

Improving Board Leadership

Governance services for the arts in the North of England

Delivered by

Business in the Arts:North West & Community Foundation Culture Partnerships

The Arts Council sees good governance as key in seeking greater resilience in organisations. We are investing in programmes such as 'Improving Board Leadership' so that support can be available to small and large companies alike.

Sarah Maxfield, Area Director North, Arts Council England

Is your Board as good as it could be? The Improving Board Leadership programme provides practical, relevant and time-effective services to support improvements in governance and board performance. Informed by an autumn 2013 survey which looked at the effectiveness of arts governance, Improving Board Leadership is designed to share best practice in governance, through a range of services from which you can choose and in a way that is tailored to your circumstances.

Subsidised prices for these services are only available from autumn 2013 – summer 2015 and costs are tiered in relation to an organisation's turnover to make them especially accessible to small and medium sized organisations.

So, this is a fantastic opportunity to support your board members, to review and refresh governance practices while our services are heavily subsidised by Arts Council England. There are limits on the number of subsidised sessions we can offer, so do register your interest even if you are not ready to proceed straight away. If you are interested in a service please complete the expression of interest form or contact one of our offices.

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Services available under the Improving Board Leadership Programme:

Board Assessment

Board Assessment is a bespoke service, developed by leading experts, for arts organisations to assess the effectiveness of their board and how improvements might be achieved. In a challenging and changing economic climate, board effectiveness is vital to the successful performance and sustainability of an organisation.

This service provides an external and independent analysis of how your board currently operates.

Benefits

- Findings and recommendations will be presented in one easily digestible document including suggested actions for improvement and a review process to help boards to continue to improve.
- The process will take into account the size of an organisation; the views of everyone involved and the capacity of an organisation to introduce change.
- An opportunity to ensure your governance practices are up to the standard expected by funding bodies, partners and local authorities.

Costs from £75 + Vat

Strategy Development Session

Strategy Development Sessions are bespoke half day sessions for the whole board and senior team of an organisation and are designed to support them to review their direction and strategy and consider how a future vision can be achieved. They have been especially designed to support small / medium sized organisations.

Why is it important?

- Significant market changes are bringing both challenges and opportunities.
- The need to reduce vulnerability and increase resilience and sustainability.
- It is good practice to re-evaluate strategy in a changing environment.

These bespoke, facilitated half day sessions will be informed by thorough preparation work and cover the following:

- Where are we now? What has changed?
- Scenario planning. Do the current organisational ambitions still make sense?
- Do we need a different vision?
- Identify factors of success and the risks involved
- What are the implications for the organisation and for the board?

At the end of the session the organisation's position and future vision should have been re-evaluated and fresh priorities established for its future operation.

Costs from £100 + Vat

Board Development

"A good board is a victory, not a gift" Cyril Houle

Board Development sessions are a full day whole board session designed in response to the needs of each organisation, identified through detailed preparation, and agreed with the Chair and CEO.

The themes below are some of the areas your board may want to explore:

- The strategic role of the Board
- Policy, planning and risk management
- Financial responsibilities
- Legal responsibilities
- Effective board meetings
- Advocacy and influencing
- The Board and artistic issues
- The Board as employer
- Board review

A materials pack will be provided for each attendee and the organisation will receive a list of actions emerging from the day that will take the board improvement process forwards.

Costs from £150 + Vat

Boards and Income Workshops

The Board Income Workshop is a half-day open workshop. Sessions will be held in locations across the North of England. Dates and venues will be advertised.

Objective of the session

- To identify ways in which board members can assist with income generation and what organisations can do to support them to do so.

The workshop will look at the role board members play in generating income for arts organisations. It will use case studies and the peer experience in the room to consider what the barriers are for board members; how board members can help and how organisations can best support them to do so.

It is designed as an introduction/start of a process and will get participants thinking about their organisations; the opportunities available and the board's role in exploiting these.

Costs from £40 + VAT per delegate. An accompanying board member will receive £20 discount off their place.

Specialist Board Candidate Searches

Bespoke searches for board candidates with highly specialist business skills and experience, not normally found in our board matching programmes, are available on request. Please contact us directly with your requirements.

This is a free service.

Who we are

Improving Board Leadership is a partnership between Business in the Arts:North West, and the Culture Partnerships programme of the Community Foundation for Tyne & Wear and Northumberland. A partnership which has over 30 years of experience in assessing, developing and advising on areas of governance in the cultural sector. Experienced freelance staff will also be used on occasion.

Ellie Turner is an experienced fundraiser and grant manager for the cultural sector. She developed corporate and individual giving for 2 flagship cultural organisations in the North East before taking a role developing arts specific funds at the largest Community Foundation in the UK. Ellie provides services to the arts community through advice, training and support in areas of sponsorship, philanthropy and governance.

Vivienne Tyler has delivered board development activities for over 20 years and has served on boards in the private and non profit sectors for over 30 years. She has worked with over 100 arts organisations across the UK and her organisation has matched almost 500 business candidates with boards in the arts. She also runs courses for the chairs of boards and CEOs serving boards.

Board Development – bespoke full day

Turnover	
up to 75k	£150
up to 150k	£250
up to 350k	£450
up to 500k	£650
over 500k	£850
over £1m	£1,050

Strategy Development workshops – bespoke half day

Turnover:	
up to 75k	£100
up to 150k	£200
up to 350k	£300
up to 500k	£450
over 500k	£600
over £1m	£750

Bespoke Board Assessment

Turnover:	
up to 75k	£75
up to 150k	£100
up to 350k	£200
up to 500k	£325
over 500k	£450
over £1m	£600

Boards & Income – half day open course

Turnover:	
up to 75k	£40 plus £20 for a second place for a board member
up to 150k	£60 plus £40 for a second place for a board member
up to 350k	£80 plus £60 for a second place for a board member
up to 500k	£100 plus £80 for a second place for a board member
up to £1m	£110 plus £90 for a second place for a board member
over £1m	£120 plus £100 for a second place for a board member

All prices are plus VAT and a contribution towards travel costs where applicable

The Improving Board Leadership programme will run until summer 2015, but there is a limited amount of subsidised delivery available, so do register your interest even if you are not ready to proceed straight away.