

Making Boards More Inclusive for All



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My motivation – a challenge & opportunity

- **Male, stale and pale**

Charity Commission statistics show that the **average age of trustees in the UK is '57'**, with **67% aged over 60**.

*“At the current rate of change it will take over **70 years** to achieve gender-balanced boardrooms in the UK”*

Lord Davies of Abersoch, CBE

- **Opportunities in abundance**

Take one city

1800 voluntary sector organisations across **Edinburgh**

An estimated **90%** of voluntary organisations in the city currently have **vacancies**

Volunteer Centre Edinburgh



“We need to do more to attract young people to sit on boards”

“Being a trustee can provide a **career boost** for young people and improve an organisation’s **diversity** – it must be encouraged”

Nicholas Fryer (24/10/2013)



Time to spill the beans ...

“Just **2%** of UK charities have trustees **aged 18-24**”

... anyone Under '57' is young!!

“Age, I firmly believe, is irrelevant and **should not be a barrier**”

Amy Clarke (BBC Website, 30/10/12)

- Ensuring young voices are **heard**?
- Boards that **represent** young people?



“We [OSCR] recognise that **diversity** among those running charities is a key aspect of **good governance**, ensuring that the charity can draw upon a **wide range** and **appropriate mix** of **skills, experience** and **perspective**”.

“It’s telling that the average age of a charity trustee is **57**, so there’s a real opportunity for your trustee board to **actively mentor** the younger people in your organisation, and **encourage** those in the wider community to get involved in **voluntary work**”.

It’s an **investment in the charity leaders of the future** – and it’s never been more critical when we consider both the positive impact and increasing demands placed on the sector.

David
Chief Executive of the Scottish Charity
(Young Trustee Guide, A

Benefits of Recruiting a Diverse Board

- Increasing level of research; predominately *corporate* boards and a focus on **gender** diversity.
- Little research in a *Scottish context* – See Dutton & Raeside (2014) report commissioned by Scottish Government
- *Inclusive & diverse* boards are more likely to be **effective** boards, are better able to **understand** their **customer needs**, able to develop **new ideas** & possess a broad range of **experience** (Dutton & Raeside, 2014)

Benefits cited/raised at TrusteeWeek Conf's:

“Give-back, grow, feel great & get ahead”

1. Fresh perspectives, diversity of thought & challenging the status quo leads to better decision-making
2. Reflecting the real world
3. Harness passion & energy
4. Access new networks
5. Reciprocal learning through mentoring arrangements
6. Consciousness to follow guidelines to ensure board effectiveness
7. Setting an example at board level
8. Casting a wider net to match board needs
9. Expectation from policy-makers & funders

Creating positive experiences for young people ...

“**85%** of **under 35's** on charity boards find the **experience** a **positive** one”

“Vast majority of young people (**85%** from 200 respondents) without board experience **would consider becoming trustees**”

Young Charity Trustee's Survey (2013)

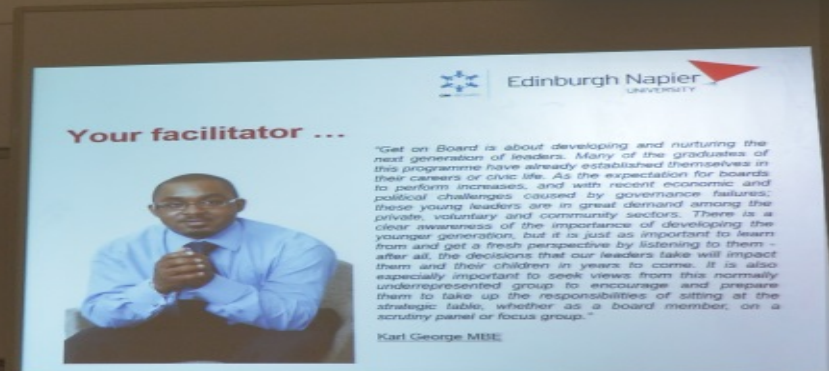
The graphic shows two hands, one larger and one smaller, reaching towards each other against a blue, textured background. The larger hand is on the left, and the smaller hand is on the right. The text "NEXT GENERATION LEADERS" is overlaid on the left side of the image.

NEXT
GENERATION
LEADERS

Lord Hodgson review of the **Charities Act 2006** in 2013 argued for promoting trusteeship in universities.

Universities are well placed to promote trusteeship.

Edinburgh Napier University vision is to hold: *'An enterprising and innovative community renowned internationally, with an unrivalled student learning experience'*



Edinburgh Napier academic signature: *'build concepts of global citizenship, promote diversity, ethical understanding and behaviour, and generally develop students' social capital'*

Edinburgh Napier's Young Professionals Get On Board programme

Launched with the aim of placing Edinburgh Napier students on the boards of local charities, voluntary sector organisations or public bodies, where they could network with professionals and help make decisions which impact on the community.

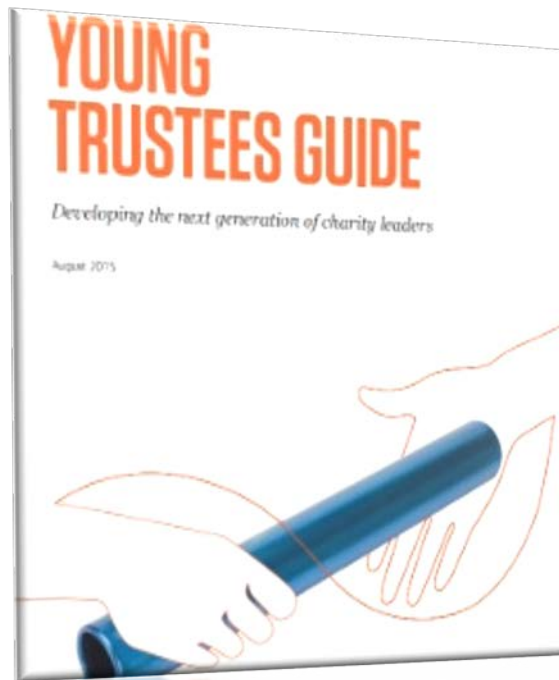


***“Give-back – feel great
and get ahead”***



‘Trusteeship gives you a **level of experience** you wouldn’t get in your **day job** or in other forms of **volunteering**’ Debbie Andalo (The Guardian, 10/10/12)

Challenges & suggestions to recruiting young professionals to your trustee board



- Time & availability
- Awareness of what trusteeship entails
- Legal liability
- Engagement across multiple areas
- Being valued
- Fear of looking stupid

See **YOUNG TRUSTEES GUIDE**: Developing the next generation of charity leaders (August, 2015)

https://www.cafonline.org/docs/default-source/about-us-publications/youngtrusteesreport_1682a_web_080915.pdf?sfvrsn=8

Competency Pathway for Trusteeship



Level Achieved	Specific Criteria:			
	Knowledge	Skills	Mind-set	Experience
Bronze Evidence of a foundation level of knowledge, skills & mind-set in board governance.	Awareness of key board-level roles in a variety of sectors in different contexts.	Appraise the skills that you can bring to a board-level role & identify gaps for development.	Awareness of your own attitudes and motivations to get on a board and readiness to develop a growth mind-set.	Demonstrate in an interview evaluation your relevant knowledge, skills and mind-set in board governance.
Silver Evidenced achievement against each criterion to demonstrate at least 14 hours of professional development.	Demonstrate the appropriate theoretical & practical understanding to fulfil a board-level role in a relevant sector and context.	Evidence of relevant expertise that could be brought to a board-level role, including an ability to build good networks and relationships.	Reflect on the attitudes and disposition that shape the individual contributions, behaviour and their influence on board decision-making.	Active engagement in a relevant sector that utilises your knowledge, skills and mind-set to add value to an organisation's purpose.
Gold Professional recognition in a board-level role over a sustained period.	<ul style="list-style-type: none"> Evidence of an active engagement in a board-level role in at least three board meetings Written personal evaluation and reflections on experience and peer feedback to date Commitment to ongoing professional development and networking* Mentoring of others in board governance <p>* Further opportunities exist as part of a professional pathway with the Association of Corporate Governance Practitioners</p>			

‘Get on Board’ Competency Pathway for Trustees

Bronze

- Attend taster session and Complete **bronze** Workbook.
- Attend and pass Reflective discussion.

Silver

- Attend 14 hours of CPD of interest to you / to fill skills gap (**see list of CPD opportunities**), Record in **silver** log book.
- Attend and pass Reflective discussion.

Gold

- Achieve board membership, receive peer feedback of performance and produce a portfolio of professional practice.
- Attend and pass Reflective discussion.

Professional development opportunities

To support the 'Silver' pathway, a listing of professional development opportunities is available here:

<https://wp.me/P5rDO4-51>

The Professional Development Eco-System for Board Governance in Scotland

The following organisations offer training, networking events and volunteering experiences that may be of relevance to an existing or aspiring Trustee (charity or social enterprise) or public appointee. The following list identifies providers who offer training to develop board-level competencies (*knowledge, skills & mind-set*) and opportunities to gain an *experience* in the relevant sector to help students to demonstrate the learning outcomes in the GoB competency pathway.

Provider	Competency development training (knowledge, skills & mind-set)		Opportunities to gain an experience					Organisations adopting/Supporting the GoB Competency Pathway
	Face-to-face	Online Resource	Networking	Volunteering	Mentoring	Board Shadowing	Board Recruitment	
EVOC	•		•				•	
ACSVO	•		•					
Edinburgh Chamber of Commerce			•					
Edinburgh Napier University	•	•	•					•
OSCR - Charity Regulator	•	•						
Inspiring Scotland	•		•	•				•
IoD Scotland	•		•		•			
Goodmoves							•	
Changing the Chemistry	•		•		•			
Volunteer Edinburgh	•			•			•	
<i>Organisations offering training in Edinburgh:</i>								
Anderson Strathearn	•		•					
RSM	•		•	•		•		•
Santander	•		•	•		•		•
Standard Life Wealth	•							
<i>UK Providers:</i>								
Effective Board Member, The Governance Forum	•		•					•
Association of Corporate Governance Practitioners (ACGP)			•				•	•
STEP		•						•

Organisations that wish to be considered as a provider should contact getonboard@napier.ac.uk for further information.

Why not join our Executive course in ‘Leadership in Board Governance’? (next cohort – Sept 2018)

Previous cohorts testimonials:

- **Karen Gribben, Senior Legal Counsel (Routes) at Rail Infrastructure Limited and Board Member at Wishaw and District Housing Association (WDHA)** *“I think the course has been outstanding. I think that if you think you know governance, you don’t, and you need to come onto this course. It will really challenge your thinking. It’s not just for charitable or trust organisations. Directors would really benefit to understand how they can work more in partnership with their board.”*
- **Alasdair Perry, Deputy Assistant Chief Officer at Scottish Fire and Rescue Service** *“I’ve found the course valuable and I would strongly recommend it to others. It’s given me a broader perspective of working on a board, and a greater understanding of how to work with the board at my organisation.”*
- **Jacqueline McCutcheon, Corporate Services Manager at Patrick Housing Association** *“I’d definitely recommend the course. It’s beneficial in terms of understanding responsibilities of board members and trustees, as well as business within a wider context.”*

Summary

Boards to be effective needs the right mix of **skills**, **knowledge**, **backgrounds** and **experiences** and **perspectives** to govern well, as well as embodying **diversity** in its widest sense (The NCVO Good Governance Guide, 2010)

- Young Trustees an **untapped resource**?
- If so, ***time to spill the beans ...*** (the **under '57'** variety – majority so far have been **female Boom!**)
- Many ways to **encourage** young professionals to get on board
- In a wider sense, we simply **need to attract more trustees** Ensuring that the right people **'fit'** the needs of board.