

# Mission, Models, Money

Catalysing a more sustainable arts and cultural sector

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## MMM's ten questions to ask yourself for Trustees

1. How well does the governance culture of your organisation value dissent, debate and challenging questions by trustees and executives?
  2. How often do you discuss the continued relevance of your organisations' mission?
  3. How well does your board membership reflect the stakeholders and communities your mission claims to serve?
  4. How do you ensure clarity on your individual and collective responsibilities as board members?
  5. How much time do you spend discussing the artistic mission of the organisation at Board meetings in comparison to financial and other issues?
  6. Do your Board discussions on artistic/programme options always include consideration of financial implications?
  7. Are you satisfied that the way financial information is presented to you enables you to fully understand your organisations financial strategy, financial planning and evaluate performance?
  8. Do you have a succession plan for your Chair and your organisation's executive leadership?
  9. Do you have a strategy and budget line for the professional and organisational development of your executive leadership and yourselves as Trustees?
  10. Do you operate a Trustee induction and appraisal system?
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A **great** social sector organisation:

**Delivers Superior Performance:** in business, performance is defined by financial returns and achievement of corporate purpose. In the social sectors, performance is defined by results and efficiency in delivering on the social mission

**Makes a Distinctive Impact:** the organisation makes such a unique contribution to the communities it touches and does its work with such unadulterated excellence that if it were to disappear, it would leave a hole that could not be easily filled by any other institution on the planet

**Achieves Lasting Endurance:** The organisation can deliver exceptional results over a long period of time, beyond any single leader, great idea, market cycle, or well-funded programme. When hit with setbacks, it bounces back even stronger than before

excerpt from *Good to Great and the Social Sectors* by Jim Collins

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## MMM's ten questions to ask yourself for Executives

1. Why is an operating a Charity structure the best way for your organisation to deliver your mission?
  2. How many of your board do you view as engaged leaders?
  3. How do you ensure that your Chair and your trustees understand the difference between executive and non-executive responsibility?
  4. Most trustees have many constraints on their time – in what ways are you managing this as effectively as you can?
  5. How much time outside of Board meetings have you spent with Board members individually or collectively explaining how you assess artistic/programme risks in your organisation?
  6. Are you confident that your organisation is collecting the right evidence base to show the full impact of your mission and are you using that evidence base as effectively as you can to drive strategic planning with your trustees?
  7. How much time do you spend in Board meetings re-iterating information detailed in Board papers and how much time do you spent ensuring you are catalysing informed discussion and debate
  8. Do you fully understand the financial dynamics at play in a non-profit business model?
  9. Do you actively educate your board members about the financial drivers of your organisation?
  10. How do you regularly review, evaluate and measure the effectiveness of the relationship you have with your Chair?
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