



Governance Development



Governance development,
training and support services

The OnBoard story



We set up OnBoard because in advising clients about governance we realised they wanted us to deliver more than the law.

OnBoard aims to demystify trusteeship, dispel misconceptions and enable boards to lead better. It helps board members to engage with their mission and remember that the role can be rewarding and fun.

We couldn't do that alone, so we teamed up with leading governance experts including Tesse Akpeki, David Carrington and Linda Laurance, and together we have created a service with a difference. And, it is one that aims to make a difference for your organisation.

As well as dealing with the law, legal structures and regulatory compliance, we emphasise strategic thinking and leadership. We conduct constitutional and board reviews. We facilitate meetings to help boards tackle tough issues and make tough decisions. We work to enhance relationships between the board and staff. And there is much more.

I hope you will join us at one of our seminars or conferences. In the meantime, this brochure will show you some of the ways in which we can help develop your organisation's governance.



Philip Kirkpatrick
Partner
Bates Wells & Braithwaite London LLP



Governance Development

OnBoard offers

- Board training courses
- Governance reviews
- Advice on partnerships and collaboration strategy
- Change management advice
- Facilitation for meetings and board retreats
- Conflict resolution services
- Chief executive appraisal and recruitment plans
- Chair inductions
- Seminars, workshops and networking events
- Themed roundtable meetings
- Working breakfasts and lunches
- Referrals to useful agencies, publications and resources
- Leadership enhancement for board and chief executive

OnBoard

At OnBoard, we know that strong organisations develop not just through systems or structures but through individuals working together to deliver a mission. Delivering that mission isn't easy. It takes a subtle blend of management expertise, strategic leadership and above all, vision. Fortunately, where there is commitment, good governance provides the framework that can make mission dreams a reality.

Good governance is what OnBoard is all about.

A unique collaboration

OnBoard is a consultancy offering governance development, training and support to charities and social enterprises. It brings together leading third sector consultants Tesse Akpeki and David Carrington with Bates Wells & Braithwaite, leaders in charity and social enterprise law. It is this unique collaboration between legal and governance experts that ensures the highest quality advice – advice that can make a measurable difference to the effectiveness of your organisation.



unique

jargon-free

“The training was brilliant. Humorous.
Full of excellent information.”

Good advice, no jargon

Years of experience in establishing, running and advising organisations in the third sector have taught OnBoard that a straightforward approach is always best. In a climate abuzz with governance theories and regulatory language, we are dedicated to delivering support that is down-to-earth, reliable and jargon-free. OnBoard’s aim is to demystify trusteeship and put the goal of good governance practice within reach.

Tailored to you

Our client organisations are diverse and so are the individuals who serve them. We value this diversity and know that for such a wide spectrum there can be no standard solutions. OnBoard doesn’t prescribe. Instead, we work with you to find the best way to meet your needs. And we see our plans through to implementation, making sure your organisation feels the benefits that come with better governance.

OnBoard benefits

- Change implemented smoothly and efficiently
- A board that benefits from continual improvement
- A well-prepared chief executive with a clear brief and board support
- Productive meetings
- Healthy, effective relationships
- Risk competence
- Mission-driven internal and external communication
- Strategic engagement by the board
- An end to debilitating conflict



Governance Development

creative



**Development makes
a difference**

to board members

Transform the experience of board membership by offering training that allows groups and individuals to give their best to the organisation. Development offers a way to turn your board into an effective governing body, providing strategic leadership and vision to the organisation.

to chief executives

Development strengthens the organisation by strengthening its leaders. Training and support for the chief executive gives him/her a chance to learn new skills, improve performance and bring needed leadership to the service of the mission.

Creative problem solving

Problems need solutions: a crisis calls for a vigorous response. By using the most effective intervention techniques available, OnBoard helps organisations cope with challenges. But we do much more than put out fires. We see development as an opportunity for trustees to grow, learn and transform themselves into the kind of leaders every organisation needs. Our creative problem-solving approach helps enable groups and individuals to do more for the organisation than they ever thought possible.

OnBoard: a rewarding experience

Third sector leadership takes hard work and commitment – and it should also be rewarding. Proper support can go a long way toward helping board members recover the sense of satisfaction that should accompany their work. By assisting boards to rise above inefficiency and conflict, OnBoard frees them to provide the vision and direction third sector organisations urgently require. The result: a more robust organisation and a re-invigorated board, working as a team with a strengthened resolve to see the mission through.



Governance Development

How OnBoard can help

Building the board

OnBoard brings the expertise needed to help any board from any organisation function more effectively by strengthening teamwork, restoring a sense of purpose and direction, establishing systems for trustee training and recruitment, and addressing the issues that prevent boards from providing needed leadership.

Introducing change

OnBoard's experienced consultants bring the know-how that turns the need to change into an opportunity to strengthen the mission, providing practical implementation plans that guide organisations through the change process step by step.

Strengthening the chair/chief executive relationship

When these top leaders work well together, the whole organisation feels the benefit; when they don't, the organisation suffers. OnBoard's experts can assist chairs and chief executives to resolve issues, build trust and develop practical strategies for working effectively as partners, together and with the board as a whole.

change

**Development makes
a difference**

to chairs

Chairs are leaders, too. Governance training gives chairs the skills to lead the board as it steers the organisation. An effective chair runs an effective meeting, providing an environment where the best governance practice can flourish.

to the organisation

Good governance and good management go hand in hand, ensuring mission success and a bright future for the organisation. Development is a way to help even healthy organisations keep up with the rapid pace of change and prepare for the many challenges that face them.



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“The OnBoard trainer helped to put a very difficult concept into words.”

Reaching every part of the organisation

Introducing better governance practice to regionalised, multi-branched, international and member organisations can be a tricky business. OnBoard’s consultants understand the special challenges presented by complex organisational structures and can devise workable strategies to communicate effectively, win support and introduce new ways of working to every part of the organisation.

Making partnerships work

Mergers, collaborations, alliances: partnership arrangements of all kinds present challenges as well as opportunities. OnBoard can help get the most out of new ways of joint working, maximising the benefits while making sure the mission isn’t sacrificed on the way.

opportunities



Governance Development

partnership

Managing risk

Risk management should be a high priority for any organisation. OnBoard's experts can help boards to build their skills in identifying risk accurately and taking appropriate steps to protect the organisation.

Moving beyond conflict

OnBoard offers accredited mediation and conflict resolution services to help organisations get over the hurdle of conflict. We can also provide training in facilitation and conflict avoidance techniques, helping groups to disagree without tearing the organisation apart.



"The course was excellent. Masses of useful information, well structured, well managed and full of humour at the same time."

fresh perspectives



Getting the best out of any meeting

OnBoard's professional facilitators have the skill to make any meeting deliver the best results possible. Using proven techniques, they turn group interactions – board meetings, retreats, away-days and one-to-one discussions – into opportunities for productive decision-making.

Pulling back from the brink

Even if your organisation's situation seems hopeless, OnBoard's experts can offer fresh perspectives and ways forward. When the time does come to wind down, OnBoard provides the guiding hand to make sure that clients and members are supported, assets are used to best advantage and legal and regulatory requirements are followed to the letter.

Keeping a healthy board in top shape

Reward your hard-working board by providing the development opportunities it needs to keep at the top of its game. Even a good board can be a little better – and every board needs to keep up to date and take advantage of the latest advances in governance.

interactive

OnBoard's one-day board training course

OnBoard's acclaimed training course provides boards with all the information they need to govern effectively. Jointly facilitated by one of OnBoard's governance experts and a charity law specialist from Bates Wells & Braithwaite, the course delivers a complete introduction to governance, regulatory requirements and best practice.

Intensive and interactive, this highly recommended course is an engaging way to kick-start a new commitment to good governance, encourage board cohesion or revitalise a flagging board. Working in small groups of 15-20, participants are introduced to the fundamentals, learning through plain language and real-life examples how good governance works in practice. The format leaves time for discussion and networking – and every participant comes away with an individual action pack based on the ideas he or she has generated during the day.

The course can be tailored for single boards or offered as an open course with a mixed group. New trustees, experienced board members and groups seeking better ways of working together will all benefit from this thorough overview of board governance and leadership. Chief executives, senior managers and development officers, too, can strengthen their understanding and improve their performance. No previous governance experience or preparation is required. All materials – plus lunch and refreshments – are provided as part of the programme.

For fees and availability, please contact OnBoard on 020 7551 7724 or email us at info@on-board.org.

OnBoard's one-day board training course

- Roles and responsibilities
 - Minimising risks and liabilities
 - Understanding constitutional structures
- Recruiting, training and developing board members
 - Reviewing the organisation's activities
 - Good meetings and information management
- Relationships with staff
 - Managing conflicts of interest



personalised



Personalised development packages

Whether your organisation is contemplating major structural changes or simply looking to strengthen board governance practice, our expertise allows us to pinpoint problem areas and create individualised plans that focus development resources where they will make the most difference. With a full range of services including governance reviews, skill audits, facilitation, recruitment design and leadership coaching, OnBoard can construct the perfect plan to meet the needs of any organisation, regardless of type, size or development budget.

For fees and availability, please contact OnBoard on 020 7551 7724 or email us at info@on-board.org.

Open courses and events

OnBoard's programme of open courses and events offers a flexible way for board members, managers and others to get the support they need when they need it. Clients simply take their pick from a range of development options, choosing from seminars, themed round tables, workshops and networking events including breakfast and lunch meetings. Chart your own course, or let OnBoard's consultants recommend an option that meets your needs.

For fees and availability, please contact OnBoard on 020 7551 7724 or email us at info@on-board.org.

Mediation and conflict resolution

Every day more organisations discover the benefits of mediation as a way to heal damaging rifts, foster unity and restore governance effectiveness. OnBoard offers a full mediation and conflict resolution service conducted by CEDR accredited mediators. Available as a separate service or as part of a larger development strategy, mediation offers a way for your organisation to emerge from conflict and begin moving forward once again.

For fees and availability, please contact OnBoard on 020 7551 7724 or email us at info@on-board.org.

mediation

“Responded flexibly to priorities and concerns expressed on the day.”

“Clear, lucid presentation of complex issues.”



Governance Development

OnBoard team



David Carrington

David Carrington is a consultant and trainer with a long track record of supporting and serving the third sector. He has been chief executive of three large

charities, and is trustee of several charities. As a consultant, he has worked with numerous charity and social enterprise clients, government departments and foundations.

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Linda Laurance

Linda provides guidance on governance and on conflict management as a consultant, trainer and facilitator, and is a CEDR accredited and registered mediator. She has

worked with a wide range of organisations across the UK. Formerly chair of Charity Trustee Networks, and of the steering groups for the UK code of governance and the national occupational standards for trustees and management committee members, she is now Co-ordinator for the Pan European Governance Principles project.

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Tesse Akpeki

Tesse Akpeki is a consultant, coach, facilitator, trainer and CEDR accredited mediator. She was formerly head of governance and trustee services at NCVO and has

worked extensively with third sector organisations nationally and internationally. She specialises in governance development and leadership and has recently completed a programme on personal mastering in leadership.

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Philip Kirkpatrick

Philip Kirkpatrick is a partner in the Charity and Social Enterprise department at Bates Wells & Braithwaite. He is editor of *Jordans Charities Administration Service*. He

specialises in legal governance matters and establishment and re-organisation of charities and social enterprises, including mergers, incorporations and business acquisitions.

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Stephen Lloyd

Stephen Lloyd is head of Bates Wells & Braithwaite's Charity and Social Enterprise department. He is chairman of the Charity Law Association and is the author of many

publications. He also devised the Community Interest Company.

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Rosamund McCarthy

Rosamund McCarthy is a partner in the Charity and Social Enterprise department of Bates Wells & Braithwaite. She is co-author of *Fundraiser's Guide to the Law* and

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Christine Rigby

Christine Rigby is a consultant and former partner in Bates Wells & Braithwaite's Charity and Social Enterprise department. She is co-author of *Fundraiser's Guide to the*

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Alice Faure Walker

Alice Faure Walker is a consultant and former partner in Bates Wells & Braithwaite's Charity and Social Enterprise department. She wrote

the pocket-sized guide to trusteeship, *Duties of Charity Trustees*. Alice works from London and Yorkshire.

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Governance Development

What OnBoard clients say:

"What could have been a difficult learning curve, turned into an inspiring morning that left us fired up and ready for the challenge ahead."

"OnBoard's customised training course reassured our trustees, dispersed myths and helped them focus on the issues."

"The training was focused, informative and provided a solid framework from which we can develop and review our charity."









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OnBoard® is an initiative of  Bates Wells & Braithwaite

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