

# **Future Proof Governance: Diversity Adding Value**

*Sinem akır*

**PG COLLECTIVE**

# About PG Collective



## Who we are

PG Collective is growing team of strategists, troubleshooters and problem solvers.

We see ourselves as quiet radicals on a mission to create a more equitable and sustainable society, fighting systems and strategies which all too often undermine positive change.



## What we do

We provide practical advice and support to communities, networks, movements, social purpose businesses and non-profits going through major transition.

We're not afraid to challenge the status quo and break down barriers, working with brilliant, passionate and entrepreneurial people to do things differently.

A black and white photograph of a diverse group of about ten people, including men and women of various ethnicities, gathered around a table in a meeting room. They are leaning over the table, looking at documents and talking. The atmosphere appears collaborative and professional. The background shows office windows with blinds and some posters on the wall.

## Sinem Cakir

- *Experience as a Youth Sector CEO*
- *Associate with PG Collective*
- *Impact Leadership and Enterprise Coach*

*Your thoughts*

When you think of **'Governance'**,  
or **'Trusteeship'...**

**What is it?**

**Who do you picture?**

**What do we assume?**

# The Governance Balancing Act

Governance as a balancing act between soft and hard / implicit and explicit / invisible and visible

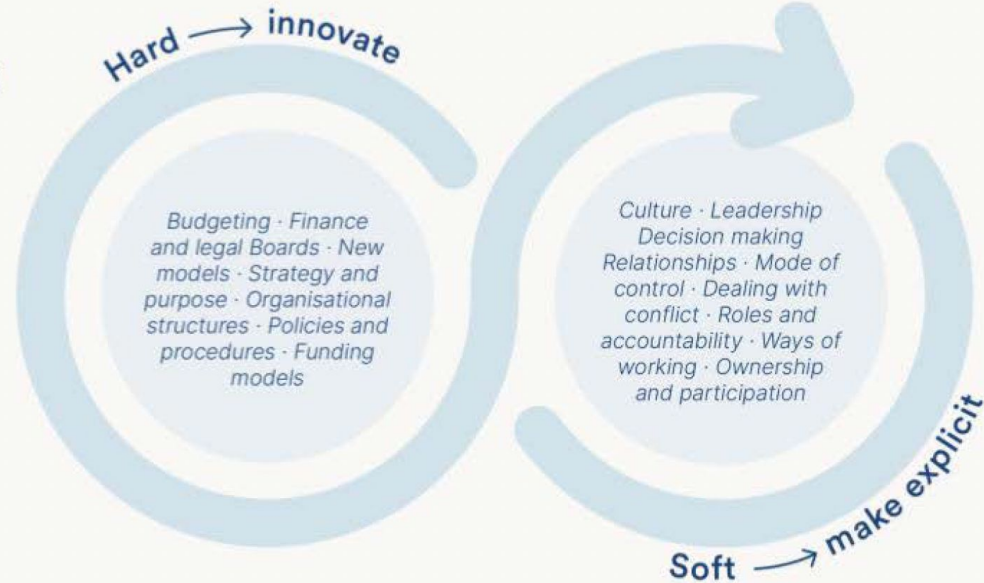


Diagram from Future Centre: How can we best organise for change?

# A Rapid Self-Assessment

## *On Your Feet*

“Our Board is responsive, helpful and relevant, we can go to them with anything.”

“Our Governance is directly influenced by, young people themselves.”

“Our Trustees are strategic, challenge us and support us to take positive risks.”

“Our Board meetings are productive, with space for debate and clear decisions.”

# The (stereo)typical Charity Board

**R** **Rubber stamping** - 'approve' decisions already taken by paid staff

**I** **Indecisive** - lots of discussion, no leadership or direction - few decisions

**P** **Passive** - do the bare minimum, no initiative / proactivity, no real action

**D** **Detached** - disconnected from the core mission, objects or beneficiaries

**U** **Unrepresentative** - look, feel and sound like a traditional charity board

**M** **Micro-managing** - excessive eye on detail, instead of strategic oversight

**The shift from**

**Gatekeepers to Co-creators**

**PG  
COLLECTIVE**

# 5 'S' Model of Charity Governance Behaviours

By Julia Unwin

## Strategy

To create and set strategic direction.

## Support

To provide direct support to the mission and invest time to ensure the systems of the organisation work for those that use them.

## Scrutiny

To challenge and scrutinise plans and ensure the process by which decisions have been taken is robust.

## Stewardship

To protect assets and long-term financial sustainability, managing key risks and not missing big opportunities.

## Stretch

To stretch the organisation to understand its current impact and think laterally to aim even higher.

# Diversity Adding Value: a youth charity case study

## In theory

A charity aspires to support a group of 'youth champions' to become more embedded in the **strategic decision-making** at the youth-centre and support **two of these young people on to the board** of trustees to

**represent the young people the charity exists to serve**

## In practice

### Burdens

- ❖ Staff capacity (time / resources)
- ❖ Charity instability (timing)
- ❖ Board readiness (appetite & assumptions)

### Enablers

- ➔ Youth community agreements
- ➔ Youth worker willingness & engagement

### Reality

- ❑ De-mystifying governance roles & responsibilities
- ❑ Clarifying Codes of Conduct & Terms of Reference

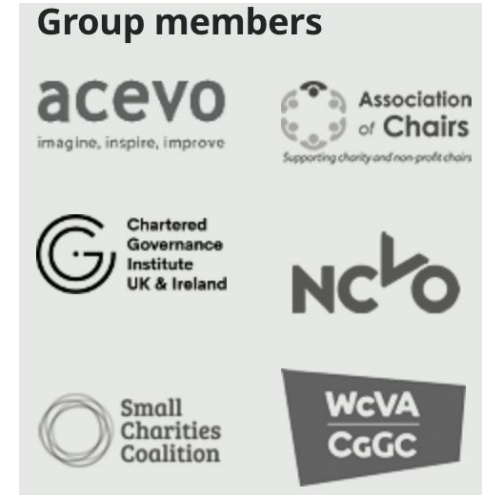
### Result

- Youth worker training & co-creation
- Phasing involvement at Board level

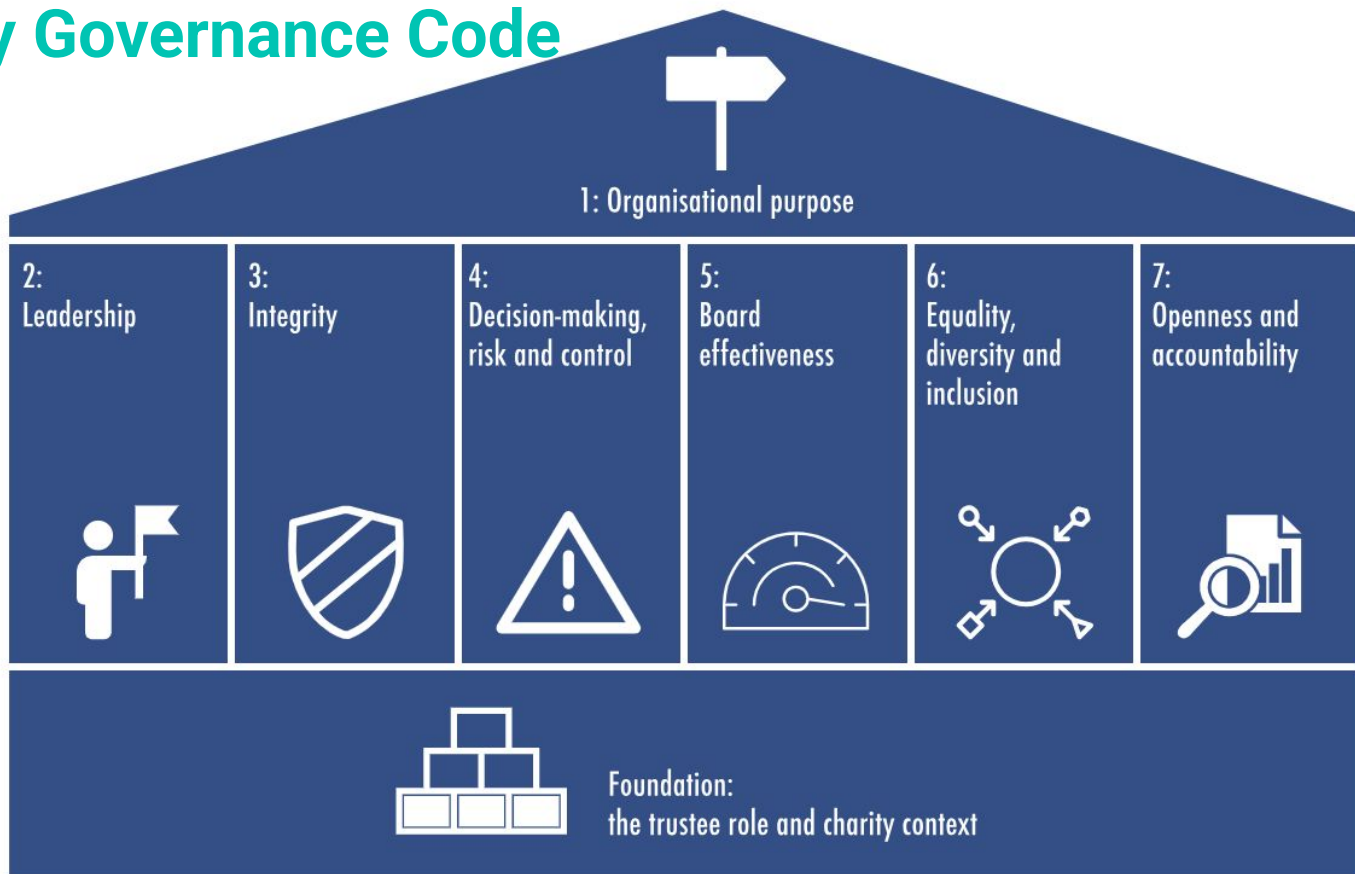
# Aspirational Principles for Good Governance

*Charity Governance Code,*  
*authored by a Voluntary Steering Group*

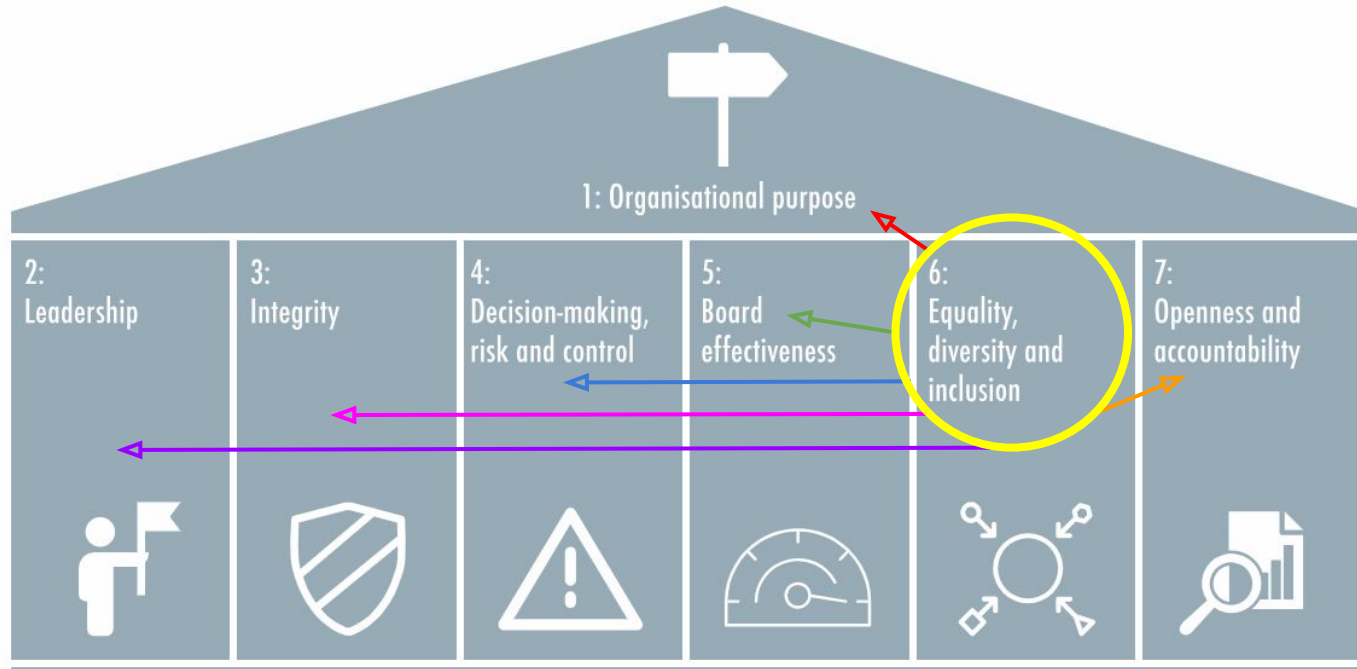
- The Charity Governance Code is a practical tool to help charities and their trustees develop high standards of governance across 7 key themes.
- It was developed with wide consultation
- It is not a legal or regulatory requirement.
- It sets the principles and recommended practice for good governance and is deliberately aspirational
- Some elements of the Code will be a stretch for many charities to achieve.



# Charity Governance Code



# EDI is not an added bonus or funder requirement...



It's central to how we (re)ignite Board passion, pro-activity, purpose...

# What changes do you want to see?

*in groups*

share notes on your **experiences, reflections and suggestions**

on how **diversity and representation** might evolve in your charity

and **what shifts** you hope it would bring.



*15mins*

# Let's Discuss: Your Questions / Comments / Ideas

*Thank you*