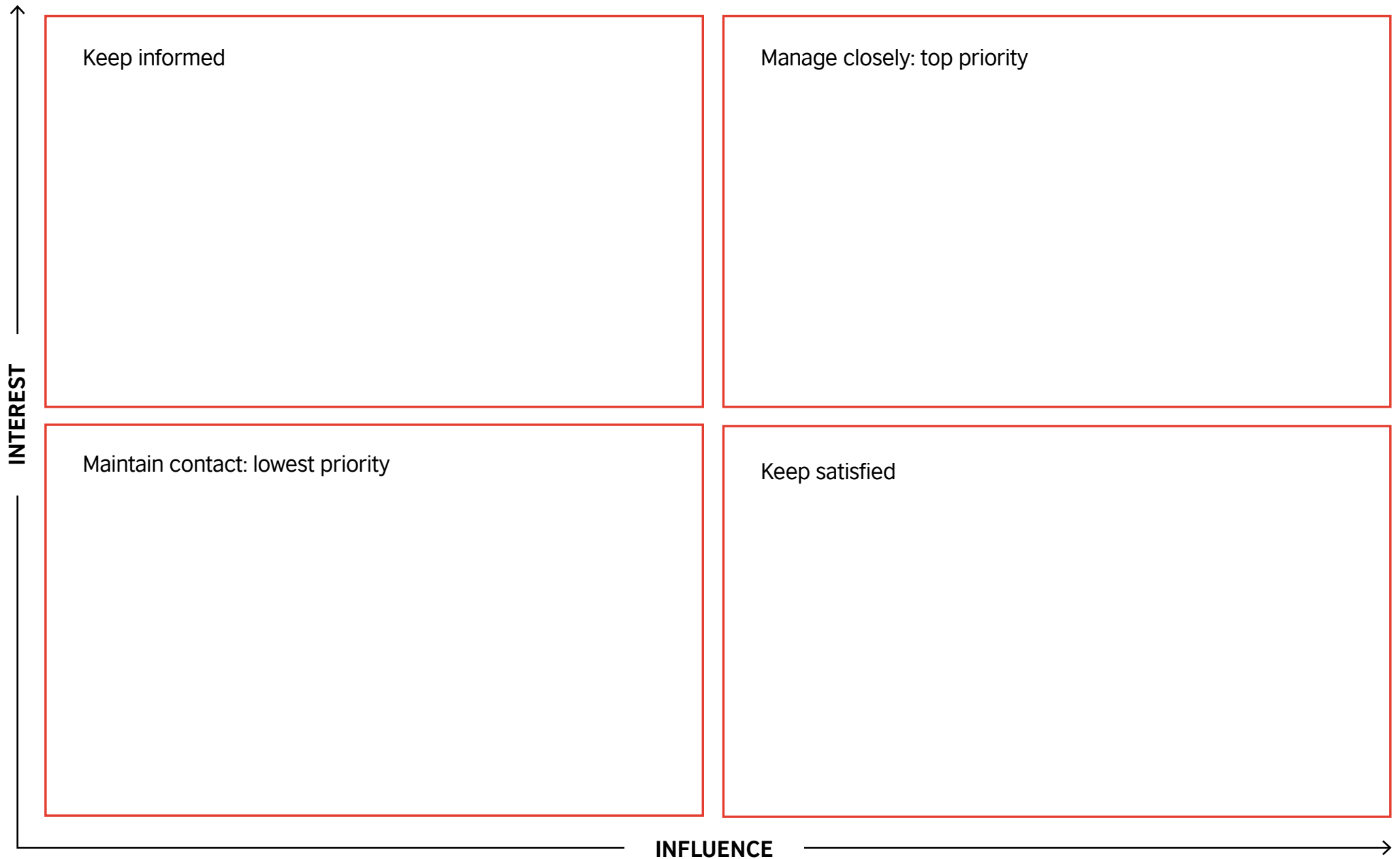


A Practical Toolkit for Cultural Governance

Worksheets



Which stakeholders should I prioritise?



What external factors might affect my organisation?

	International	National	Regional	Local
Political				
Economic				
Social				
Technological				
Legal				
Environmental				

What are the most important gaps in knowledge on my board?

Area of knowledge	Level of knowledge	Actions you can take to address any gaps

How can I ensure best practice in recruiting trustees?

Question	Yes / No	Actions required
Does your organisation have a formal recruitment procedure?		
Do you look beyond like-for-like replacements when trustees leave?		
Do you advertise all vacancies in a range of locations, using accessible language?		
Do you effectively communicate organisational values to potential applicants?		
Do you make your expectations clear?		
Are your selection panels diverse?		

What information should be in my induction pack?

Organisation	Legal status and regulatory guidance	Governance	Management

How can I improve trustee retention?

Question	Yes / No	Actions required
Have you considered the time, location and frequency of board meetings?		
Do you have an appropriate expenses policy?		
Are you presenting information in an accessible, jargon-free way?		
What training and support are you providing for new trustees?		
Is the Chair regularly asking for feedback on how to make meetings more accessible?		

How can I ensure appropriate rotation?

Question	Yes / No	Actions required
Are you balancing organisational knowledge with new perspectives?		
Have you defined term limits for trustees?		
Are you planning for succession?		
Have you considered other ways to retain expertise for longstanding trustees, such as patron roles?		

**What should my board lead on? Where should it work with executive directors?
And what should it avoid?**

Take charge	Partner	Avoid

How can I ensure a range of perspectives on my board?

Question	Yes / No	Actions required
Are you organising board meetings at convenient times? Varying times and days of the week?		
Do you set out expected time commitments when advertising and at interview?		
Do you offer induction and mentoring to new trustees?		
Do you have a youth advisory panel?		
Have you considered offering financial training to all trustees?		

Do you begin each section of the agenda with a verbal summary to make sure that all trustees are able to take part in subsequent discussions?

Do all board members understand their responsibility to ensure that all trustees can contribute equally, and to challenge any situations in which one trustee is treated as less important than others?

Do you ensure that new trustees have the opportunity to be involved in all board issues, including recruiting other trustees / a new CEO?

Do you present information to all trustees in a way that allows them to understand issues without expert knowledge?

Do your papers include relevant information (and only relevant information)?

Do you set an example by welcoming questions?
(Charities Aid Foundation, 2015)

What should be on the agenda for my next board meeting?

Item	Timing	Leader	Information, discussion or decision?
Title			
Location / time / date			
Welcome			
Attendance / apologies			
Review and if necessary modify agenda			
Confirm minutes of last meeting			
Main item:			
Main item:			
Main item:			
Any other business			
Date of next meeting			

What will be on the next away day agenda for my board?

Time	Activity	Person responsible