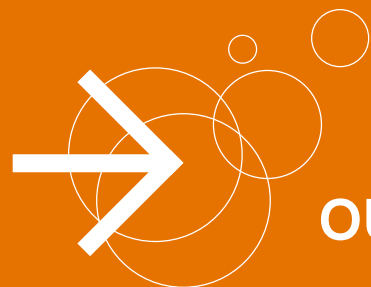




# POSITIVE SOLUTIONS

30 years of strengthening the  
governance of non-profit, government,  
and corporate enterprise



## OUR BOARD SERVICES

Positive Solutions is a leading specialist in Governance and Board support for organisations operating across the arts, health, government and other sectors.

Our products and services are designed to **equip, connect** and **inform** board members, CEOs and executive teams to effectively lead and govern their organisations with confidence.

Our extensive experience has informed the following services:

- Board Assessment
- Facilitated Board Reflection
- Governance Reviews
- Governance Documents and Policy Drafting
- Board Induction Program
- Strategy Facilitation

[www.positive-solutions.com.au](http://www.positive-solutions.com.au)



Image: The Pulse

## BOARD ASSESSMENT

Board members and CEOs want to make the greatest contribution they can to the organisation's mission. One of the simplest and most effective ways of testing the board's impact is to undertake a board self-assessment. In the non-profit and the for-profit sector, periodic board reviews are becoming standard practice for organisations of all sizes as boards seek to improve performance amidst rising community and funders' expectations.

Positive Solutions has conducted board reviews for more than 100 non-profit organisations. Our experienced facilitators will steer your board through a detailed self-assessment, share insights, and identify opportunities for improvement.

### INCLUSIONS:

- > CHAIR BRIEFING
- > CEO INTERVIEW
- > ONLINE SURVEY FOR ALL BOARD MEMBERS, WITH SPECIFIC SURVEYS FOR THE CHAIR AND CEO
- > A REPORT ON OUR FINDINGS
- > A REVIEW OF RECENT BOARD PAPERS AND DOCUMENTATION
- > FACILITATED WORKSHOP TO DISCUSS ASSESSMENT REPORT
- > PREPARATION OF ACTION PLAN
- > UP TO SIX COPIES OF BOOK OF THE BOARD (3RD EDITION)



Image: Department of Premier and Cabinet

## FACILITATED BOARD REFLECTION

Ideally, an independent board review will be undertaken at least once every three years, depending on maturity of board processes and other factors, such as changing board membership, or a rapidly changing external environment. When you're not due for a full audit or review, but feel some time out for reflection and discussion would help focus board members on how the board can enhance its effectiveness, a Facilitated Board Reflection is a valuable and efficient way of achieving this.

Experienced facilitators from Positive Solutions provide an impartial view and will be able to share insights from their work with other boards. They can help table topics for discussion and resolution, which might otherwise remain unaddressed, and assist the process of prioritising performance improvement actions for the board's attention over the coming year.

### INCLUSIONS:

- > A CONVERSATION WITH YOUR CHAIR
- > A FACILITATED TWO-HOUR MEETING WITH ALL BOARD MEMBERS
- > DISCUSSION NOTES, BOARD ACTIONS, FACTSHEETS AND RESOURCES



Image: Department of Premier and Cabinet



Image: City of Port Phillip

## GOVERNANCE REVIEWS

Positive Solutions can undertake an in-depth review of your Board's policies, processes and plans to ensure that your organisation is best prepared for your changing industry demands. Taking key stakeholders and industry benchmarking into account, this review ensures that your foundations are strong and provides an Action Plan for steering your organisation into the future.

### DOCUMENTS AND POLICY DRAFTING

Findings from board assessments or governance reviews may identify a range of areas where the governance documentation could be improved. This may involve drafting policies that do not currently exist or refreshing policies that are due for review. It may involve enhancing the structure or detail of board papers or other templates. We will be flexible and responsive to your organisation's needs.

### INCLUSIONS:

- > REVIEW OF CONSTITUTION, POLICY SUITE, STRATEGIC PLAN
- > REVIEW OF BOARD AND EXECUTIVE DECISION-MAKING PROCESSES
- > COMMUNICATIONS WITH STAKEHOLDERS
- > INTERVIEWS WITH BOARD MEMBERS AND CEO
- > BENCHMARKING WITH AGREED PEER ORGANISATIONS' GOVERNANCE PROCESSES
- > OPTIONALLY, INTERVIEWS WITH KEY STAKEHOLDERS
- > DRAFT REPORT
- > FACILITATED WORKSHOP DISCUSSION
- > FINAL REPORT AND ACTION PLAN SUPPLIED.

## BOARD INDUCTION PROGRAM

An effective and established induction procedure for new Board members can save individuals stress and time as they enter a new position. This practical and interactive full-day workshop is designed to help board members and senior executive staff of not-for-profit organisations to understand their roles and to maximise the board's contribution to the organisation.

The material for this tried and tested workshop was developed by Positive Solutions Director, David Fishel, author of *The Book of the Board*, and has been delivered throughout Australia, and in the UK.

### PARTICIPANTS COVER TOPICS THAT HELP THEM:

- > CLARIFY THE ROLE OF THE BOARD
- > UNDERSTAND THE LEGAL AND FINANCIAL RESPONSIBILITIES OF NON-PROFIT BOARDS
- > DISCOVER EFFECTIVE WAYS FOR THE BOARD AND EXECUTIVE STAFF TO WORK TOGETHER
- > DISCUSS HOW TO MAKE BOARD MEETINGS AS PRODUCTIVE AS POSSIBLE
- > CONSIDER BEST PRACTICE IN RECRUITMENT AND INDUCTION OF BOARD MEMBERS
- > REVIEW THE BOARD'S CURRENT PRACTICE AND IDENTIFY AREAS WHERE IMPROVEMENTS MIGHT BE PRIORITISED



Image: UNESCO Intangible Cultural Heritage

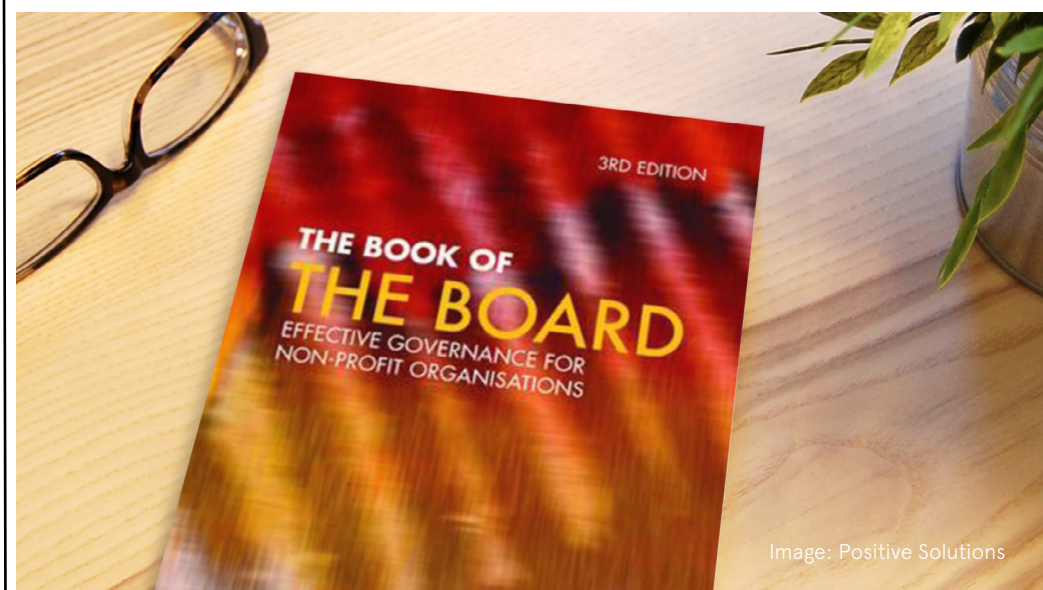


Image: Positive Solutions

## STRATEGY FACILITATION

We have assisted some of Australia's largest and smallest non-profit organisations with their strategic planning processes.

Determining the future directions and priorities for your organisation is a key board responsibility. Strategy goes to the heart of this. Effective strategy is based on clear understanding of the changing environment, critical reflection on the strengths and challenges faced by your organisation and – most importantly – considering alternative routes forward which are consistent with your organisation's core purpose.

The world of non-profit organisations is changing too rapidly for this to be an occasional activity of the board – it needs to inform continuously board thinking and decision-making.

### INCLUSIONS:

- > ORGANISATIONAL REVIEW AND ANALYSIS
- > MARKET AND ENVIRONMENT SCANNING
- > FACILITATION OF PLANNING SESSIONS
- > DRAFTING OF DISCUSSION PAPERS
- > DRAFTING OF PROPOSED STRATEGIES AND ACTIONS
- > DEFINITION OF KEY PERFORMANCE MEASURES
- > ASSESSMENT OF CURRENT PLANNING PROCESS

## THE BOOK OF THE BOARD

Australia's standard reference book for board and committee members of non-profit organisations.

Authored by David Fishel, and currently in its third edition, The Book of the Board provides clear guidance on the role of the non-profit board, formal and legal responsibilities, and the ways in which the board can maximise its effectiveness for the organisation.

Whilst much is changing in the non-profit world, with rising expectations from government, a more competitive market, and an increasingly complex legislative and regulatory framework, several fundamentals remain the same – good governance is good governance. This is an indispensable resource for understanding how to do your best as a board member by understanding the intricacies of governance for non-profit organisations.

With significant contributions and opinion pieces from specialists on topics such as fundraising; improving board effectiveness; technology and governance; and impact investing, The Book of the Board will allow you to give more effective direction to achieve your organisations vision, mission and values.

In-depth interviews from four of Australia's most experienced board members – David Gonski, Rupert Myer, Heather Watson and Simon McKeon – unpack important topics such as: strategic direction and planning; board and CEO relationships; effective meetings; compliance and risk; motivation; evaluation; and building a strong board.



PO Box 765  
New Farm  
Queensland  
4005  
Australia

+61 7 3891 3872 / 0412 417 022  
[info@positive-solutions.com.au](mailto:info@positive-solutions.com.au)  
[www.positive-solutions.com.au](http://www.positive-solutions.com.au)  
ABN 21 085 992 301