



Raising the bar: Lessons from the Charity Governance Awards

2016

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About the Charity Governance Awards

The Charity Governance Awards is an exciting new not-for-profit initiative created to celebrate outstanding governance in charities both small and large.

We all know that effective governance makes a difference. And by sharing examples of inspirational trustees and brilliant boards, we want to show how great governance and doing good go hand-in-hand.

Showcasing our sector

Today, third sector governance is a subject never far from the news. Yet we know that the headlines don't tell the whole story.

That's why our awards are exclusively dedicated to charity governance. By shining a spotlight on the best of the sector, we want to demonstrate how effective governance can transform a charity and even more, the lives of its beneficiaries.

The Awards are organised by The Clothworkers' Company in partnership with NPC, Prospectus and Reach (see page 41 for more information about the organisations).

The Charity Governance Awards 2016 were open for entry from October 2015 until January 2016. There were six categories:

- Board Diversity and Inclusivity
- Embracing Opportunity & Harnessing Risk
- Improving Impact – charities with 3 paid staff or fewer (including charities with no paid staff)
- Improving Impact – charities with 4–25 paid staff
- Improving Impact – charities with 26 paid staff or more
- Managing Turnaround

116 charities entered. Entries were judged in a two-stage process. An initial review session produced a long-list of charities, and then the judges (see page 40) produced a short-list during the Judging Day.

The winners were announced at an invite-only drinks reception on 12th May 2016 at the Clothworkers' Hall.

The 2017 Charity Governance Awards open on Thursday 6th October, 2016.

www.charitygovernanceawards.co.uk



Introduction

Welcome to this e-book, which is a reflection on the shortlisted entries for the Charity Governance Awards 2016 from the judges' perspectives. Well over 100 charities entered the Awards detailing how they are using good governance to drive their charities forward. We were delighted with the range of organisations that took part, from small to large, and involved in a wide variety of causes.

It was a feat narrowing down the entries to a short-list of three charities for each of the six categories, but that is what our judges worked hard to do.

You will find their thoughts on each of the winning charities and the two runners-up for each of the categories on the following pages. Each category section finishes with some lessons learned, which we hope could help other charities as they look to improve their governance.

The Clothworkers' Company decided to develop and support the Awards as we felt that there are few awards in the sector that focus purely on governance. We wanted to show that charities' governance stories can be engaging and inspiring and we wanted to help share best practice.

We have worked in partnership with NPC, Prospectus and Reach to develop and deliver the Awards – we would like to thank them for the considerable time, and expertise, they gave to the Awards. I would also like to thank the charities that took the time to enter the Awards, the members of The Clothworkers' Company that performed the first round of judging and the charity sector professionals that joined us on Judging Day.

We do hope you will consider entering the 2017 round of Awards. Entry is open from Thursday 6th October until Friday 13th January; you can enter online for free via www.charitygovernanceawards.co.uk.

Best wishes,

Michael Howell

Chair, Trusteeship Committee, The Clothworkers' Company



Shortlisted charities

The winners of each category are identified by their shaded background.

Board Diversity and Inclusivity

- **Body & Soul** – Supports children, teens and families living with, or closely affected by, HIV.
- **Heart n Soul** – Creative arts company for people with learning disabilities.
- **Leap Confronting Conflict** – Works with young people to manage conflict and to reduce violence in communities.

Embracing Opportunity and Harnessing Risk

- **Family Action** – Supports families to be free from disadvantage and social isolation through practical, emotional and financial help.
- **Healthy n Happy** – Works to improve lives and make Cambuslang & Rutherglen healthier and happier for all.
- **Royal Free Charity** – Provides volunteers to support patients; massage therapy to relieve stress and anxiety; and research and equipment.

Improving Impact (0 – 3 staff)

- **Robert Thompson Charities** – Provides a service to the community, running and improving the arts-and-crafts village hall and eight adjacent almshouses.
- **Scarborough & Ryedale Mountain Rescue Team** – Search and Rescue Team for the Scarborough and Ryedale areas of North Yorkshire, which helps rescue walkers lost or injured on the North York Moors.
- **TalentEd** – Brings together pupils in low income areas, and retired teachers, to improve GCSE grades and the ability to make informed choices, and to pursue academic and career options.



Shortlisted charities

Improving Impact (4 – 25 staff)

- **Kinship Care Northern Ireland** – Provides help and support to kinship carers and their children.
- **National Lobster Hatchery** – Marine conservation, research and education charity to help conserve lobster populations and preserve coastal marine biodiversity.
- **Sport 4 Life UK** – Creates a better future for disadvantaged young people by improving their employability and key life skills through the power of sport.

Improving Impact (26+ staff)

- **Freedom from Torture** – Provides clinical, including therapeutic, services to torture survivors and protects and promotes their rights.
- **Money Advice Trust** – Provides free, independent debt advice to help people get out of debt, to budget and manage their money.
- **St Cuthbert's Hospice** – Provides specialist palliative and end-of-life care to those affected by life-limiting illnesses, at a time and a place that is right for them.

Managing Turnaround

- **Carers in Bedfordshire** – Provides support for carers of family members and friends to cope with the mental and physical stress arising from their role.
- **Gloucestershire Deaf Association** – Provides practical and emotional support services and community activities for deaf and hard of hearing adults and children.
- **Mosaic Clubhouse** – Supports people living with mental illness to re-join the worlds of friendship, family, employment and education.

Board Diversity and Inclusivity Category

Winner: Leap Confronting Conflict

Who they are

Leap is a national youth charity that provides inspirational training and support to young people struggling with conflict and the professionals working with them. They do this across a range of environments: mainstream and alternative education, the criminal justice system, the voluntary sector and local councils.

Leap believe that conflict is an inevitable part of our lives. It may escalate into violent behaviour or offending, or impact on our day-to-day existence in the form of poor relationships or self-imposed social exclusion. By taking part in Leap training, young people recognise their worth and see the benefits of making different decisions, leading to better outcomes: for them and those around them.

Our communities become safer as a result. In 2015, Leap achieved an 81% reduction in arrests among young people who had been arrested before and 92% of programme graduates felt that Leap had made a big difference to them in relation to education and employment one year later.

Leap also provide training for organisations which build the confidence and skills of those working closely with young people like local council workers, youth workers, prison officers and other voluntary sector workers, supporting them to achieve the best outcomes for young people.



Board Diversity and Inclusivity Category

Winner: Leap Confronting Conflict

What they've achieved

Leap's board is very diverse and it's evident that this diversity brings strength to its leadership.

Trustees include young people who have been through their programmes and professionals from sectors that Leap works with. This combines a rounded mix of both lived experience and professional expertise. The board is also representative of its user group in terms of gender and ethnicity with 40% from Black and Minority Ethnic (BME) backgrounds and 33% female trustees.



Trustees from the media, funding bodies, criminal justice and central government provide expertise that links directly to Leap's needs and strategic priorities. This diversity brings a breadth of background and thought to the board.

Board Diversity and Inclusivity Category

Winner: Leap Confronting Conflict

Valuing young trustees

Most impressive is the way that the young trustees are valued.

They are appreciated for their lived experience of Leap's client group, and it is clear that their involvement is far from tokenistic. The young trustees conduct an annual skills audit of the board, and have designed the recruitment process for young trustees of the future. They also raised the need to provide more strategic progression routes for programme graduates and as a result Leap will be recruiting a Progression Route Officer in the second half of 2016.

The board has a strong culture of inclusivity and uses strategies such as a buddy system (pairing the young trustee with a more experienced mentor), supporting them to participate with confidence.

Including young people who have used the service on the board is a great example of a charity ensuring that service users are part of the organisation's leadership and contribute to developing its work. "The other trustees are keen to hear what I have to say because I'm aware of the challenges for young people and can provide insight into how our work really affects them" – Chantal Chang, young trustee.

This is especially important for organisations which aim to empower their service users. By doing so, Leap is effectively "walking the talk".

www.leapconfrontingconflict.org.uk



Board Diversity and Inclusivity Category

Shortlisted: **Heart n Soul**

Who they are

Heart n Soul is a creative arts company co-founded and co-led by artists with learning disabilities.

What they've achieved

Heart n Soul's board reflects their dynamic, vibrant work and includes people with learning disabilities, and with voluntary sector, arts and music expertise.

For a relatively small charity, Heart n Soul has assembled an impressive range of skills on the board, which has led the organisation successfully over many years. The vice-chair has learning disabilities and regularly chairs board meetings.

The charity has taken several practical steps to support people with disabilities to participate. These include ensuring that board papers are in accessible formats and arranging transport to meetings so everyone can attend.

Board members with learning disabilities often represent HeartnSoul at external events, embodying the organisation's ethos that people with learning disabilities should be more visible.

www.heartnsoul.co.uk



Board Diversity and Inclusivity Category

Shortlisted: **Body & Soul**

Who they are

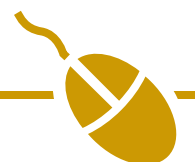
Body & Soul supports children, teenagers and families living with, and closely affected by, HIV.

What they've achieved

Body & Soul's board represents the diversity of its community of service users and a wide range of professional expertise.

The charity has developed interesting ways of encouraging all trustees to contribute. For example, every trustee is encouraged to lead a discussion on a theme or area of development. This diversity and inclusivity has enabled the board to make a significant contribution to the charity's leadership, such as broadening their work to encompass trauma-related care.

www.bodyandsoulcharity.org



Key lessons for charities

1. Diversity at board level can bring huge benefits for your charity. Having a broad range of expertise and perspectives can result in better decision making and stronger leadership. For diversity to be meaningful, recruiting the right trustees is only the first step and the right mix of lived experience, skills and expertise varies from charity to charity, depending on purpose and values.
2. Involving service users at board level improves services and is a powerful demonstration of an organisation's belief in its own proposition.
3. Boards need to employ imaginative strategies to support trustees with different needs. This may include respecting different styles of delivery, providing mentoring for new trustees, ensuring that board papers are accessible to everyone and providing support to attend meetings.
4. The chair has a key role to play in setting the tone and creating a framework in which diversity thrives.





Embracing Opportunity and Harnessing Risk category

Winner: **Healthy n Happy**

Who they are

Healthy n Happy (HnH) is a community led urban community development trust working in Cambuslang and Rutherglen, an area of South Lanarkshire which is significantly affected by inequality and deprivation. HnH is a community owned organisation, governed by local people and steered by local priorities. All trustees, all volunteers, all sessional workers and the majority of staff are local people

HnH takes a positive, assets based, preventative approach, working with individuals and communities to become resilient and healthy. This means they start with “what we have” – enabling people to achieve change using their own knowledge, skills and experience of the issues affecting them.

They deliver their activities under two work programmes:

- Within “**Transforming Lives**”, they aim to build personal capacity by creating access to a range of services which are designed to support health and wellbeing: creation of resilience and self-esteem, social connectedness, a sense of purpose, giving back, being active and continued learning.
- Within “**Transforming Communities**” they undertake grassroots community development work aimed at supporting local disadvantaged communities to articulate and achieve their ambitions, with the aim of supporting community aspiration, resilience and cohesion.

Everything Healthy n Happy do is built on collaboration. They build relationships with individuals and the organisation works with over 50 organisations locally, including residents’ action groups, community groups and voluntary and statutory organisations. They have significant community visibility and each year 6,000 local people take part in their organisation’s work, delivered out in the community in 30+ different local venues.

Embracing Opportunity and Harnessing Risk category

Winner: Healthy n Happy

What they've achieved

In 2012 the board led the organisation to become a community development trust (CDT).

Embracing the opportunity was a big challenge. But, they realised achieving this status would help Healthy n Happy secure a broader role in supporting the health and wellbeing of local communities in Cambuslang and Rutherglen.

It represented an evolution from tackling community-based health improvements to transforming communities, and seizing the chance to, as they put it, "undertake real community development".

Embracing the challenge

The board played an active role in this transformation by managing risks and focusing on strengths and opportunities. In their entry, Healthy n Happy demonstrated how this process engaged the board in all aspects of the challenge ahead.

This included taking the original proposal from the Executive Team as a springboard to look at key issues and opportunities to do more.

The board also actively took part in workshops, annual development days, SWOT analysis and establishing a research and development sub group.



Embracing Opportunity and Harnessing Risk category

Winner: Healthy n Happy

Improving outcomes

Since becoming a CDT, Healthy n Happy have demonstrated exceptional outcomes for their beneficiaries and the community.

They have scaled up the organisation by employing new staff and accessing fresh income streams including trading income and contracts, as well as a new range of funding opportunities.

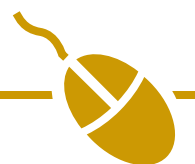


New initiatives have included establishing a local 24 hour FM radio station, a social enterprise arm working with partners to attract Scotland's first national road cycling training centre to Rutherglen, buying and refurbishing a local landmark building as a community hub and developing 'place based approaches' to community development and regeneration.

We were incredibly impressed with Healthy n Happy's entry, which showcased how they're a well organised and professional grassroots organisation and a model for others.

The board is clearly driven by the organisation's mission, demonstrating valuable engagement and leadership. Their entry clearly demonstrated how they have harnessed opportunities while retaining their values through excellent governance.

www.healthynhappy.org.uk



Embracing Opportunity and Harnessing Risk category

Shortlisted: Family Action

Who they are

Family Action transforms lives by providing practical, emotional and financial support to those who are experiencing poverty, disadvantage and social isolation across England.

What they've achieved

Family Action have used good governance to successfully deliver their strategy to be "Stronger than Ever", diversify their income and grow into new markets.

To achieve this the board recruited a new CEO with a "change brief" and robustly challenged the organisation to achieve more while fully supporting them to do so.

Throughout, the board have positively managed risk and opportunity and developed a dynamic risk assessment tool. The board fostered collective leadership and enthusiasm for positive change to bring the organisation "back to our Victorian roots as an innovative organisation that was very much an agent of social change".

The fact that the board debated what the term "entrepreneurial" meant for the organisation demonstrates its approach to embracing opportunity and harnessing risk.

www.family-action.org.uk



Embracing Opportunity and Harnessing Risk category

Shortlisted: **Royal Free Charity**

Who they are

Royal Free Charity aims to provide an environment in which patients of the Royal Free Hospital in London receive the best care from staff, backed by ground-breaking research.

What they've achieved

Their entry showcased how Royal Free Charity has made a brilliant pivot from funder to direct service provider. To support this change, Royal Free Charity have clearly demonstrated outcomes, and the board have taken a rigorous research-based approach to risk and opportunity.

The organisation has a firm belief in being “brave” in their decision making and strategy. This positive approach to risk has generated exceptional outcomes for the charity, the Royal Free Hospital and beyond.

www.royalfreecharity.org



Key lessons for charities

1. Truly embracing opportunities to be and do more can have a significant impact for your organisation and beneficiaries.
2. Good governance is sometimes about being brave, bold and fully informed to embrace opportunity and harness risk.
3. The board can play an incredibly important role in supporting and challenging the executive team, and can bring real energy to projects.
4. The winning entries demonstrated how true teamwork can drive change.



Improving Impact: 0–3 staff category

Winner: Robert Thompson Charities

Who they are

The charity was created in 1899 in Saltwood in Kent with a generous bequest from resident Robert Thompson. Its purpose was to build and maintain a village hall and 8 adjacent almshouses close to the green in the centre of the village. The almshouses were to provide accommodation for local people in need. The hall was to facilitate a variety of community activities, at the discretion of the trustees, including meetings, celebrations, recreation, exercise, entertainment, education, leisure. The management of both the hall and the almshouses was to be the responsibility of the trustees.

For many years, the trustees passed the management of the hall over to a voluntary subcommittee of users who were not trustees. But by 2011 it became apparent that the building and facilities were deteriorating, the number of users was dwindling, and the hall's future was at risk because it was not paying its way. It was also clear to the trustees that the key to restoring the hall and making it more accessible and attractive to the local community would be to make significant changes to the charity's governance.



Improving Impact: 0–3 staff category

Winner: Robert Thompson Charities

What they've achieved

Robert Thompson Charities' entry impressed the panel as an example of what good governance for a small community-based charity should look like. The trustees needed first to "get a grip" on the situation by taking more direct control of the hall's management. They also consulted users and the wider community about the changes that needed to be made.



We were impressed by their "can-do", proactive approach in the face of some inevitable local resistance to some of the changes. They demonstrated attention to detail in modernising every aspect of the charity's operation, including budgeting, developing a network of reliable, tried and tested suppliers, upgrading of buildings and facilities, setting standard conditions of hire and occupancy, and setting up "best-practice" administrative procedures. In addition, they created a village hall website with an online enquiry system, and an almshouse website.

Providing clear evidence

The trustees were able to clearly evidence the impact of this modernisation: increasing the number of regular weekly groups using the hall from 7 in 2011 to 24 in 2015 and receiving an ACRE (Action with Communities in Rural England) accreditation for improvements in hall management.

The panel was particularly struck by the trustees' commitment to consulting and collecting evidence from the community to inform the continued development of the charity. This has been achieved through face-to-face meetings with hall users and almshouse residents, which the panel felt was appropriate given the size and scope of the charity. From the evidence that trustees provided there was a clear focus on increasing impact on the wider community, and on building social capital with an eye to the community's future.

www.robertthompsoncharities.co.uk



Improving Impact: 0–3 staff category

Shortlisted: **Scarborough & Ryedale Mountain Rescue Team**

Who they are

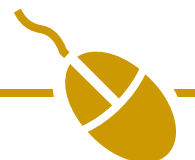
Scarborough & Ryedale Mountain Rescue Team provides rescue services covering 300 square miles of the North York Moors in England.

What they've achieved

The charity demonstrated responsible focus and accountability across a comprehensive range of governance areas including training, communications, statistics/monitoring and membership.

We were impressed by the trustees' focus on bringing about culture change to create a supportive and productive environment for volunteers to boost impact. The charity also showed effective use of evidence and monitoring to influence strategy and decision making.

www.srmt.org.uk



Shortlisted: **TalentEd**

Who they are

TalentEd aims to give highly able young people from disadvantaged backgrounds the support, skills and aspiration to realise their potential.

What they've achieved

We were impressed by TalentEd's implementation of a robust evaluation framework using theory of change and outcomes data to evidence the progress of students and make strategic decisions.

The evidence clearly demonstrated the positive impact of the programme across hard (GCSE results) and soft (self-reported confidence) outcome areas.

www.talent-ed.uk



Key lessons for charities

1. Small charities can use evidence to improve what they do, but this must be proportionate to their size and scope. For example, very small charities working in difficult-to-measure areas may use simple output measures or feedback mechanisms, while others working towards more easily quantifiable outcomes may be able to develop more comprehensive evaluation approaches.
2. Whatever approach suits your charity, the important step is to feed this evidence into the decision making process.
3. Small charities should capitalise on the advantage of being close to beneficiaries, improving impact through a focus on service user feedback and consultation.
4. To improve impact it's important that small charities get the fundamentals of good governance right: careful budgeting, monitoring standards, keeping staff engaged and motivated and recruiting new trustees when needed.



Improving Impact: 4–25 staff category

Winner: Sport 4 Life UK

Who they are

Sport 4 Life UK is a youth charity that exists to support socially excluded and disadvantaged young people across Birmingham. Sport 4 Life's vision is to level the playing field for young people who face an uphill struggle from the very start of their lives, and to create an environment for them to succeed. They deliver sports-themed personal development programmes to help young people to improve their employability and key life skills. Sport 4 Life UK use sport as a tool to engage these young people, but their ultimate goal is to help them into sustainable education, employment or training.



Improving Impact: 4–25 staff category

Winner: Sport 4 Life UK

What they've achieved

Sport 4 Life UK's entry impressed us with its clarity, energy and use of supporting data. The charity changed its strategic direction in 2011 after realising that it wasn't achieving the level of impact it should. The panel was swayed by the longitudinal evidence of this strategic change on young people including increased qualifications, improved self-esteem, reduced reoffending and reengagement with employment or education.

Sport 4 Life UK also explained how they improved methods of recording data and outcomes. This included introducing an online monitoring platform and using industry tools to measure an individual's journey of change.

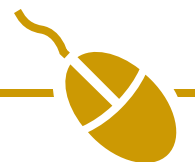
Building sustained impact

The board, alongside the SMT, was involved in refocusing the charity through a theory of change exercise before implementing structural and operational changes to enable increased impact.

Changes made included increasing the measurement, evaluation and research budget to ensure that as Sport 4 Life UK grows, measuring and evaluation remains a priority – and standardising the programme across all areas. We were impressed by the board's efforts to ensure this impact is sustained.

The charity has a new learning and development policy, which sets training requirements for delivery staff, and clear annual targets for impact in their five-year business plan.

www.sport4life.org.uk



Improving Impact: 4–25 staff category

Shortlisted: **Kinship Care Northern Ireland**

Who they are

Kinship Care Northern Ireland offers advice, information and a range of support services to kinship carers and children and young people in kinship care in areas across Northern Ireland.

What they've achieved

Kinship Care Northern Ireland is a good example of a relatively young organisation beginning to be systematic about measuring their impact, purchasing appropriate tools and developing policies and procedures.

We were impressed by the passion and enthusiasm of their entry. It's easy to see that the board have been deeply involved in key aspects of the charity's recent success and growth including fundraising, partnership development and providing strategic direction.

www.kinshipcareni.com



Improving Impact: 4–25 staff category

Shortlisted: **National Lobster Hatchery**

Who they are

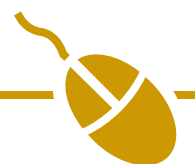
National Lobster Hatchery aims to help conserve vulnerable lobster populations and preserve coastal marine biodiversity.

What they've achieved

The charity's entry told a clear story about the success of their local lobster stock enhancement programme over the last 15 years and its impact on lobster stocks, marine biodiversity and the livelihood of local lobster fishermen.

The panel was impressed by the board's strategic involvement and co-ordination with the Academic Sub Committee to ensure research is integrated into the charity's programmes to ensure their effectiveness.

www.nationallobsterhatchery.co.uk



Key lessons for charities

1. A theory of change process enables a mission-driven focus for future strategy decisions. It can result in a better understanding of the intermediate outcomes required to achieve the charity's mission and as a result drive an increase in effective activities.
2. An outcomes-based approach requires investment in measurement and evaluation. While your charity's approach to measuring results should always be proportional and pragmatic, some additional resource will be required. The benefits of better understanding how to improve your charity's impact should compensate for this.
3. Board engagement and follow-through is essential to embed change. Charity governance is at its best when the non-executive and the executive work together to deliver strategy – when the board supports senior management and provides the oversight and resources to meet strategic objectives.



Improving Impact: More than 26 staff category

Winner: **St Cuthbert's Hospice**

Who they are

Established in 1988, St. Cuthbert's Hospice provides free specialist palliative care for adults in County Durham with complex life-limiting illnesses, and support for their families and carers. In 2015 it became the first adult hospice in England to be awarded "Outstanding" status under the Care Quality Commission's new rating system, and remains one of only nine adult hospices in the country to hold that rating.

The Hospice has 74 staff, and over 360 active local volunteers. It provides daycare for up to 18 adults at a time, a 10-bedded In-Patient Unit offering respite nursing care, symptom control and end of life care; and a Family Support Team offering practical and emotional support for patients, their families (including children) and other carers. In 2014–15 the Day Hospice had 154 guests, who between them attended 2,602 sessions, and 290 Outpatients. The In-Patient Unit had 279 admissions with an average stay of 13.2 days; and their Family Support Team helped 169 adults.



The Hospice's area of benefit is one of high socio-economic and health deprivation. Its need for end of life care is significantly greater than the England average; adults have lower than average life expectancy rates and its communities are ageing rapidly.



Improving Impact: More than 26 staff category

Winner: St Cuthbert's Hospice

What they've achieved

St Cuthbert's Hospice impressed the panel with the clear evidence of impact they provided.

The statistics they shared included evidence of the number of people supported, and how they were helped. For example, they showed how 100% of patients received pain relief and 90% of patients on the Everything in Place project (which supports people to think about death and dying) were more confident about considering their death.

The Hospice benchmarked itself against Office for National Statistics data, and statistics from other hospices, to put results in context. Their entry explained the significance of indicators, such as whether patients had an Advanced Care Plan in place.

Evidence-driven innovation

The board is helping pilot an outcomes framework to pull together validated measures which evidence impact on patients and families in key domains. The board also uses information to make strategic decisions and extend services, such as the Everything in Place and dementia projects, to previously under-represented groups and communities.

We were impressed with the board's commitment to evidence-based innovation and monitoring its own appraisal.

www.stcuthbertshospice.com



Improving Impact: More than 26 staff category

Shortlisted: **Freedom from Torture**

Who they are

Freedom from Torture works with survivors of torture in centres in Birmingham, Glasgow, London, Manchester and Newcastle (and via a capacity-building presence in Yorkshire and Humberside) to help them begin to rebuild their lives.

What they've achieved

Freedom from Torture is a good example of an organisation that had done very little self-evaluation in the past, but has recently developed their impact practice and used insight from this data to change their therapeutic approach.

This change enabled the charity to reach more people. The board has been heavily involved with the charity's evolution, including helping to make connections with wider stakeholders including academics.

www.freedomfromtorture.org



Improving Impact: More than 26 staff category

Shortlisted: **Money Advice Trust**

Who they are

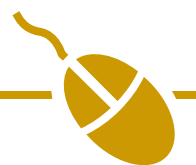
The Money Advice Trust is a national charity helping people across the UK to tackle their debts and manage their money with confidence.

What they've achieved

In their entry, The Money Advice Trust showcased many of their outcomes, what they had achieved and the fact that they not only surveyed clients immediately after an intervention but also followed up a year later.

The board and executives collaborate closely with other charities to boost their overall impact. The board also tailors engagement with the senior team depending on what support is needed at different phases of a task. They set aside time to learn lessons, drive strategy and support implementation.

www.moneyadvicetrust.org



Key lessons for charities

1. Comparing results with others and using validated measures is a powerful tool for improvement.
2. Using monitoring information to allocate resources, exploit assets, shape services and develop strategy increases impact.
3. Trustees prioritising impact by setting aside time to engage with processes and content supports executive teams to drive improvement and change.
4. Trustees can add further value by proactively supporting the executive team to collaborate with other charities and link up with key stakeholders.





Managing Turnaround category

Winner: **Mosaic Clubhouse**

Who they are

Mosaic Clubhouse in Lambeth works with people with mental health issues, based on co-production principles, to improve their wellbeing and employability. People are members rather than patients; there aren't any clinicians or therapy involved.

The Clubhouse model seeks to address the social isolation, loss of confidence and skills, and educational and vocational disadvantages that accompany a diagnosis of mental illness. It is part of an international network of over 300 clubhouses in 32 countries all working to 36 recovery standards. All clubhouses have to be successfully accredited against these standards in order to gain a licence to operate. Mosaic is one of only 11 international training bases offering intense training to clubhouses from around the world twice a year.

Specific objectives of the model are:

- To encourage Clubhouse members to provide mutual support in their journeys towards recovery;
- To assist members to regain self-confidence, self-belief, and self-esteem by identifying their current strengths, as well as developing new skills;
- To enable members to achieve their own personal goals and improve their employability.

In particular, Mosaic provides opportunities to return to paid and voluntary employment through a successful employment programme. Members are also encouraged to access basic, further and higher education.

Managing Turnaround category

Winner: Mosaic Clubhouse

What they've achieved

In 2011, Mosaic faced a major challenge when the way mental health rehabilitation services were commissioned changed. These changes created a lot of uncertainty for Mosaic and threatened the charity's way of working, which they describe as a "deliberately understaffed model which depends on the skills and talents of members to deliver the services". It also meant the loss of their premises.

Mosaic's board held true to their core values and their approach to working with people living with mental health conditions. They took proactive and collective action, leading from the front, and engaging with operational issues as needed.

For example, trustees met regularly with commissioners, scrutinising documents and bringing their experience of procurement to bear on the problem. The board made full use of appropriate tools such as the risk register and financial modelling to keep on top of the situation.



Managing Turnaround category

Winner: Mosaic Clubhouse

Overcoming challenges

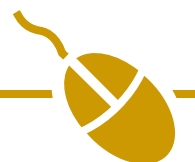
The organisation also ensured that staff, volunteers and service users were consulted and informed throughout. Their efforts have enabled Mosaic to overcome these challenges and flourish.

Income has grown significantly and the organisation is now in a stronger financial position and has new premises. Mosaic is supporting a growing number of people and has managed to extend and embed new services.



Judges were very impressed by the way that the board embraced change and took risks while ensuring that the service was not compromised. Mosaic have managed to navigate through difficult commissioning challenges to a successful resolution without undermining its service model, or core values.

www.mosaic-clubhouse.org



Managing Turnaround category

Shortlisted: Carers in Bedfordshire

Who they are

Carers in Bedfordshire is a registered charity who help family carers and former carers cope with the mental and physical stress arising from their role.

What they've achieved

The board recognised Carers in Bedfordshire was facing a number of significant problems. The trustees had the honesty to look at themselves as leaders and ask how they could become the board that was needed to lead the charity and improve the organisation.

They took the necessary steps to change board composition and deepen and broaden their expertise. They have tackled the range of challenges that the charity faced, taking full advantage of external support on offer. The organisation is now much stronger and more effective.

www.carersinbeds.org.uk



Managing Turnaround category

Shortlisted: Gloucestershire Deaf Association

Who they are

Gloucestershire Deaf Association provides services and activities for deaf and hard of hearing children and adults.

What they've achieved

As a small charity that faced a huge pension deficit, the board showed great courage in facing up to the challenge, reviewing options and involving beneficiaries and the wider community in deciding what to do.

The solution included selling part of their property and redeveloping what remained. The board took on operational tasks where needed (on a proportionate level) to enable the CEO to focus on fundraising – and demonstrated an impressive commitment to protecting beneficiaries' needs.

This resulted in the charity successfully paying off the pension deficit, holding on to their key asset – the Community Centre – and protecting their service.

www.gda.org.uk



Key lessons for charities

1. Boards need courage to be able to face up to significant problems, and to live with risk and uncertainty while they work to resolve them. All the shortlisted charities (and many of the entrants to this category) displayed this trait.
2. Boards need to have the right range of skills to work through a crisis. This might mean seeking out external support, or it might require some trustees to stand down to make room for board members with different expertise.
3. Capital assets can provide essential protection when an organisation faces short-term financial challenges, but realising the value of the assets is not always straight forward, especially when buildings or land are used to deliver the service.
4. All the shortlisted charities remained true to their vision and mission and held fast to their commitment to service users' needs without compromising their values or way of working. They retained their integrity in the face of significant challenge, and this is what ultimately enabled them to win through.





Resources

There are a number of governance resources available:

The essential trustee: what you need to know, what you need to do

The Charity Commission's free guide for all trustees in England and Wales.

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

Guidance and good practice for Charity Trustees

The Scottish Charity Regulator (OSCR)'s free guide to being a trustee in Scotland.

<http://www.oscr.org.uk/charities/guidance/guidance-and-good-practice-for-charity-trustees>

Running your charity guidance

The Charity Commission for Northern Ireland's free guide for trustees.

<http://www.charitycommissionni.org.uk/charity-essentials/running-your-charity-guidance>

Good Governance: a Code for the Voluntary and Community Sector

Developed by a number of sector bodies, the Code is a free framework to support good governance within your charity.

<http://www.governancecode.org/>

Governance resources from NCVO Knowhow Nonprofit

NCVO Knowhow Nonprofit is a web portal that offers free advice and support for voluntary organisations and it has a section on governance.

<https://knowhownonprofit.org/leadership/governance>

Guidance on governance and being a trustee from Reach

Reach, the volunteer matching charity and Award partner, offers lots of free guidance to trustees, charities and boards in its Knowledge Centre.

<https://reachskills.org.uk/knowledge-centre>

Governance support from NPC

NPC, the charity think tank and consultancy and Award partner, has a number of publications, blogs and events that touch on governance on its website.

<http://www.thinknpc.org/publications/>

ICSA: The Governance Institute

The ICSA is a non-profit institute that offers publications, advice and qualifications in charity governance.

<https://www.icsa.org.uk/knowledge/charity-resources>



Judges

The 15-strong judging panel from our Judging Day boasts a wealth of experience in charity governance and the voluntary sector. Those involved were:

- **Tesse Akpeki**, *Lead Consultant, OnBoard Governance Development Programme, Bates Wells Braithwaite*
- **Dawn Austwick**, *Chief Executive, Big Lottery Fund*
- **Astrid Bonfield**, *Chief Executive, The Queen Elizabeth Diamond Jubilee Trust*
- **James Cochrane**, *former Chair, South West London NHS Strategic Health Authority*
- **Tony Cohen**, *Chair, Barnardo's*
- **Dan Corry**, *Chief Executive, NPC*
- **Susan Fey**, *Vice-Chair, Tapestry*
- **Penelope Gibbs**, *Founder and Director, Transform Justice*
- **David Gold**, *CEO, Prospectus*
- **Stephen Greene**, *CEO and co-founder, RockCorps*
- **Sara Llewellyn**, *Chief Executive, Barrow Cadbury Trust*
- **Alice Maynard**, *Chair, Swanswell*
- **Fiona Spellman**, *Senior Programme Manager, SHINE trust*
- **Janet Thorne**, *CEO, Reach*
- **Steve Wyler**, *Independent Consultant and Board Member, Community Links, Groundswell, and the Access Foundation*

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The Clothworkers' Company is a Great XII City Livery Company. It was founded over 500 years ago as a trade association for the cloth-finishing industry. The Company's role today is essentially philanthropic. It is a membership organisation and it encourages its members to take up trusteeship.

The Clothworkers' Company has supported a number of initiatives related to governance, both for its members and the sector as a whole.

The income from the Company's property and investments is used to run its affairs, and the net profit is passed to the affiliated charity, The Clothworkers' Foundation, for distribution to a wide range of causes.

www.clothworkers.co.uk



In partnership with:

NPC

NPC (New Philanthropy Capital) is a charity think tank and consultancy which occupies a unique position at the nexus between charities and funders, helping them achieve the greatest impact. It is driven by the values and mission of the charity sector, to which it brings the rigour, clarity and analysis needed to better achieve the outcomes we all seek. It also shares the motivations and passion of funders, to which it brings its expertise, experience and track record of success.

www.thinknpc.org



Prospectus

Prospectus is a specialist recruitment consultancy and recruitment advertising and design agency, working exclusively with the beyond profit sector. They offer a range of recruitment services and appoint at every level, from temporary administrator to chief executive and board roles.

www.prospect-us.co.uk



Reach

Reach has been connecting non-profits with skilled volunteers for over 35 years. Their goal is to radically increase both the scale and impact of volunteering throughout the UK. They cover trusteeship, mentoring, advice, operational roles, short-term projects – any type of volunteering that requires professional expertise.

www.reachskills.org.uk

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www.charitygovernanceawards.co.uk
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