



How to avoid the typical governance problems of community food enterprises (Sheffield - November 17th 2009)

1 Mistakes at start-up

2 Inefficient structures and systems

3 Poor clarity of roles

4 Cannot recruit to governing body

5 Poor accountability to stakeholders (incl the law)

6 Poorly informed and trained governing body

7 Poorly performing governing body (including lack of planning)

8 Poor membership participation

9 Ineffective meetings

10 Mission drift

11 Founder syndrome

12 Poor Handling of Conflict

13 Hidden/Personal agendas

14 Poor communication

Have thorough inductions

Reviews and evaluation

Good structures

Clear and open communication

Job descriptions

Clear governing documents

Mentoring and follow-up

Succession planning

Transparency

Challenge negative perceptions - rewards with responsibility

Advertise as job with description

Raise awareness amongst members

Head hunting

Write stakeholder communication into roles

Stakeholder mapping

Annual reports and newsletters

Review/revise governing docs to ensure accountability

Create feedback mechanisms

Have thorough inductions

Bring in external people

Attend training days, conferences etc.

Create the means to share info. on training etc.

Stay in touch with wider networks

Build partnerships with supporting bodies

Map out your support/help network

Have a board skills audit

Inductions

Autonomous working groups to engage members

Improve communication - eg produce informative newsletter

Offer members new opportunities eg new roles

Reward & recognition eg Awrds, parties, thanks

Ensuring clarity of role participation eg outlining profiles

Develop feedback opportunities

Good facilitation

Balance between formal/informality

Specific timed agendas circulated in advance

Agree ground rules for meeting conduct

Meeting feedback and evaluation eg questionnaire

Give consideration to venue, timings, catering etc.

Have a song to sing

Change the mission

Regular trips/activities to reinforce mission/goal

Retirement cycles for governing body

Before project sign-off check against organisational objectives

Regularly review progress & direction eg at AGMs

Regular reiteration of mission - keep communicating

Meet and greet new members

Create a culture of valuing and respecting founders

Retirement cycles

Founders write history of group for newcomers

Create culture of valuing contributions from newcomers

Regular review of strategy & direction

Non-ownership of ideas

Create a culture where disagreement is OK

Conflict resolution training

Identify the issue - move to dedicated/facilitated meeting

Bring in an external mediator

Two minute silence when things get heated

Have a conflict of interest policy

Stop/remove the member using grievance/disciplinary provisions

Stop - use conflict policy

If against ethos, identify & stopp somehow

Acknowledge and accept if not affecting the organisation

Telephone (non e-mail) tree - other communication

Timely and appropriate

Discussion and consultation between governing body and members

Regular open meetings for two-way communication

Written communication - eg newsletters

Use a variety of communication methods