



Trustee Academy #4: journeying together

Description

Trustees Learning and Development Programme

Always striving to find a better way through lifelong learning



Introduction

It was in the days before satnav. A motorist had become disorientated on his journey. He pulled over to the roadside, to ask a passer-by for directions. When the motorist mentioned his destination, the passer-by responded, “If I was you, I wouldn’t start from here”. It’s a metaphor I’ve used in the life of the Church.

I’ve spent time considering whether this metaphor is applicable to MMHS. Is the business model that MMHS has inherited from decades of service to its residents “fit for purpose” in the 21st century? The society is on a journey. Much work has been done to bring about change. But there is much more to do.

MMHS is a complex charity that consequently challenges its trustees to understand how it works. Simply understanding how the charity works can easily become a reactive activity of exercising governance. I believe the real challenge for trustees is to strive beyond being reactive to making space for creativity. The learning and development programme is a major tool for the enabling the creative process.

Alan



The Chartered
Governance
Institute



Dealing with financial difficulty - impact and implications of the Corporate Insolvency and Governance Act 2020 on charities, social enterprises and mutuals

Guidance note

August 2020

Legal and Governance

MMHS is fortunate. We haven't had to rely on legislation like The Corporate Insolvency and Governance Act 2020 which gives charities breathing space in the middle of a financial crisis.

Introduced during the pandemic, this law helped countless charities, social enterprises and mutual to get through an awful time for voluntary giving. The Act contains long term provisions, too. [Guidance notes on the legislation are worth reading](#). This publication helps us understand what financial difficulty looks like, how trustees/directors should respond and what a rescue scenario looks like.

As trustees we might know that MMHS is solvent but if someone asked us, would we be able to say *why*? [The answer is on page 3](#). We can pay our debts as they fall due and the value of our assets is more than the value of our liabilities (both contingent and prospective). If we fail one of those tests, we are insolvent.

The behaviours and practices that trustees/directors must follow when their charity is insolvent or becoming insolvent are an interesting read. Most of them transfer well into the happier situation where a charity is solvent our own situation.

Finance

The resource for this bulletin is in magazine format, and is devoted to investment. The feature headline [Investing In The Future](#) resonates well with the board aim to *build boldly*. Here's a taster from page 5, which could have been written for MMHS:

FOCUS

FINANCE

The magazine for
CFG members
May 2021

INVESTING IN THE FUTURE

INSIDE

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Becoming a finance leader

Rachel Hewitt of ClientEarth shares her journey of leading a new finance team during lockdown



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The psychology of investment

Greed and fear drive poor decision-making. Richard Maitland considers the mindsets behind sound investment



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The beginning of the end

Stewarding loss is necessary when organisations come to the end of their lives. Iona Lawrence explains why.



As we move into this new era where stakeholders understand and use their collective powers to influence trustee decision-making, charities must be mindful of reputational risks associated with their investment choices, or conversely, their passive approach.

Diligent investment managers can help to normalise the idea that everything we do is an expression of our charitable objectives. If we are to piece together a future that is better for all of us, then it has to start right here, right now. Every part of this complex puzzle, no

matter how small, is vital.

Without a proactive and positive approach to responsible and sustainable investment, we can't claim to be creating a better future for all.

Skillbook

Building Influence



Personal Development

Theme for this edition of *Mind Tools* is â?? developing personal influence. The [Building Influence Skillbook](#) looks at strategies for building influencing skills and how power and influence can be used in positive ways. Here is an extract from the workbook:

Think of an influencer in your life. How did they achieve their impact? Was it because of their particular expertise, or maybe because they possessed the charisma and personality that others respond to?

You donâ??t need direct authority or force to exert influence or to create an impact. But, to be more influential, you need to understand the relationship between power and influence.

Problems often start when people feel unable to influence decisions. They either get angry at the system that keeps ignoring them, or they become apathetic and quit trying. Both are self-destructive, and cause others to lose confidence.

Category

1. Bulletins

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