out the range of legal forms available to voluntary organisations and explains the characteristics of each one. Organisational types are also covered in detail, providing an overview of the choices for organisations re-incorporating or incorporating for the first time.



Meeting the Standards

by Shirley Scott

There is a wealth of governance information out there - provided you know where to look for it. Written for organisations implementing the Standards, *Meeting the Standards* offers a complete guide to where to find supporting resources and information.



Mentoring for Chairs

by Rosalind Oakley

Responding to research that showed an interest in mentoring for chairs, the Governance Hub funded a programme that tested four different mentoring schemes. This online publication describes the programme and draws conclusions from its results. It contains valuable insights on chairs' needs and the effectiveness of various approaches to mentoring. Chairs and those who work with them will find this a useful resource.



Setting up a Chair's Network

By Peter Dyer

Recent research indicates that chairs can feel isolated. This online publication shows chairs how to support themselves by setting up peer networks. It covers everything from securing funding to finding members and sustaining interest.



Web-only Resources

The following resources are available to download for free from our website.

Starting on the Right Track: A Guide to Recruiting and Inducting a New Chair

by Peter Dyer



A good chair supports board effectiveness and strengthens governance but finding the right person for this important role can pose a challenge. *Starting on the Right Track* provides a complete, step-by-step guide to recruiting a new chair. Beginning with the basics of writing a role description, this do-it-yourself guide covers all the stages of recruitment from finding good candidates to the induction of a new chair.



Trustee Standards in Practice: A Guide for Smaller Organisations

by Radojka Miljevic

Small organisations need good governance just as much as large ones do, but achieving it with limited funds and expertise can be a challenge. *Trustee Standards in Practice* demonstrates how smaller organisations can strengthen the competence of their trustee boards by adopting the *Trustee and Management Committee National Occupational Standards*. Written using a travel theme, this guide is a good first port-of-call for small organisations embarking on the governance journey.



What Management Committees Need to Know: A Guide to the Trustee and Management Committee National Occupational Standards

by Laura Eden



For those who find the *Trustee and Management Committee National Occupational Standards* a bit daunting, *What Management Committees Need to Know* offers help. Aimed at the governing bodies of smaller organisations, this useful guide shows how to make the connection between the Standards and the work that smaller boards and committees do. It focuses on key areas of governance providing clear explanations and practical action points for each one.



Governance Hub

c/o NCVO, Regent's Wharf, 8 All Saints Street, London, N1 9RL

Helpline 0800 652 4886 (Monday to Friday, 9am to 6pm)

governance.hub@ncvo-vol.org.uk

[**www.governancehub.org.uk**](http://www.governancehub.org.uk)

Registered charity number 225922. The Governance Hub is funded by Capacitybuilders.