

Raising resilience and ringing the changes

Firm Foundations

Dorset Museums Association
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Vicky Dawson
SW Accreditation Technical Adviser



Case studies



south west
museum
development
programme

Accreditation 2018

1.2 An appropriate constitution

‘The museum must be a long-term organisation that exists to benefit the public and protect its assets, including collections. It must have an appropriate and acceptable constitutional structure and documentation for the governing body’

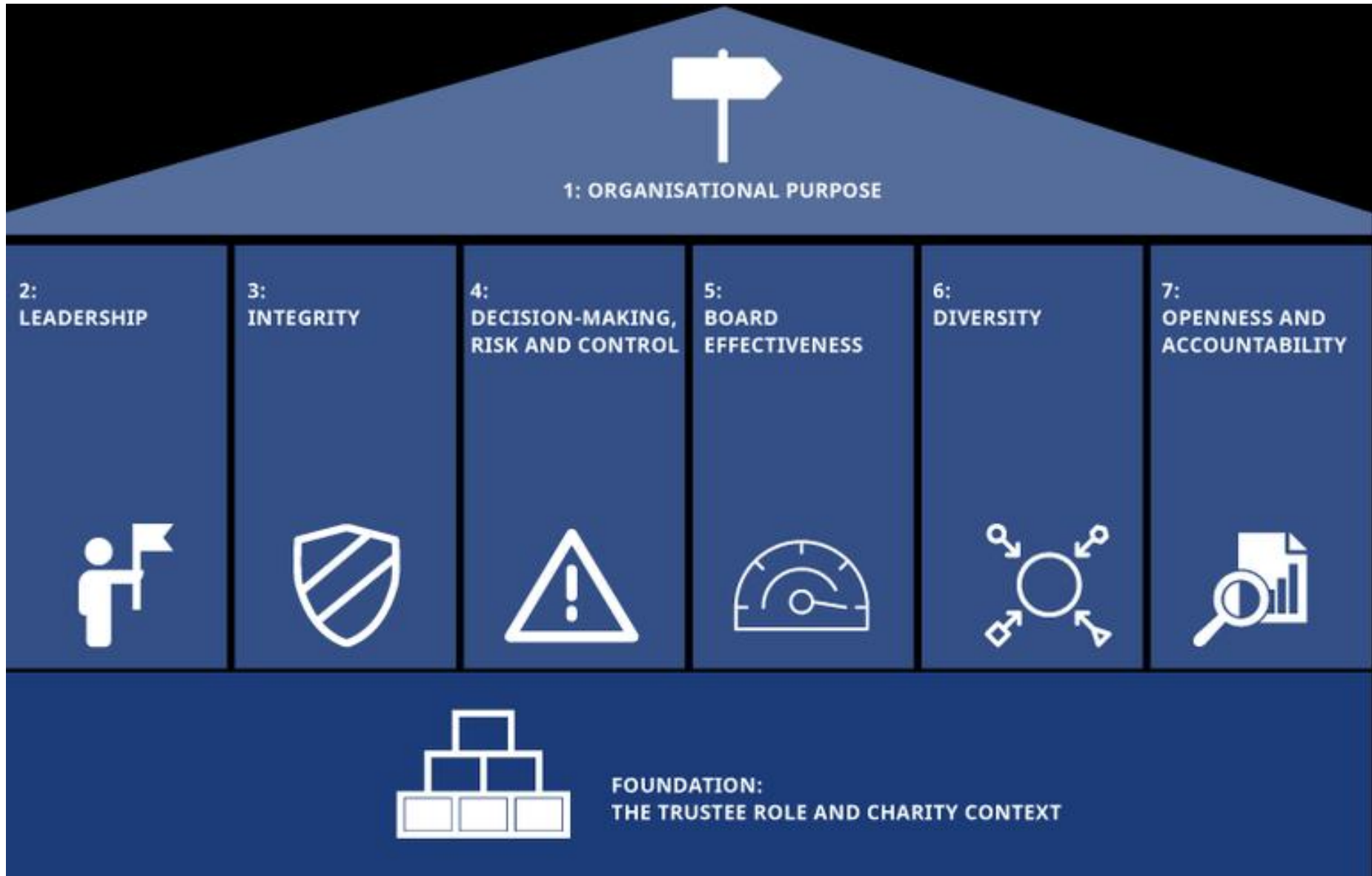


Governance

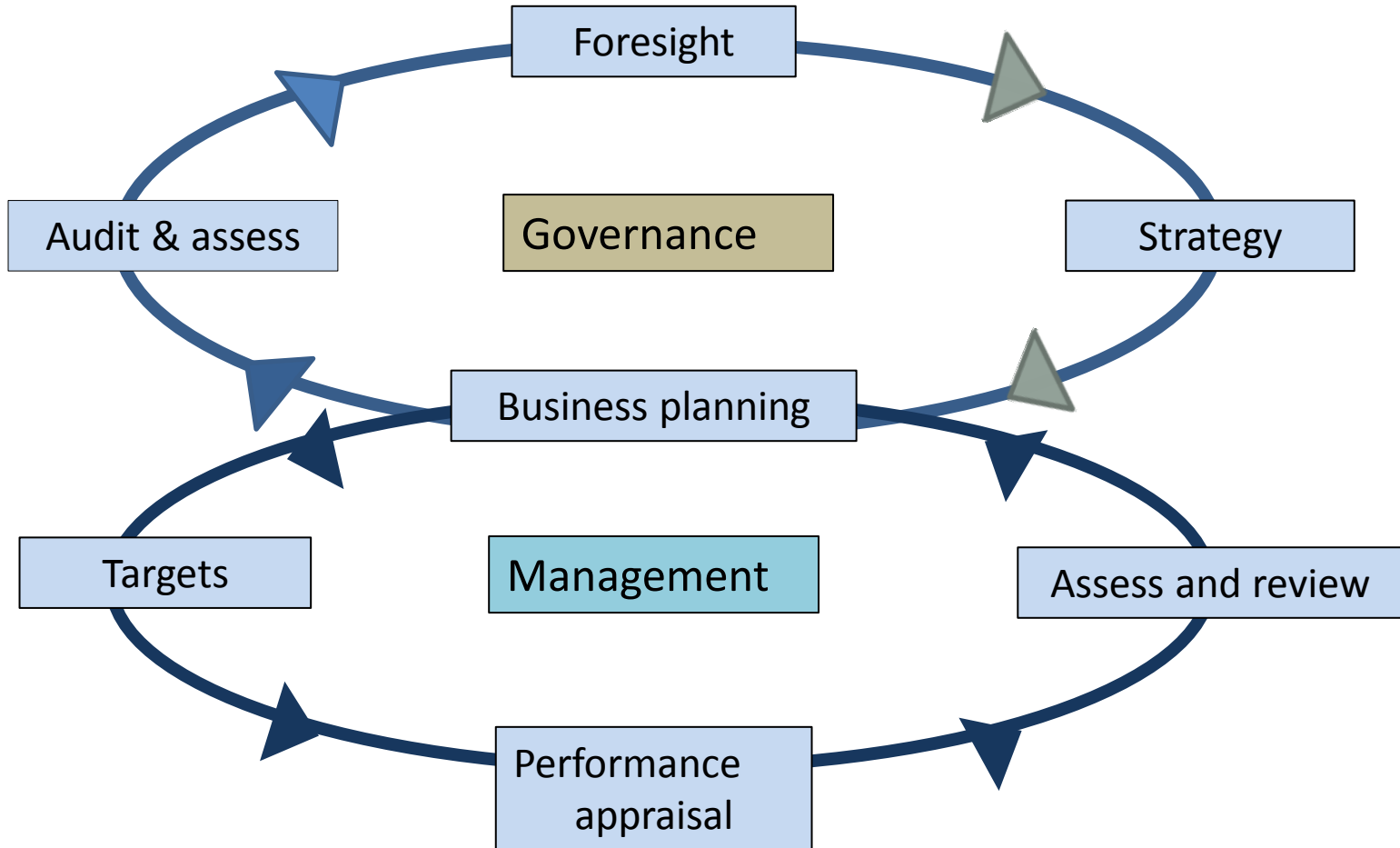
- The management of management
- The system by which organisations are directed and controlled
- The structures and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation



Principles of governance



Governing and managing



When these 2 functions overlap

- Temptation to focus on minor issues rather than broader strategy
- Harder to take an objective view when reviewing performance
- Lack of clarity in individual roles
- Different levels of involvement in and knowledge of the organisation amongst Board members and amongst the workforce
- Difficult to recruit



How to mitigate the risk

- Understand the difference between governance and management
- Stay focussed on your Business/Forward Plan and its accompanying action plan
- Plan and run Board meetings well
- Use committees and working groups with clear terms of reference and timely reporting to the Board
- Induction and appraisal

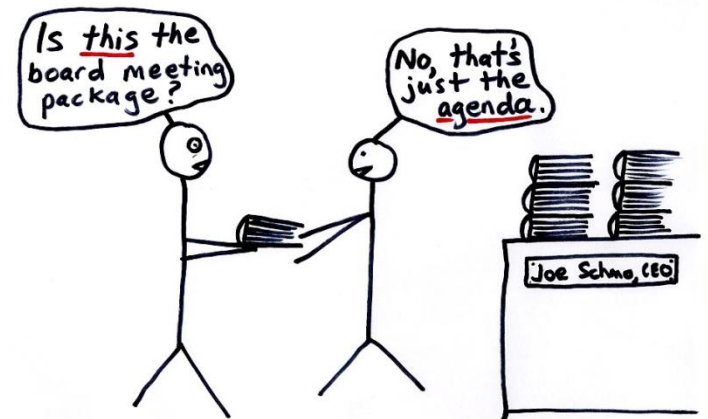


Planning and delivery

- The museum's Business Plan/Forward plan is the principle tool through which the Governing Body exercises its function.
- Essential that it is a realistic and inclusive document, drawn up with the input of all stakeholders in the museum
- Objectives must be SMART and linked to the Key Aims
- Communicated to all stakeholders, particularly those who are involved in its delivery
- Understood as the basis for planning and delivering work programmes and monitoring progress
- Includes an action plan which identifies responsibilities, timetable, financial resources and success criteria; setting out the detailed activity for the current year, and outline activity for the next. A rolling programme.
- An essential tool of good governance AND a central plank of Accreditation

Effective Board meetings

- Action agenda
- Papers and reports submitted at least 7 days prior to meeting
- Effective chair
- Use the action plan to monitor progress
- Minutes published within within 7 days meeting
- Review effectiveness frequently



Item	time
1. Apologies for absence 2. Minutes of last meeting – 12th July 2018 3. Matters arising from the minutes	10 mins
4. Chair's report	5 mins
5. Treasurer's report <ul style="list-style-type: none"> • To receive the report for Q3 and projected outturn for the remainder of the year • To agree recommendation for the investment of the recent legacy from Mr Smith 	15 mins
6. Recruitment and governance committee <ul style="list-style-type: none"> • To receive results of the annual board review and agree actions for the coming year 	10 mins
7. Centenary exhibition working group: <ul style="list-style-type: none"> • To receive update on planned activities • To take a sounding on potential speakers for opening event 	10 mins

Managing the workload

- Committees
- Working parties
- Nominated trustees



Roles and responsibilities

- The Board
- The individual Board Member
- The Chair
- The Manager/project leader
- The Volunteer

Essential to have:

- Agreed role descriptions
- Comprehensive induction and access to training
- Annual review/appraisal

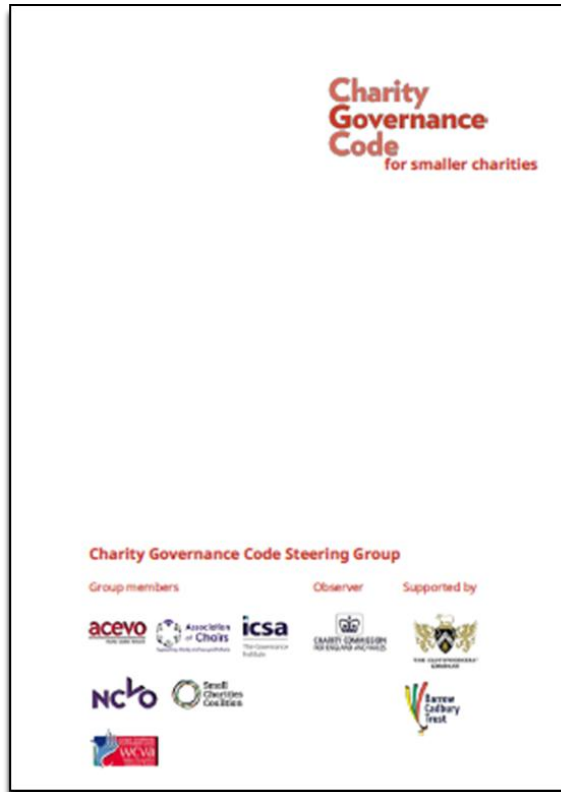


Time



south west
museum
development
programme

Essential reading



<https://www.charitygovernancecode.org/en>

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

Further reading



<https://www.aim-museums.co.uk/resources/success-guides/>



www.leadinggovernance.com

Any queries

Vicky Dawson

SW Accreditation Technical Adviser

vicky.dawson79@gmail.com

