



**SMALL CHANGES –  
- SIGNIFICANT BENEFITS**

*David Williams*

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# About me

## *Background*

- Chief Executive, consultant, board member
- Arts & culture
- Charity, public and private sectors

## *Now*

- Coach, Facilitator, Consultant
- [www.CreativeHelp.org](http://www.CreativeHelp.org)

For **Sported:**

Mentor in  
Scotland for 6  
years

Currently  
mentoring  
**Boots & Beards**



# *We live in uncertain times*

*The **purpose** of this webinar is to explore a range of small changes that could bring you significant benefits to help us take some stress out of running an organisation and Build Back Better*

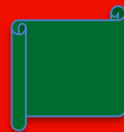
1. Your Organisation Structure
2. Your Governance
3. Your Core Documents

# Think long-term

It ain't **what** you do  
It's the way that you do it  
That's what gets results...



Purpose



Values

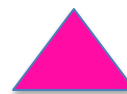


Prosperity

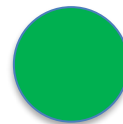
# Long-term Resilience

Three building blocks:

**Structure** – strong or “it is what it is”?



**Governance** – dynamic or tick box exercise?



**Documents** – useful or gathering dust?

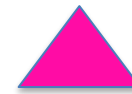




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# Part One

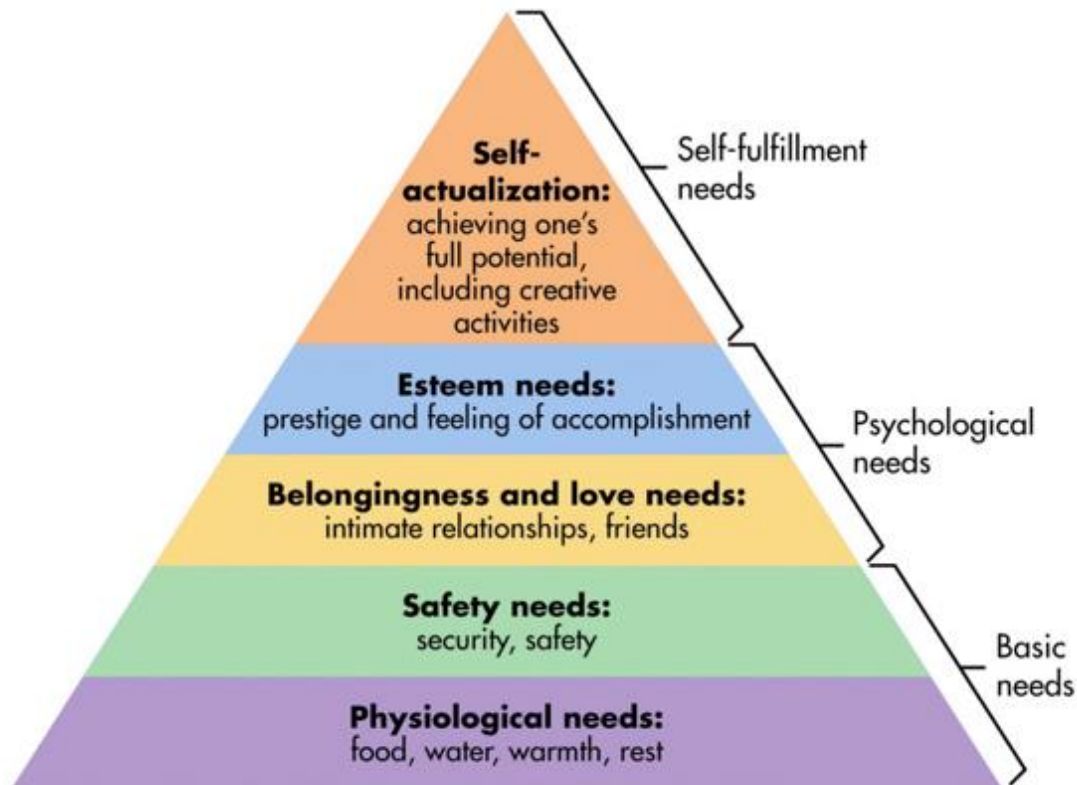
## Structure



- **Build a Resilient Pyramid**
- Big Thinking – Small Ego

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# Adapting Mazlov's Hierarchy of Needs



# Basic Needs

- Purpose
  - What is your purpose? Keep asking WHY?
  - Funders fund your *why*; not your *what*
- Governance
  - Strong governance
  - Effective Meetings
- Legal & Compliance
  - Legal structure - covered in other *Sported* sessions
  - Compliance – the stuff that keep you legal
    - Filing accounts, Health & Safety etc



Purpose – Governance  
Legal & Compliance



# Psychological Needs



Values  
&  
Core Documents

- Values
  - HOW do you run your business?
  - Think: People, Place, Planet
    - Build Back Better
  - Do you live your values?
  - Company Handbook
  - Policies & Procedures
    - Best practice or good practice?
- Core documents
  - Business Planning & Monitoring
  - Risk Register

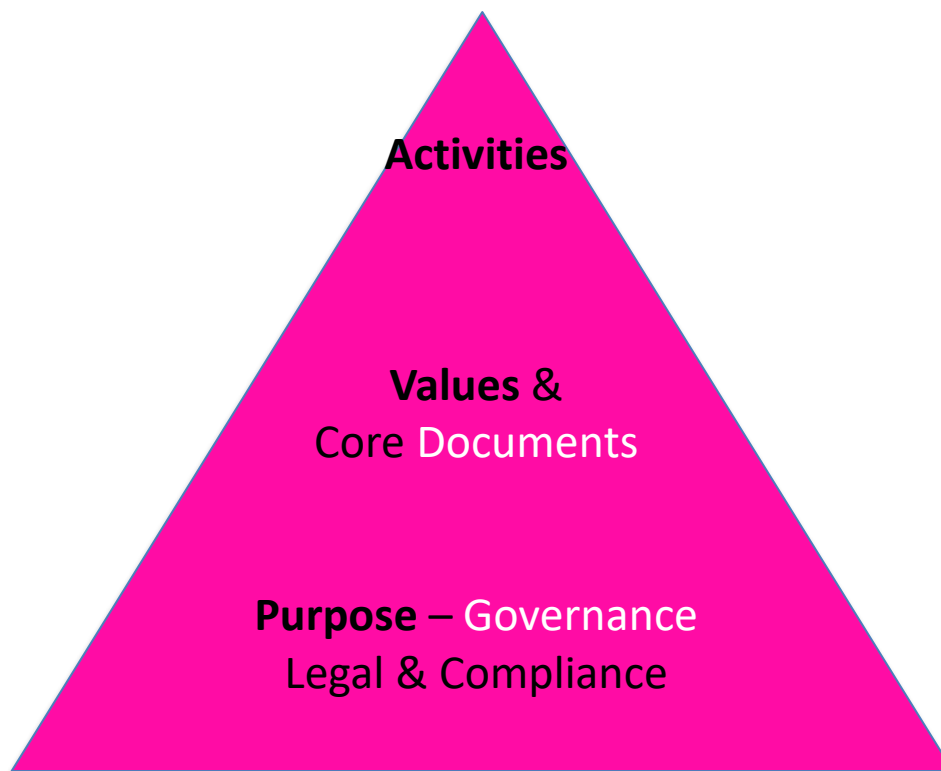
# Top of the Pyramid



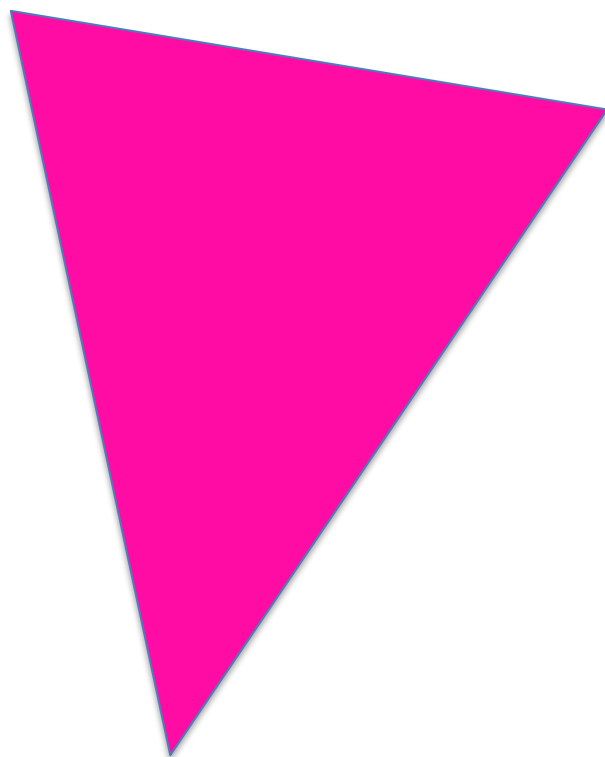
Activities

- Activities
  - WHAT you do (and how well you do it)

# One Strong Pyramid



## Alternatively...



Activities

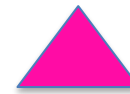
If everything is based on your activities, your organisation will at best be wobbly and at worst will collapse



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# Part One

## Structure



- Build a Strong Pyramid
- **Big Thinking – Small Ego**



# Big Thinking

Answer these questions – again and again...

- ✓ What is the need for our company? (Purpose)
- ✓ Is there evidence of urgency?
- ✓ Why fund us?
  - ✓ What are the positive benefits – and who benefits?
  - ✓ What would be the negative consequences of failure?
    - ✓ How much do we need?



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# Small Ego

## Driven by Ego

We are Passionate about...

We love playing...

We know best

We must be independent

## Driven by Purpose

How do we best serve our community?

How can we do things better?

Do we need to change?

Who could we partner with?

Let's get curious



# Driven by Purpose

What is the...

Think:

Keep asking:

Purpose



Toddler



Why?

Benefit



Stroppy Teenager

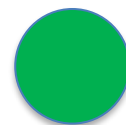


So What?



# Part Two

- Governance



- **Strong Board**
- Effective Meetings

## Strong Board

*Governance is a journey;  
not a series of meetings*

- **Diversity:** does your board reflect your community?
- **Skills:** have you conducted a skills audit?
- **Debate:** does the chair facilitate curiosity?
- **Focus:** do you know why you are a board member?
  - What is my personal contribution?
  - What is our board role?

# Part Two

- Governance 
  - Strong Board
  - **Effective Meetings**

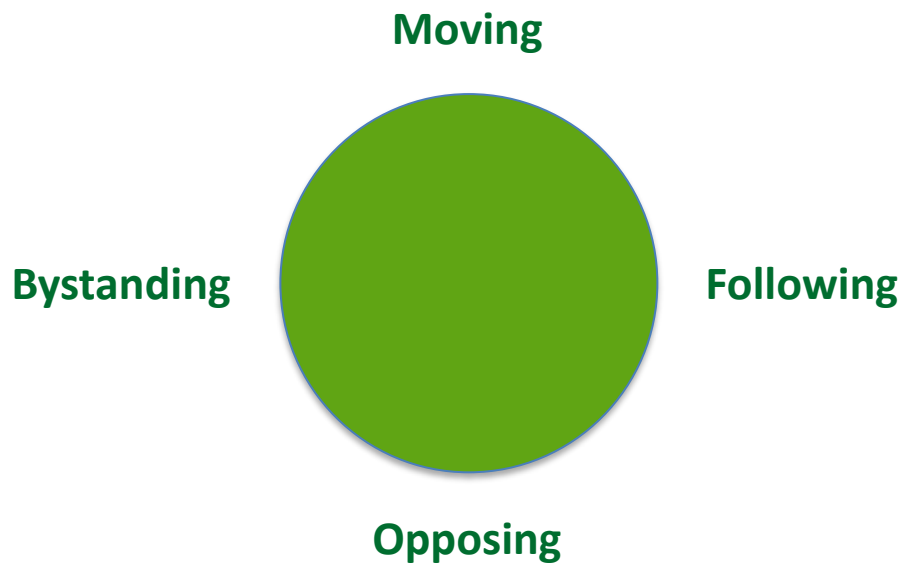
# Effective Meetings

## Agenda Templates

- Purpose of meeting
- Purpose of agenda items
  - Discussion
  - Noting
  - Decision
- Timings based on above
- Action Points
  - Deadline
  - Who responsible?
- Minutes
  - Clear & concise
- Matters Arising
  - Bullet points
- Reports
  - One side A4
  - In advance

# Effective Meetings

## The Kantor four-player model





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## Moving

- ✓ Initiates and provides direction
  - Offers ideas

## Following

- ✓ Supports and provides completion
  - Going along with it; getting on with it

## Opposing

- ✓ Challenges and provides correction
  - Hang on a minute; different ideas; caution

## Bystanding

- ✓ Observes and provides perspective
  - Observing and listening; then make a move as appropriate



# Beware the Dark Side!





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Moving

✘ Dictator

Following

✘ Doormat

Opposing

✘ Negative

Bystanding

✘ Disengaged





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# Part Three

## Useful Core Documents



- **Business Planning & Monitoring**
- Risk Register

# To enjoy the journey: you need a **compass**, a **map** and a **log-book**

Organisation Compass    Business Plan

Activity Map                Operating Plan

Log-Book                    Monitoring Reports

# Enjoy the journey

The **challenge** as set out in the business plan

The **activities** as set out in the operating plan

Actual **outcomes** compared to operating plan

Actual **outputs** compared to business plan

High rates of petty vandalism

Football club

Improved skills & fitness

Engagement leads to fewer petty crimes

The situation as it is:  
Planning – Assumptions - activities

Actuals and variances from plan  
Monitoring - Evidence

**Plan & Do**

**Monitor & Review**

# Who are these documents for?

Audience (Stakeholders)	Business Plan (Compass)	Operating Plan (Route Map)	Monitoring Reports (Log-Book)
Board	×		×
Staff	×	×	×
Users	Summary?		
Local Authority	×		×
Funder(s)	×		×
Sponsors	×		×
Social Media			
WWW download	×		×

# Who are these documents for?

<b>Business Plan (Compass)</b>	<b>Operating Plan (Route Map)</b>	<b>Monitoring Reports (Log-Book)</b>
<ul style="list-style-type: none"> <li>✓ Designed</li> <li>✓ Concise</li> <li>✓ Summary</li> <li>✓ 10 pages?</li> </ul>	<ul style="list-style-type: none"> <li>✓ Operational Detail</li> <li>✓ Suite of Word &amp; Excel Documents:               <ul style="list-style-type: none"> <li>➤ Employee Handbook</li> <li>➤ Health &amp; Safety etc.</li> <li>➤ Activities timetables</li> <li>➤ Budget forecasts</li> <li>➤ Cash flow</li> <li>➤ Etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Comparison of Actual to Target</li> <li>✓ Narrative to explain success, variations etc.</li> <li>✓ Multiple uses of core data for reports and presentations to:               <ul style="list-style-type: none"> <li>➤ Board &amp; Staff</li> <li>➤ Users</li> <li>➤ Funders</li> <li>➤ Statutory authorities</li> <li>➤ Sponsors etc.</li> </ul> </li> </ul>

# Two examples of monitoring report

	Budget	Actual	Variance	Narrative
Memberships	£10,000	£12,000	+£2,000	Social media campaign exceeded expectations

Strategic Priority	Activities	Outcomes	Outputs	Narrative
Reduce vandalism in postcode G31 by 40% during school holidays	<ul style="list-style-type: none"> <li>=Introduce two Soccer clubs for girls and boys during school holidays.</li> <li>=Target 80 participants</li> </ul>	<ul style="list-style-type: none"> <li>=100 young people signed up;</li> <li>=Soccer club runs Mon, Wed and Sat.</li> <li>=Mix of fun and skills training</li> <li>=50 students passed skills certificate</li> </ul>	<ul style="list-style-type: none"> <li>=Police reported 70% reduction in petty vandalism during holiday.</li> </ul>	<ul style="list-style-type: none"> <li>=Police noted significant reduction in calls ...</li> <li>=Compliments from children and parents (see our Facebook page...)</li> </ul>



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# Part Three

## Useful Core Documents



- Business Planning & Monitoring
- **Risk Register**

# The Risk Register

Theory

List of risks  
- and  
actions to  
mitigate

Reality





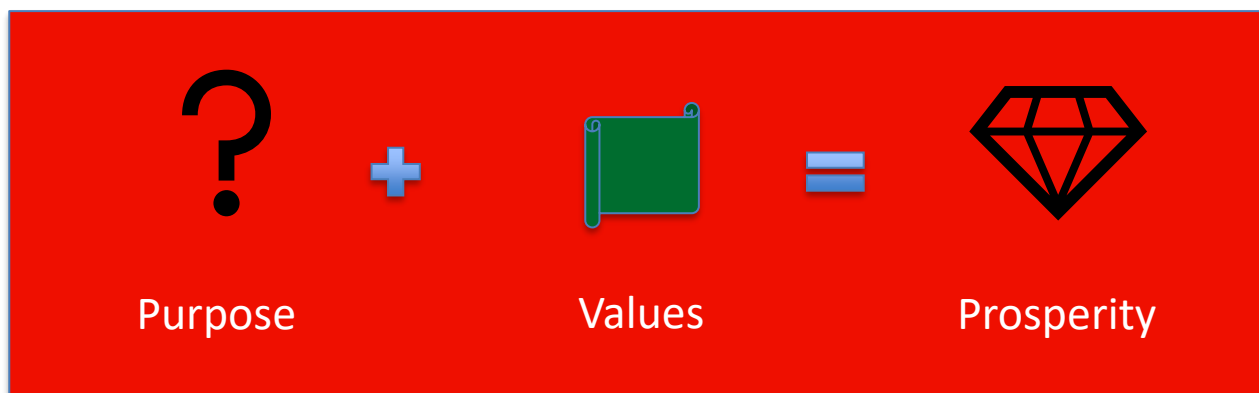
# Why have a Risk Register?

The **purpose** of a Risk Register is to minimise the risk of serious damage to the company by:

Improving the probability of **business continuity** in an emergency

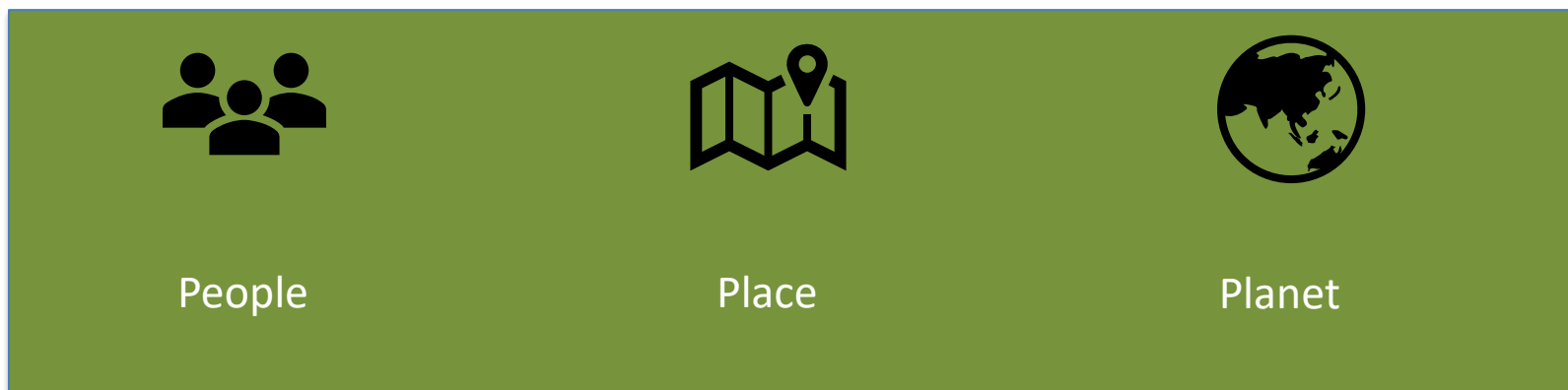
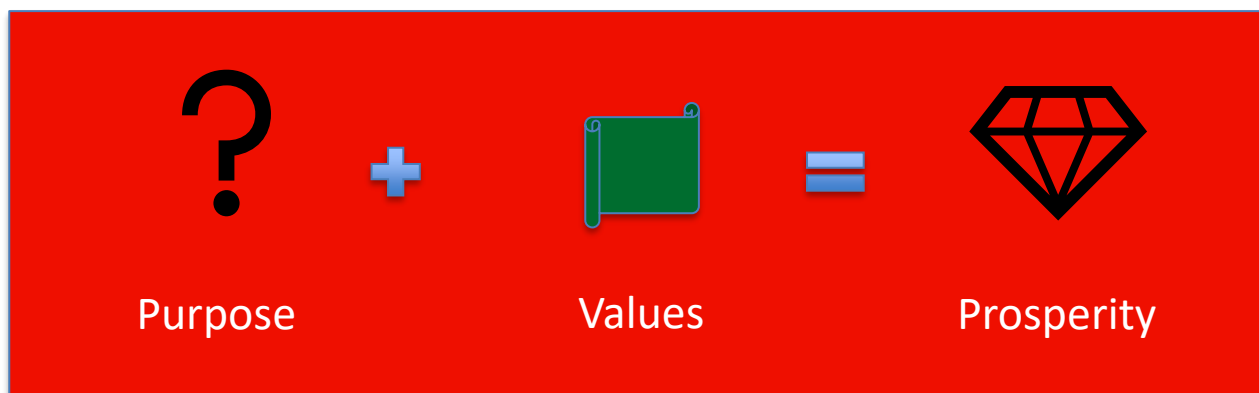
Maximising excellence and leadership to ensure ongoing **business resilience**

# Remember this?



Now add this...

# Build Back Better



# Create a Template (1)

## Step One: Set up two lists

Part One – Business Continuity: Finance & Operations

Part Two – Business Reputation: Leadership & Excellence

## Step Two: Set up Risk categories

RISK
Purpose
Prosperity
People
Place
Planet
(Premises)

Step Three: Identify RISKS

# Create a Template (2)

**Business Continuity:** Business & Operations - *Example:*

RISK	L	I	S	ACTION	MONITOR
<b>Prosperity:</b> Failure to detect fraud / recover losses / mismanagement of finances	2	5	10	Change passwords regularly (etc.) as appropriate and check who has authorisation. Review/monitor process for staff leaving (security; exit interview etc.) Annual Audit and meeting with auditors	Board Annual Review of financial procedures

## Create a Template (3)

**Business Reputation:** Leadership & Excellence - *Example:*

RISK	L	I	S	ACTION	MONITOR
<b>Purpose:</b> Board lacks diversity and skills required for oversight leading to funders losing faith in the company to deliver	4	5	20	Convene a Governance Sub-committee to meet (say) twice a year to review the performance of the board (from recruitment and induction to independence and signing up to principles of public life)	Sub-Committee with Minutes back to main board

# Risk Priority

Residual Risk Scoring	Classification
High Impact, High Likelihood (score 15 - 25)	Primary 1
High Impact, High Likelihood (score 10 - 12)	Primary 2
High Impact, Low Likelihood (score 4 - 9 )	Contingency
Low Impact, High Likelihood (score 4 - 8)	Housekeeping
Low Impact, Low Likelihood (score 1 - 3)	Low

# Sample page

Risk Ref:	RISK	Residual risk assessment				ULTIMATE GOAL: BUSINESS CONTINUITY (Finance & Operations)	
		L	I	Score	↑↓↔	SUMMARY OF ACTIVITIES / CONTROLS	MONITORING
RBO1	<b>Purpose:</b> Board does not receive appropriate information to enable adequate monitoring	3	4	12	↔	Chair & CEO meet fortnightly; review Agenda and Board Papers before each meeting Check Actions in Minutes Distribute all papers one week before meetings Review Agenda Template for all board meetings & AGM Review governance procedures (the business of governance) annually (board development day)	Annual board development session to review all aspects of governance
RBO2	<b>Prosperity:</b> Closure of building or forced halt in trading (IT attack; power cut, extreme weather etc.)	3	4	12	↑	A Business Continuity Plan is required to be researched, written and approved and differentiate between temporary closure/inconvenience and major incident	Reviewed annually or if circumstances change
RBO2	<b>Prosperity:</b> Failure to detect fraud / recover losses	2	4	8	↔	Change passwords regularly (etc.) as appropriate and check authorities. Review/monitor process for staff leaving (security; exit interview etc.)	Annual Review of financial procedures
RBO2	<b>Prosperity:</b> Significant reduction in income (grants or earned)	3	5	15	↑	New more rigorous approach balancing commercial and community focus. Aim to improve earned and grant income from now (2019) to March 31, 2025 with annual incremental targets. New options to be presented bearing in mind the restraints on touring product and the cost of additional staff to achieve additional income	Incorporate into BP & management accounts and review quarterly
RBO3	<b>People:</b> Current staff capacity is insufficient to deliver Business Plan	4	5	20	↑	Options for new staff structure and remuneration worked up for implementation from new financial year 2020-21. Mission critical to deliver current business plan if RFO is to be secured beyond 2022	November (?) board to discuss and approve
RBO3	<b>People:</b> Loss of key member(s) of staff	1	4	4	↔	Ensure no staff are working under undue stress due to understaffing or lack of training and receive appropriate support	Annual Review
RBO5	<b>Planet:</b> Ignore sustainable development targets until it is too late e.g. power costs increase exponentially	3	3	9	↔	Set SMART targets, such as: Carbon neutral by 2035	Incorporate into BP and annual review



# Note

This Risk Register is a dynamic document that sets the agenda for:

**Plan:** Consider the risks that pose challenges to business continuity and reputation

**Do:** SMART activities to ensure that risks are reduced – delegate to an “owner”

**Monitor:** Checklists, Agendas and Board Papers as necessary to ensure nothing is missed

**Review:** Are the ultimate goals of the Risk Register being addressed?



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# Summary

&

Q & A

# PURPOSE of this webinar

*We live in uncertain times*

*The purpose of this webinar was to **explore**:*

- ✓ *a range of **small changes** that could bring you **significant benefits***
  - ✓ *to help you take some **stress** out of running an organisation*
    - ✓ *and **Build Back Better***

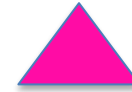
*We looked at...*



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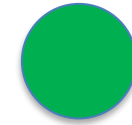
## Organisation Structure

- Build a Resilient Pyramid
- Big Thinking – Small Ego



## Governance

- Strong Board
- Effective Meetings



## Useful Core Documents

- Business Planning & Monitoring
- Risk Register





Thank you

David Williams

Creative Help