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- Progressing the Partnerships:
How Committees can add value



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What is Governance?





Is there a better way to focus on what really matters?



How can Committees add value?

- **Facilitator** – participant (extra hands & preparation), (extra skills) support of grants, review & approve contract reports

Harlan, SL & Saidel JR (1994) "Board Members Influence on the Government- Nonprofit Relationship" *NM&L*, 5: 2 (173-196)



How can Committees add value?

- **Facilitator** – quantity (extra hands), quality (extra skills)
- **Political advocate** – ~~quantity (extra hands)~~ ~~quality (extra skills)~~ ~~extra political networks, more appropriate job perceived~~ ~~lack of self-interest~~

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- **Buffer** – quantity & quality (extra eyes), objective distance (not knowing & being outside of) interests



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- **Values guardian** - articulates organisational values, mission & priorities to protect against underperformance



Start here



Life Cycles of Boards



Woods, 1992



Why do committees micro-manage

- No clear sense of their role
- No policies for who should do what
- **Managing is what the committee knows**
- People invited on to do a task
- Remnants of a crisis
- **Fear**



Four functions: what committees need to do

- Strategic leadership
 - *setting the overall direction & main policies by which operate*
- Stewardship
 - *being accountable for assets, ensuring management behaves in appropriate & accountable way*
- Stakeholder relations
 - *mediating relations with important external stakeholders*
- Self-maintenance
 - *Organising, running, developing the Committee itself*



What is strategic leadership?

- *Strategos (Gk)*
 - *The general overall thing*
- Vision
 - *The change we want to see in the world, the ultimate reason for doing what we do*
- Mission
 - *Our specific contribution to that vision as an organisation*
- Values
 - *The way we do things that is non-negotiable*



Inherent dilemmas in governing

- Extensive responsibilities BUT voluntary & part-time activity
- Need to be efficient & effective BUT need to involve different stakeholders and be accountable



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EFFICIENCY & EFFECTIVENESS (Managerial model)

- small size
- careful selection of members
- like-minded team, with common interests

INVOLVEMENT & ACCOUNTABILITY (Democratic model)

- larger size
- wide election of members
- diverse interests represented



Inherent dilemmas in governing

- Extensive responsibilities BUT voluntary & part-time activity
- Need to be efficient & effective BUT need to involve different stakeholders and be accountable
- Difficulty of separating roles of Committee clearly from roles of Managers or Coordinators



How can we cope with inherent dilemmas

- **Recognise**

Skilled at recognising, naming & discussing tensions



- **Negotiate**

Can find appropriate balance between different demands



- **Review**

Is capable of checking how things are going & adapting to changes





Succession planning and recruitment

- The myth of succession planning in small organisations
- What do we really need? Really?
 - Remember the values guardian

Where would they be likely to hang out?

Have we asked them?

(Even more important do we pay attention on how we keep them, but not in cryogenic storage)



Fabulous meetings

- Roles of the chair
 - Have we got the right chair?
- Prepare & plan
 - 80% of the meeting success is determined before we start – the power of the agenda
- Process & participation
- Evaluation committee performance