



IMPACTFUL GOVERNANCE
Community Interest Company

Impact Report

Community Interest Company Registration Number 10940809

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Supported by:  University of
Bedfordshire





Introduction

Welcome to Impactful Governance – Community Interest Company. Our mantra is:

***"Creating sustainability by imbuing independence and strength into organisations;
supporting services to be more effective and efficient."***

We are proud to be part of this amazing organisation that brings together a range of support from specialist Consultants to genuinely assist your progress. We have set out our Aims, Mission and Vision below.

Aims

1. To work in genuine partnership with organisations, supporting and developing their growth.
2. Help charities to recognise and deliver their own charitable aims.
3. Support short to medium transitions or crisis.
4. Determine clear Governance and best practice.
5. To make a difference, bringing out the best in individuals and organisations by promoting positive aspects of organisational development.

Mission

1. To work in and create partnerships
2. To identify and promote talent.
3. To be committed to each and every organisation we engage with.
4. To promote good Governance and financial stability.
5. To provide Away Days, Workshops & Consultancy and be trusted partners.
6. To add value and help achieve objectives.
7. To work with Chief Executives and Board Members.

Vision

1. That all clients are in a robust, sustainable and healthy condition as a result of our intervention and support.
2. That we have enabled charities to achieve their own charitable aims.
3. That we all have a good work-life balance.
4. That we are all happy in our work and have fun.
5. That we retain a friendly relationship with our clients into the future.



Problem Identification

We have all seen the loss of funding from statutory organisations or the possibility of closures that are becoming more acute within statutory, private and voluntary organisations. Voluntary groups with limited income streams, lack of skills or knowledge of the funding sectors or inertia to change due to historic support or funding that is dwindling; can no longer be relied upon. With some groups having unqualified or inflexible staff to deliver services or projects, there is a clear need to look at charities with more of a business focus and to examine from the very foundation whether the Governance is correct, in place and has clearly defined roles and responsibilities. There is an overwhelming pressure for the CEO or staff to deliver and some may feel that they are at a potential breaking point.

Key areas of support:

- Strategy
- Financial Stability & Fundraising
- Structures
- Staffing & Communication
- Board & CEO Mentoring, affirmation and support.

Charity organisations have been the target of funding cuts and came under increasing scrutiny as a result of poor Governance as illustrated by disgraced organisations that were forced to close. Much discussion has taken place over recent years and much has been written. However, small to medium sized charities, without the resource or staff to invest in reviewing good Governance have been left behind, leaving them exposed to potential suspicion or accusations of malpractice.

Organisations may be in breach of their own Charitable Aims as they strive to survive and are tempted to deliver projects that are available rather than what they were set up to achieve. This has been the demise of many reputations and a direct result of chasing funds without a clear Governance structure or strategic checking of the charity's operations.

Relationships between Board Members, CEO and staff can be strained without a clear Governance and this may result in friction, mistrust, in-fighting or a Machiavellian approach which is totally at odds with why the charity was formed and which stops it from delivering its objectives.



Critical Evaluation & Identification of Solutions

This is a critical change period for many charities, where charitable aims are not being met and organisations are failing to deliver the true nature and ethos of the organisation. Often resentment builds as a result of deviation from the charity's origins or current vision; resulting in disengagement from members, service users, staff, Board members and/or funders.

Risk Management is a starting point when looking at the existing structures of an organisation. Does it have a Disaster Recovery Plan? Does it have a Business Continuity Plan? A clear 3-5 year Business Plan? What are the risks to the organisation, risks to staff, members and most important the people or beneficiaries that the charity was set up to support?

Income generation needs an overhaul. A fresh pair of eyes with experience in the sector, to look at the possibilities alongside those running the operation. This is very much a partnership, doing it with organisations rather than for them or instructing. We have clear ideas and suggestions and before this, we will first take a look at the organisation as a whole, including the existing structures, staffing, projects, funding and outcomes.

Establishing trust is the key to the success of this relationship. That means trust internally, externally and with us as Consultants, working to support an organisation, to transform its future.

As funding streams change, reduce or disappear completely, it is incumbent on charity Board members and the Chief Executive to show clear strategy, ownership and clear Governance to continue to allow the organisation to thrive and deliver its vision. In other words, being clear on who does what and who is responsible for making it happen.

Reorganising could mean exploring change management, mergers, closures, redeployment, redundancy or a different way of expanding, generating new and exciting revenues and working differently to achieve more with less or even more with even more funds.

As European, Central and Local Government funding is uncertain, there is an uncertain future and more people competing for the same pots of money. This will inevitably require a new way of working.

Partnerships, both new and old will need to be reviewed in a methodical approach to exploring what works best for each individual charity, community group or charitable company.



Proposal

To provide support to your organisation and individuals by staff attendance at our Workshops or Away Days. We will produce all materials, manage the sessions and these will be held at venues agreed and provided by your organisation. We can conduct more intense follow up using Coaching or Mentoring techniques that can be charged by the hour.

We work with local organisations to explore what you have learnt from our intervention and how you can put solutions into practice as we continue with this relationship.

Each organisation who commissions us after the workshops for Consultancy, Coaching or Mentoring will pay for our services directly on a reduced daily or hourly rate (subject to distance).

If your organisation would like to commission us, we are open to developing further short or longer term tailored support and training.

As a package, we would be willing to attend regional events on behalf of your organisation to promote the offer, free of charge. Attending the sessions, giving advice and information to your team on how we could help individually or collectively.

We are dedicated to working in collaboration with your organisation, individual people and groups to deliver agreed objectives and create benefits for all.

Together with your organisation, we can assist with Capacity Building, participation, inclusion, health and the changing EU campaigns as they evolve into UK entities.

Health & Wellbeing can be supported and is in line with our objectives.

Society may also become engaged in a collaborative approach to other projects.



Why Us?



Andrew Waite – Chief Executive & Managing Director of Impactful Governance.

Former Chief Executive of two charities (2008-16) and our current Chief Executive (from 2017).
A former NHS Trust Governor (2014-16). Trustee (2009-11),
Chair of Trustees (2011-13) and current Chair of Trustees for a Learning Disability charity (2017).
A former school Governor (2005-08). Member of the Association of Chief Executives of Voluntary Organisations (2014-17) & Society for Education and Training (SET) since 2009.
Guest Lecturer at University of Greenwich, Visiting Lecturer at University of Bedfordshire.
Business owner for over five years.

Veronica Garbett-Hanson – Consultant

Fellow Member of the Higher Education Academy since 2014 and Senior Business School Lecturer at the University of Bedfordshire since 2010 and has been a Business Consultant for over fifteen years.

Clerene Allen – Consultant.

Former Trustee and Prince 2 trained in Management processes.
Employer Engagement specialism within the private training and apprenticeship field.

In addition, we have a team of carefully selected Consultants with specialist experience, skills and qualifications as Trustees, Health & Social Care, Counselling specialists and some from the Education or Business sectors who travel around the country to support not-for-profit organisations. We promote our services through Websites, Linked-in, Mailings, Networking events and propose to be included in partners' websites.

We have experienced Consultants working at Chief Executive level, Staff Management level and Trustee level, with a trusted track record of turning around flagging organisations, able to support them through the entire change management process. This is achieved through advisory, mentoring & coaching, training and other methods of developing the skills & capabilities of all staff, to ensure success through this important period of critical transformation.

We have the expertise and direct experience as Chief Executives, Directors, Trustees and Chair of Trustee from both charity and business sectors. We have lived some of the pressures and worked with executives to find solutions to turn around organisations.



Why You?

We have a blend of skill sets to look at aspects of Business, Public and Community work and to find workable options for you to survive, diversify, expand and to focus on doing what the organisation was set up to do, first and foremost.

We work with you to create Action Plans, Strategic Health Checks and Business Plans as Consultants.

Many organisations need to have this level of support and others have yet to prove their impact to funding bodies to enable them make a strategic case to continue with funding their organisation rather than other charities and social enterprises competing for the same money.

We predict closures and/or mergers as Charity Boards have a legal obligation to ensure that a Charity is financially viable to continue.

Your future can be inspiring and there is a strong level of success for those who are most prepared for the changes that have come about or are yet to materialise.

There is therefore a greater need for your own "Impactful Governance" and once engaged, you will be satisfied with the organisational insight from us to provide high level, specific skills to support your development.

Service	Business charge	Community Charge
Consultancy	£75 per hour	£50 per hour
Mentoring	£85 per hour	£50 per hour
Coaching	£95 per hour	£50 per hour
Open Full Day Workshops	£125 per delegate	£95 per delegate
Open Half Day Workshops	£75 per delegate	£50 per delegate
Full Day Away Days	£100 per delegate (min 5)	£50 per delegate (min 8)
Half Day Away Days	£50 per delegate (min 5)	£30 per delegate (min 10)

Make a contribution to support our work as a Not-for Profit organisation by Direct Debit or you can select from a range of services, including our professional training on the following pages.

Consider starting a Social Enterprise.

Full day - Workshop 1

We will be exploring the complexities, benefits, status, accountability and reporting processes for each organisation type. This workshop is for those who have a social conscience who may need to consider all options before commencing on a new journey.

- Charity or C.I.C.
- What a Community Interest Company is and does.
- Having shareholders or none.
- Members and voting rights.
- Limited by Guarantee.
- Incorporated or unincorporated groups.
- Role of the C.I.C. Regulator and the Charity Commission
- Constitutional Documents.
- Asset Lock.



The workshop session will look at the delegate's existing prior knowledge or understanding (if any) those individuals and the wider business and community sectors currently have about the term "Social Enterprise". We will start from the beginning to ensure that we explore the basic structures of organizations before looking at specific organizational structures and legal entities.

Consider changing to a Social Enterprise.

Half day - Workshop 2

We will be exploring the complexities, benefits, status, accountability and reporting processes for each organisation type. This workshop is for those who have a social conscience who may need to consider all options before changing an existing organisation to meet the changing economic and funding landscape.

- Charity to a C.I.C.
- Benefits and drawbacks of a Community Interest Company.
- Shares and Dividends.
- Members, Managers or Management Board.
- Limited by Guarantee.
- Incorporation certificate and banking.
- Role of the C.I.C. Regulator and the Charity Commission
- Constitutional Documents.
- Asset Lock.
- Business Enterprise and Skills.



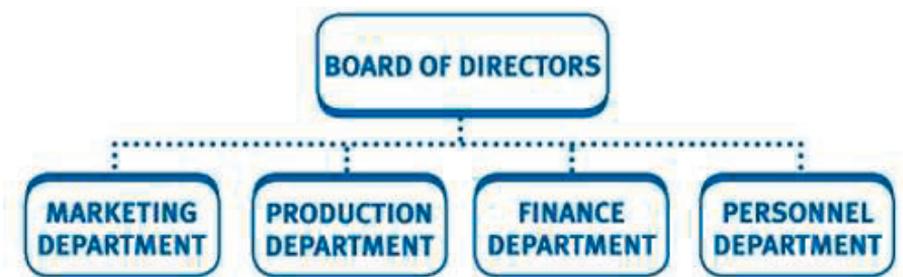
The workshop session will look at the delegate's existing organisation structures and if a charity or Community Interest Company best fits the needs of the organisation today and in the future. This half day session is for established organisations who want to consider alternative operating ideas, sales and trading.

Strategy & Organisational Structures

One day - Workshop 3

We will look at the existing structures within organisations and guide the participants to examine the various levels of line management and autonomy within their organisation. This workshop is for those who want their organisation to grow although they may not yet feel departments are functioning or supported appropriately.

- Hierarchy: managing up and down.
- Reporting, responsibilities and accountability.
- Line managements.
- Various models of structure including distributed leadership.
- Business planning: 3 year document of direction.
- Reviews and appraisals.
- Inspiring and motivating.
- Grievance & Disciplinary routes.



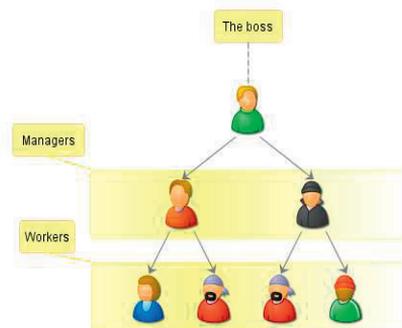
The full day workshop session will look at the organisation's existing structure and give delegates opportunity to consider alternative approaches. We will discuss the need to clear lines of accountability and how everyone reports progress through Line Management. Having a clear document that outlines the organisation's direction of travel enables everyone within the company to focus together and pull in the same direction. What if individuals in the staff are not pulling together? We will explore the use of various Reviews, monitoring and appraisals to get the most out the workforce. What if all of the staff is not on board or not performing? We will look at the difficult processes and decisions that managers need to make to enable the organisation to achieve its goals and how inspiration and motivation may be promoted before the grievance and disciplinary process has to be used.

Strategy & Organisational Structures

Half Day – Workshop 4

This awareness workshop will look at the different structures within organisations. This workshop is for those who want to become aware of alternative structures within different organisations that could be adopted.

- Organisation tree design
- Reporting, responsibilities and accountability.
- Various models of structure.
- Reviews and appraisals.
- Inspiring and motivating.
- Grievance & Disciplinary routes.
- How to value and judge staff worth.



This half day workshop session will look in general at the different organisation's cultural style. We will discuss the need for clear lines of communication, who is accountable and how everyone reports progress through Line Management structures. What if some staff are not able to achieve? We will explore the use of various reviews, monitoring and appraisals to get the most engagement from the workforce.

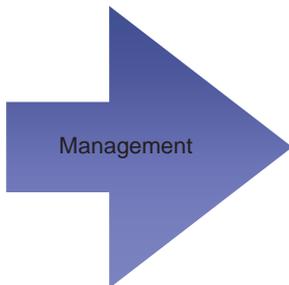
What if some staff are not performing or capable? We will look at the difficult processes and decisions that managers need to make to enable the organisation to achieve its goals and how inspiration and motivation may be promoted before the grievance and disciplinary process has to be used.

Leadership vs Management

Full day - Workshop 5

We will look at the ideal structures of organisations. This workshop is for those who are setting up a community group or have a need to professionalise. Consider styles and approaches to create a new culture from the outset; creating a great workplace relies on setting the tone and boundaries in working relationships. Your style impacts on the organisation, your team and your customers; getting it right takes practice.

- How do you want others to see you?
- What is a manager?
- What makes a good leader?
- When to lead and when to manage
- Managing up and down.



The full day workshop session will give participants an opportunity to look at their own styles and whether that is currently more of a manager or a leader. Who sets direction? How are decisions made? What approach works best: collaborative, directive, top down or consultative?

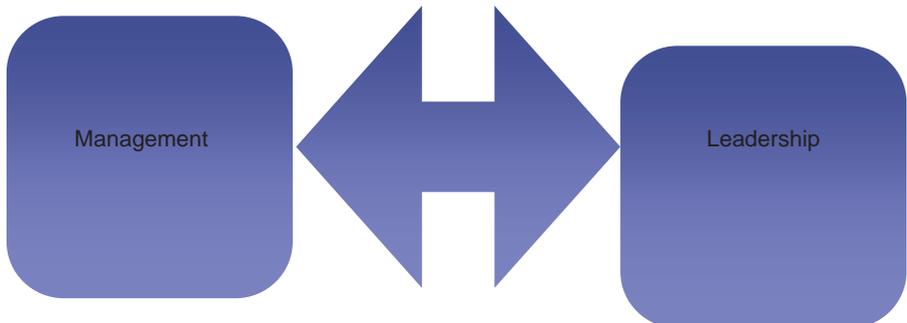
There are many factors that affect organisations today and failing to identify the cultural warning signs could lead to miscommunication. Getting it right from the start creates the working environment you choose to have rather than one which evolves and brings with it poor practices or inherited bad habits.

Management vs Leadership

Half Day - Workshop 6

We will look at the existing structures within organisations and guide the participants to examine the various levels of line management and autonomy within their organisation. This workshop is for those who want their organisation to grow although they may not yet feel departments are functioning or supported appropriately.

- Working on the business not in the business.
- Leading by modelling
- Autonomy and mentoring
- When to lead and when to manage
- Who is the leader or who are the leaders?
- Managing out problems & managing Managers.



The half day workshop session will give participants an opportunity to look at their own styles and whether that is more of a manager or a leader. Who sets direction? How are decisions made? What approach works best: collaborative, directive, top down or consultative?

There are many factors that affect organisations today and failing to identify the cultural warning signs could lead to miscommunication and mutiny. How do we get our messages across and how do we get staff to buy into our ideas by getting them to find solutions for us?



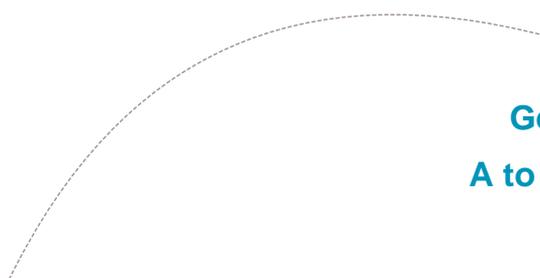
Creating a Competitive Advantage.

One day - Workshop 7

What makes your organisation unique? Why should I buy goods and/or services from your organisation compared to others?

With so many organisations competing for the same slice of business or funding, an organisation today needs to provide that little something more, extra or different to stand out against the competition.

This workshop looks at creating that edge or competitive advantage that helps you to stand out in the marketplace; it is for those who want their organisation to grow.



**Getting from:
A to B to success.**

- What is a marketplace and what size is your market?
- We all feel unique but gives you a unique selling point (USP)?
- Plugging the gap or highlighting and exposing a need for your organisation.
- Return on Investment.
- Who is the most suitable funder and why should they fund me?
- Getting more customers and generating sales, appointments or bookings.

The full day workshop session will give participants an opportunity to look at their business from an outsider perspective. Is your message clear and telling people about the IMPACT you can have for them? Does your image match your organisation's vision and if so, who can share in the vision?



Creating a competitive advantage.

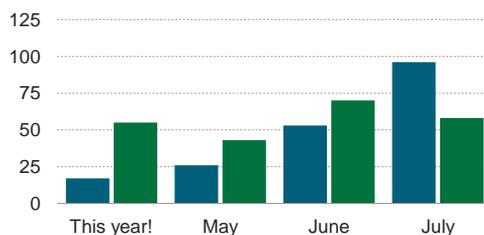
Half Day - Workshop 8

What makes your organisation unique? Why should I commission goods and/or services from your organisation compared to others?

With so many community organisations competing for the same slice of funding, an organisation today needs to provide that little something more, extra or different to stand out against the alternatives.

This workshop looks at designing a competitive advantage that will help you to stand out in the marketplace; it is for those who want their organisation to develop.

- What is a marketplace and what size is your market?
- What are the gaps in the market?
- Plugging the gap or highlighting and exposing a need for your organisation.
- How much can you make or save for your service users and families?
- People buy people first.
- Getting new income by generating projects, appointments or bookings.



The half day workshop session will give participants an opportunity to think about their potential for growth, from an outsider perspective. Is your message going to be clear or subtle? What impression can you make? What is your organisation's ambition and who can make it happen for you?



Developing High Performance Teams

One Day - Workshop 9

Where there is a history or established culture, staff can believe they are doing a great job because they have always done it that way and that was the way they were shown to do things. With a more demanding economic, quality and outcome led market place, it is time to rethink what makes your team stand out for their value for money salary and contribution to the organisation's aims, mission and vision.

This workshop looks at some fundamentals to getting the most from your team.

- Why appraise or praise your staff?
- How to introduce an appraisal process?
- Selection, interview, support and review of performance.
- Examples of review forms and templates.
- Determining if it is Competency or Performance.
- Getting the job description and person specification right.

The full day workshop session looks at techniques to get a high performing staff or volunteer team.



What measures of success are in place? What are the key performance indicators and can staff share in the knowledge that they are highly achieving for you on behalf of the organisation?

Developing High Performance Teams

Half Day - Workshop 10

This awareness workshop gives an opportunity to examine why some staff Teams believe they are already doing a good job but more importantly, gets them to think how they could be doing an excellent job.

Establishing what is important to the organisation rather than the individual is key to unlocking their true potential. Do they have a stake in the organisation emotionally or ethically? What drives people to be over-achievers? Do over-achievers cross organisational boundaries and become loose cannons or could they be harnessed to create High Performing Teams?

This workshop looks at getting it "right" by sharing what right looks like:

- Do they buy into the vision?
- How is a staff team measured for success?
- Selection, interview, support and review of performance.
- Team roles and utilising strengths
- Getting the right person in the right job.



The half day workshop session looks at techniques to get a high performing staff or volunteer team. What measures of success are in place? What are the key performance indicators and can staff share in the knowledge that they are highly achieving for you on behalf of the organisation?



Persuading and Influencing for Success

One Day - Workshop 11

Do you have an amazing answer or idea but no one seems to hear? There are methods of ensuring that you can be heard and more importantly understood. Comprehending messages in a world full of jargon, media and political correctness means that change can be daunting and what you say isn't always what is heard.

This workshop looks at how to be clear on your objectives, how to get the message across and who can influence change for or with you.

- Identifying allies and opponents.
- Who is the customer and who is the client?
- Getting the message across, heard and understood.
- Fail to plan or expect to fail?
- Inertia and shifting the dynamics.
- Power of influence.



The full day workshop session looks at techniques to achieve a specific goal.

The workplace is not a battlefield so using your power of persuasion and influence can produce dramatic results that benefit the organisation and yourself.



Persuading and influencing for Success.

Half Day - Workshop 12

Why do some people think they have all the answers? How can you show them a different way without coming into conflict? Getting your ideas across with trust and safety can be your ideal but what if it goes wrong and you are blamed? Do you take the credit for the good idea or get people on board and in some cases believing it was their own idea to start with?



This workshop looks at what is important to us, the idea or getting it put into action:

- Getting people to buy from you and knowing your market.
- Changing direction or sailing adrift.
- Waiting for change or meeting your clients half way?
- Internal and external customers.
- Influencing decision makers.

The half day workshop session looks at techniques to influence and persuade.

Away Day (13)

Senior Managers – Team Building Away Days



Time away from the workplace can be invaluable to building trusting relationships. Team building, bonding and understanding each other are key elements to any successful organisation and where else could you have the space and time for some reflection in your past successes? Our interactive Away Days enable you to try out new techniques, explore areas of business in an informal setting or just get your message across to the workforce.

Impactful Governance can offer you a half hour free consultation where we ask about your organisation, your challenges and your areas of development or communication. Following this, we will recommend one of our amazing themed Away Days where we can enable your teams to enjoy and explore together.

There may be a key piece of legislation that has changed and you need to know your staff understand the impact or it could be a recurring issue that you want to tackle to remove a thorn from the organisation's development. Are you spending too much time and money on H.R. or legal fees when having a team exercise could have avoided that stress?



- Strategy & Business Planning
- Communication methods, style, impact & Human Resources.
- Setting a vision
- Policies you want implemented and understood.
- Establishing an Advisory Board and/or new partnerships.

Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value.

Away Half Day (14)

Strategies for Trustees & Chief Executives.

- Strategy & Business Planning
- Fundraising
- Communication methods, style, impact & Human Resources.
- Setting a vision
- Policies you want implemented and understood.
- Establishing an Advisory Board and/or new partnerships.



Time away from the workplace can be invaluable to building trusting relationships. Team building, bonding and understanding each other are key elements to any successful organisation and where else could you have the space and time for some reflection in your past successes? Our interactive Away Half Day enables you to improve communication, agree areas of organisation development or just agree your 3 year plans within the Board.

Impactful Governance can offer you a free half hour telephone consultation where we ask about your organisation, your challenges and your areas of development or communication to help design the Half Day. Following this, we will recommend one of our additional amazing themed full Away Days where we can enable your teams to enjoy and explore together.

There may be a key piece of legislation that has changed and you need to know your Board understand the impact or it could be a recurring issue that you want to tackle to remove a thorn from the organisation's development. Are you spending too much time and money on H.R. or legal fees when having a team exercise could have avoided that stress?

Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value.



Away Day (15)

Strategy & Business Planning for

Directors, Trustees or Senior Managers.

When is the best time to work on your strategy? When the business or organisation is in crisis? No - it's too late by then... Forward planning is a critical part of any organisation's success or failure.

Board meetings have too many items to deal with to enable reflective thinking time to truly get to grips with a single issue. Let us help your senior team consider important changes or features of the organisation that could be improved, in a safe, relaxed and fun environment... breaking down those professional fronts or barriers that stop the organisation achieving it's goals.



Impactful Governance can offer you a **half hour free** consultation where we ask about your organisation, your challenges and your areas of development or communication.

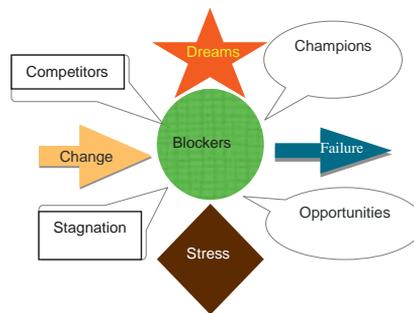
If you have a three year plan, send us a copy, we are sure to add value to this. If you don't have one; why not? In a volatile economic landscape, failing to plan for future development will inevitably lead to organisational melt-down, next week, next month or next year but it will happen. Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve? Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Strategy & Business Planning

Away Half Day (16)

Strategy & Business Planning for Directors, Trustees or Senior Managers.

In this half day session, we look at what pulls teams together or pulls them apart. Is too much time spent on menial tasks that stop your organisation from thinking long term?



Are your real champions being ignored in favour of those who block or resist change? Let us help your senior team consider those important changes, team profiles or features of the organisation that could be improved, in a safe, relaxed and fun environment. Without the distractions from individual characters, once they are identified, the organisation can achieve its goals.

Impactful Governance can offer you a free half hour telephone consultation where we ask about your organisation, your challenges and your areas of development or communication.

Do you have a three year plan? Send us a copy and we are sure to add value. In a volatile economic landscape, failing to plan for future development will inevitably lead to stagnation and loss of a competitive edge.

Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve?

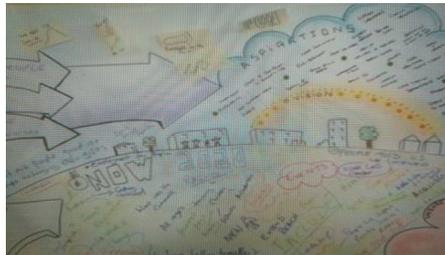
Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with your:

- Strategy & Business Planning

Away Day (17)

Setting the vision - Whole Team Approach

So you are clear what your organisation is all about... does the image match your vision? Is there a clear vision and if so, do your team know what it is?



We look at why you set up the business or organisation and what you aim to achieve. We next look at how you feel you are doing it or how you think your team is doing it. This culminates in a team exercise to create or redefine a visual of your vision. This is the start of a journey to bring your team to a common understanding and a shared image of what to aim for - together.

Impactful Governance can offer you a half hour free consultation where we ask about your organisation, your challenges and your areas of development or communication.

- Aims
- Mission
- Vision

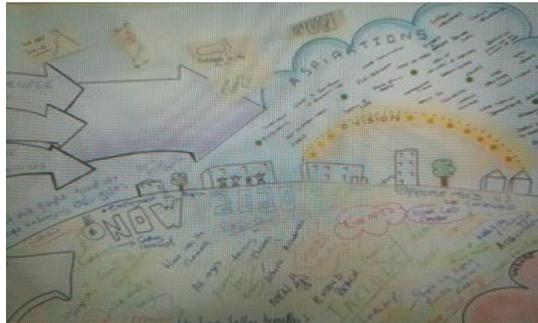
Once you have buy-in to your shared vision, you will be amazed at how everyone starts working towards a common goal and with clear purpose. Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve?

Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value to support you with:

- Setting a vision

Away Half Day (18)

Aims, mission & vision - Whole Team Approach



The concepts of aims, mission or even a vision could be alien to your team. Why should they buy you dream when they don't understand it? We look at your organisation aims, goals and targets. Is there a clear written definition of your aims? How do you set about delivering those aims? That is your mission, do you have a statement about that? Finally and most importantly, there has to be a vision of your perfect world.

Impactful Governance can offer you a free half hour telephone consultation where we ask about your organisation, your challenges and your areas of development or communication. We will take you through the stages and help your team establish or understand the key elements of sharing a vision:

- Aims
- Mission
- Vision

Once you have buy-in to your shared vision, you will be amazed at how everyone starts working towards a common goal and with clear purpose. Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve?

Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Setting a vision

Away Day (19)



Communication Methods

You may have heard about the many different communication methods available but what about the hidden messages that are not said? During this session, we look at direct, indirect and implied terms. Those awkward moments by the staff kitchen, second guessing what the boss wants or that the staff have understood the message or have you ever jumped to your own conclusions through your interpretation or their misinterpretation. With such an array of media to communicate though, so much hangs on getting our communication methods and styles right.

We look at the communication cycle: informing, acknowledging, repeating and accepting. Through fun interactions, we can see throughout the day how things can go wrong and how they can go so incredibly right... if only we communicate on a level that everyone understand. Who are the alliances in your organisation? Who supports the organisation aims and who stops the progress? Can we empathise with different views?

Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve? Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Communication methods

Impactful Governance can offer you a **free half hour** consultation where we ask about your organisation, your challenges and your areas of development or communication.

- Staff misunderstandings leading to H.R. Complaints, grievance or disciplinary.
- Creating the best working environment, looking at subliminal messages.
- "He said... she said" - when information becomes gossip and when getting it wrong could lead to claims of bullying or harassment.
- Resilience or rejection? Clarity over confidence.

Away Half Day (20)

Communication Methods



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We look at the communication cycle: informing, acknowledging, repeating and accepting. Through fun interactions, we can see throughout the day how things can go wrong and how they can go so incredibly right... if only we communicate on a level that everyone understand.

- Your attitude is showing
- Your reputation is shrinking
- What are the alliances in your organisation
- Who supports the organisation aims and who stops the progress
- Can we empathise with different views?

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Away Day (21)

Changes to Legislation



Whether we like it or not... change is coming. It could be good, it could be bad for us socially or economically or it could just be different. How do we learn lessons from the past that can help our own future plans?

During this session, we look at the recent thinking on developments as the United Kingdom takes back the legal responsibility from the European Union. How will this affect your organisation? We already know that funding that would have gone to Brussels will now be spent internally. Do we know where and how to find this new income source? What about the income that would have come back to the U.K., is that now lost or has it just moved?

- The newly adopted laws.
- How ready are your staff, managers and leaders?
- Employment and the people within your organisation.
- What are your strategies and is this part of your 3 year plan?

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- Changes in Legislation.

Impactful Governance can offer you a **free half hour** consultation where we ask about your organisation, your challenges and your areas of development or communication.

Away Half Day (22)

Changes to Legislation



Whether we like it or not... change is coming. It could be good, it could be bad for us socially or economically or it could just be different. How do we learn lessons from the past that can help our own future plans?

During this session, we look at the recent changes and changes still to come as the United Kingdom takes back the legal responsibility from the European Union.

How will this affect your staff morale? What are the newly adopted laws?

- How ready are your staff, managers and leaders?
- Employment and the people within your organisation.
- What are your strategies to survive?
- Does this change still allow you to meet your vision?

Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve? Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Changes in Legislation.

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Away Day (23)

Establishing an Advisory Board



Advisory Boards are sought more and more as a sounding board for good practices as well as ensuring that you get a true picture of community needs as the social conscience of a business.

Volunteering time within an outside organisation role can be demanding. Likewise, volunteers who give up their time need to be recognised and rewarded for their efforts and contributions otherwise this can lead to disengagement.

We look at:

- Structures and make up of a good Advisory Board.
- Declarations and conflicts of interest.
- The roles and boundaries of an Advisory Board.
- When the going is good, we all want a share in success.
- Group dynamics.
- What happens when it starts to self-destruct?
- Motivations and ambitions.

Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve? Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Establishing an Advisory Board

Impactful Governance can offer you a **free half hour** consultation where we ask about your organisation, your challenges and your areas of development or communication.

Away Half Day (24)

Establishing an effective Advisory Board



Advisory Boards are sought more and more as a sounding board for good practices as well as ensuring that you get a true picture of community needs as the social conscience of a business. Volunteering time within an outside organisation role can be demanding. Likewise, volunteers who give up their time need to be recognised and rewarded for their efforts and contributions otherwise this can lead to disengagement.

We look at:

- Structures and make up of a good Advisory Board.
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- The roles and boundaries of an Advisory Board.
- When the going is good, we all want a share in success.
- Group dynamics.
- What happens when it starts to self-destruct?
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Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve? Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Establishing an effective Advisory Board

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Away Half Day (25)



Corroborating, Collaborating & Communicating

It is amazing what the human spirit can achieve when we all pull together. What are the systems and processes for checking and agreeing who will lead on a project or funding application. Or is it just "hit & miss" in your organisation? Time and effort can be exhausted with great ambition, to find out too late that someone else is doing something similar or even the same this creating duplication and giving the organisation the impression of duplicity.

In the charity and community sector, duplicity suggests deception, hypocrisy or a hint of fraudulent behaviour or character. We explore why it is so important to drop competitive internal and external one-up-man-ship to avoid damage to the organisation reputation or an increase in claims of bullying, harassment or grievance/disciplinary escalations.

Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve? Whatever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Corroborating, a collaborating & Communicating.

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- Corroborating - what is it? How do we do more of it?
- Collaborating - The importance of sharing knowledge and checking progress with colleagues.
- Communicating - Knowing and agreeing what was said rather than what we thought we heard. Different communication methods and comprehension.

Away Half Day (26)

Learning Disability participation in Advisory & Trustee Boards.



Advisory Board membership; participation, interpreting and understanding, listening and acting on that input.
Trustee Board membership; how to prepare, invite and acknowledge people with a Learning Disability.
Quick wins - we are all so busy, how can we get things moving faster whilst taking the time to hear the voices of our most important asset: people with a Learning Disability.

Do you have a group of members or service users who are participating already? If so, how genuine is their involvement? There is a genuine wish to be inclusive yet taking the time before, after or during meetings can appear to be a paper exercise if there is no true involvement.

You may have an effective Advisory Groups, so what next? Is there participation at Board Level? Is the Board meeting structured in a way to allow understanding and sharing of all participants? This may be an area you wish to improve and we will explore what is already being done and what we all feel should be done.

Are you spending too much time and money on H.R. or legal fees when having a fun team exercise could have avoided that stress and helped you improve? What ever your issue, we can tailor our programmes to suit your needs. Get in touch and we can find out where we can add value with:

- Learning Disability participation in Advisory & Trustee Boards.

Impactful Governance can offer you a **free half hour** telephone consultation where we ask about your organisation, your challenges and your areas of development or communication.



IMPACTFUL GOVERNANCE
Community Interest Company

Programme of Workshops & Away Days

half day = 3 hours 9am - 12:00 or 1-4pm
full day = 6 hours 9am - 4pm (1 hour lunch)

Programme No.

1. Consider starting a Social Enterprise -	Full Day
2. Consider changing to a Social Enterprise -	Half Day
3. Strategy & organisational structures -	Full Day
4. Strategy & organisational structures -	Half Day
5. Leadership vs Management -	Full Day
6. Management vs Leadership -	Half Day
7. Creating a competitive advantage -	Full Day
8. Creating a competitive advantage -	Half Day
9. Developing high performance teams -	Full Day
10. Developing high performance teams -	Half Day
11. Persuading and influencing for success -	Full Day
12. Persuading and influencing for success -	Half Day
13. Away Day - Team Building Senior Managers -	Full Day
14. Away Day - Strategies for Trustees & Chief Executive -	Half Day
15. Away Day - Strategies & Business Planning -	Full Day
16. Away Day - Strategies & Business Planning -	Half Day
17. Away Day - Setting the vision -	Full Day
18. Away Day - Aims, mission & vision -	Half Day
19. Away Day - Communication methods -	Full Day
20. Away Day - Communication methods -	Half Day
21. Away Day - Changes to legislation -	Full Day
22. Away Day - Changes to Legislation -	Half Day
23. Away Day - Establishing an Advisory Board -	Full Day
24. Away Day - Establishing an Advisory Board -	Half Day
25. Away Day - Corroborating, Collaborating and Communicating -	Half Day
26. Away Day - Learning Disability Advisory & Trustee Board participation -	Half Day

NB: Away Days are for your organization only and need to be held **away** from the workplace (venue provided by local group) to generate free thinking in a conducive atmosphere.

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IMPACTFUL GOVERNANCE
Community Interest Company

Proudly a
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