



# **Governance Challenges**

**Presented by  
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the  
Trustee Conference  
2008



# Governance

- Setting the mission and goals
- Creating the strategy and policies to achieve mission
- Ensuring legal, financial and regulatory compliance



# Mission

- Your history v your future
- Blue sky sessions
- Understanding the environment
  - research
  - visits
  - consulting stakeholders



# Business Plan

- Creating it or
- Amending and testing it
- Monitoring it
- Changing it



## Other Key Strategic Work

- The relationship with the CEO and senior management team
- Membership policy
- External relations – marketing and fundraising



# Membership Policy

- Purpose of membership
- Target membership size
- Servicing membership
- Clearing the list
- Other routes for input



# Membership Governance Problems

- Invalid or inquorate meetings
- Membership revolts
- Trustees who are not members



# Mergers and collaborative work

- Why
  - Cost cutting
  - Funder pressure
  - Growth
  - Efficiency
  - Strategic growth
  - Rescue
- Mergers and the sector
- Trustee role in mergers



# Varieties of Merger

- New Organisation
- Absorption
- Subsidiary status
- Group structure
- Function swap
- Interlocking Trustees/control mechanism



# Merger Problems

- Chief Executives
- Chairs
- Culture and membership
- Powers and Objects



# Compliance

- Companies Act
- Charity Commission
- Health and safety etc
- Tax
- Property
- Employment
- Risk review



# **Governance Tools**

**(see attached list)**

- Responsibility
- Extent of delegation
- Probity and good practice
- Achieving good process
- Monitoring
- Training and support



# Role of the Chair

- Standards
- Communication
- In team with the CEO
- Meetings and process



# Contacts

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