

How to diversify your charity's trustee board

Penny Wilson
Getting on Board

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What we will cover today

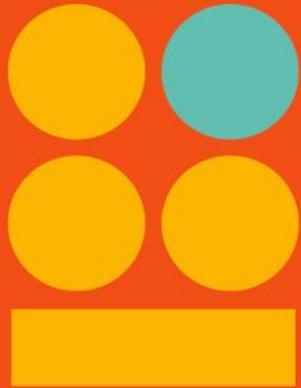
Trustee diversity: current status

Why does trustee diversity
matter?

Inclusion

Practical tips to improve the
diversity of your board

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Trustee diversity: current status



Who is missing from charity boards?

Skills and lived experience

- Those with ‘professional’ skills, for example, finance, PR, fundraising, legal, digital, HR and marketing skills.
- Service-users/those with “lived experience” of an issue. 59% of charities say that their boards are not representative of the communities they serve.



Age and gender

- The average age of a trustee is 60-62 and only 0.5% of trustees are 18-24, despite making up 12% of the population. 2/3 of charity trustees are over 50. 51% of trustees are retired.
- Women are 36% of trustees.



Race and other protected characteristics

- People of colour represent 8% of trustees (vs 14% of wider population).
- Other minority groups: disabled people and other minorities are likely to be under-represented (but no stats are available).



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Class

- 30% of trustees have a postgraduate education
- 60% of trustees have professional qualification
- 75% of trustees are from households above the national median for household income

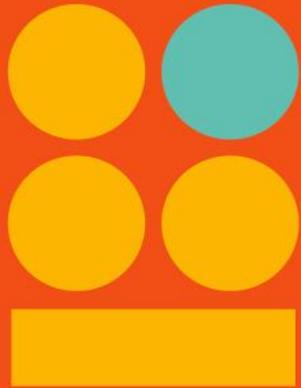
	Wider charity sector	Armed forces charity sector
Male	64%	73%
Female	36%	27%
White	92%	85%
Average age	55-64	55-64
Retired	51%	23%
Postgraduate	30%	17%
Professional qualification	60%	22%
Average size of board	5.9	11.3

Taken from “Cobseo Discussion paper on diversity at board lever for armed forces charities”



What do we mean by trustee diversity?

- Protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation)
- Lived experience
- Class
- Neuro-diversity
- Geography
- ? Relevant mix of skills, knowledge, soft skills, perspectives, protected characteristics, experience incl life experience, networks, ways of doing things and so on



Why does trustee diversity matter?

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Charity Commission for England & Wales

“First, charities are missing out on the widest range of skills, experience and perspective at board level. Charities help tackle society’s most important challenges, and work with some of the most vulnerable people in our communities. They are also operating in an environment of increasing public scrutiny. To continue to make an impact for their beneficiaries into the future, and retain legitimacy among the communities they serve, charities need to be smart, agile and creative. A diverse board can bolster a charity’s resilience and give it the best chance of fulfilling its purposes into the future.”

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Charity Commission for England & Wales

“Second, uniformity at board level puts any organisation in any sector at risk of adverse group dynamics, including group-think, an unwillingness to challenge colleagues, and complacency of vision. Charities are not immune to that.”

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Evidence that diverse boards:

- Present more options and are more innovative
- Analyse the evidence more carefully
- In the commercial world, make more money

<https://hbr.org/2016/11/why-diverse-teams-are-smarter>

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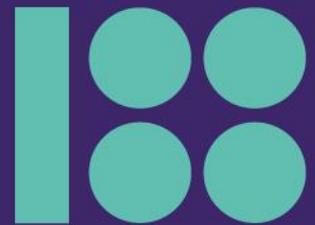
14%

of charities feel very well
equipped to meet the
compliance, strategic and
development needs of the
charity over the next 3 years



Take aways: why diversify your board?

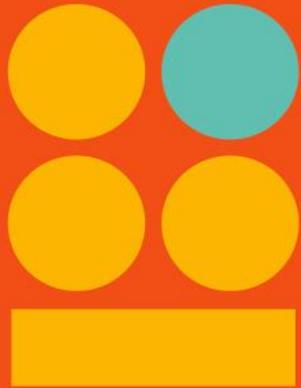
1. Challenge and difference are at the very heart of effective governance.
2. Research shows that a relevant mix of people on our boards is one of the primary ways of building organisational resilience.
3. As trustees, it is our legal responsibility to do our best by our organisation and a lack of diversity on a board is a risk.
4. Boards should be close to the changing needs of current and potential service users.
5. Why miss out on all of that talent?!
6. Board diversity is essential for credibility.



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Inclusion



Charity Governance Code

“All trustees have the same responsibility for the charity, so they must have equal opportunity to contribute to decision making. Board diversity, in the widest sense, is important because it creates more balanced decision making. Where appropriate, this includes and centres the communities and people the charity serves. This increases the charity’s legitimacy and impact. Equality and diversity are only effective and sustainable if the board works to be inclusive, ensuring that all trustees are welcomed, valued and able to contribute.”

<https://www.charitygovernancecode.org/en/6-diversity>



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“Diversity doesn’t matter as much on boards where members’ perspectives are not regularly elicited or valued. To make diverse boards more effective, boards need to have a more egalitarian culture — one that elevates different voices, integrates contrasting insights, and welcomes conversations about diversity.”

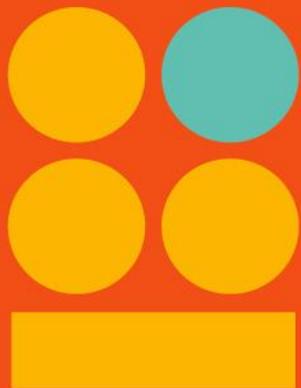
<https://hbr.org/2019/03/when-and-why-diversity-improves-your-boards-performance>



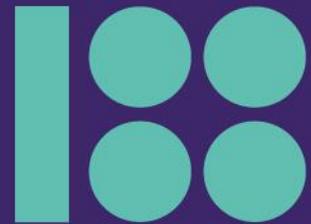
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“I left a trustee style role because I felt intimidated around lots of white people. Your voice is undermined and you feel like a minority. If you ask too many questions you feel like you are being demanding. It also just felt like a tick box exercise. I was like a silent member of the board. There were a lot of power dynamics due to race issues.”



Practical tips to improve the diversity of your board



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Tip 1

Run an open
recruitment
process

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**Over
90%**

of charities recruit
most trustees through
word-of-mouth and
existing networks



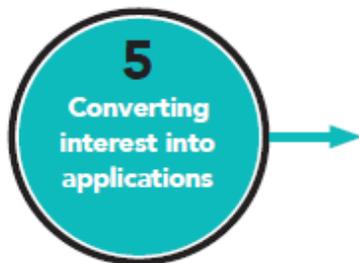
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“We would like to see charities do more to attract and welcome new types of trustees to their organisations. One simple step is to always advertise and recruit openly when positions become available. At the moment, too many new trustees are recruited informally, through existing networks, which risks perpetuating a trustee ‘monoculture’.”

Helen Stephenson, CEO, Charity Commission for England and Wales, 1 November 2021

<https://charitycommission.blog.gov.uk/2021/11/01/trustees-week-encouraging-different-perspectives/>

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Tip 2

Recruit at the
confluence of
diversity and
skills/knowledge/
experience



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1. Are your org's strategic priorities? And what challenges and opportunities is your charity likely to face over the next 5 years?
2. Do your trustees have the right skills, knowledge, experience, backgrounds to tackle these challenges?
3. If not, what's missing?



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Tip 3

Remove all
unnecessary
barriers



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Remove barriers which will restrict your pool of applicants

- Do they need board experience/a degree?
- Do they need a detailed understanding of charity governance/an “understanding of their legal responsibilities” or can training be provided?
- Use “at a senior level/significant senior experience” with care.
- Practicalities: meeting times and locations, expenses
- If high, does the time commitment have to be the same for everyone?



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Don't assume that people don't want to become trustees

- Participants across both focus groups rated the following as the primary barriers to becoming a trustee: “I am concerned about not getting my voice heard”; “I don't feel qualified to be a trustee”; “I don't want to take on a responsibility that I don't understand” (yet, when we asked them to describe what trustees do, their understanding was good); and “I need to find a charity I connect with”.
- The lowest ranked barrier was “I don't think being a trustee would be an enjoyable experience”. Indeed, several spoke powerfully about how they would find it fulfilling.



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Don't assume that potential trustees know:

- That they want to be a trustee!
- That trusteeship is open to them
- What a trustee is
- Anything about your charity
- How to apply
- What a typical trustee recruitment process is
- How to behave as an effective trustee (many existing trustees don't know this either!)



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(Trusteeship is) *“bestowed upon people when they have a lot of influence, power and success: I didn’t know you could apply to be a trustee”.*

“I see it as an older white male scenario – I don’t fit into that category.”

Tip 4

Get your advert
right

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Appointment of Trustee

The Trustees of Girton Town Charity wish to be representative of the residents of the Village and we would welcome a new member of any age, sex, race or belief who shares an interest in the promotion of the Charity and its purposes.

As a Trustee you must be prepared to take an active and 'hands-on' part in the running of the Charity which will involve working on specific allocated responsibilities.

We have a monthly evening meeting to discuss the routine business of the Charity and new strategies are developed at an annual all-day meeting.

If you are interested in the position, please contact the Chairman or any other Trustee to talk about what is involved in carrying out the work of this vibrant charity.

Written applications to be addressed to the Chairman at 22 High Street, Girton, CB3 0PU.
Closing date 19th November 2017.

Help local museums prepare for the future

Cambridgeshire museums are looking for dynamic and motivated people to serve on their Boards in non-Executive voluntary capacities

- Museum of Cambridge
- Ely Museum
- Burwell Museum
- Stained Glass Museum

Expertise in the following areas is required:

Finance, Marketing, Education, Fundraising, HR, Museum Sector

All museums are Accredited, independent charitable organisations

For Trustee recruitment packs and further information:

www.volunteercambs.org/trustees

Or contact Gordon Chancellor, Museums Partnership Officer for
Cambridgeshire:

E: gordon.chancellor@cambridgeshire.gov.uk

T: 0774 720 55 75

EMPOWER PEOPLE WITH US.



We are recruiting to a number of voluntary positions to join our Board of Trustees.

We are a successful **relationships charity** with a vision for society where people enjoy good emotional well-being and personal resilience, supported by positive relationships in all areas of their life.

We do this through the provision of **counselling** for children, young people, adult individuals, couples and families, a **domestic abuse service** with integrated support for perpetrators, victims and children, family **mediation**, **parenting courses** and **community interventions**.

Whether you're an experienced Trustee or wanting to take your first step at Board level, we want to hear from you.

Our new Trustees will have skills in one or more of the following areas:



Finance



Clinical Practice



Income Generation



Press and PR



Human Resources



Political Influencing



Digital

As a Trustee you will have:

- Induction, training & reimbursable expenses
- Opportunities to make strategic decisions & develop new skills
- Opportunities to network with senior professionals
- Influence to shape innovative projects
- The chance to improve health & wellbeing of people & communities

The expected time commitment is six Trustee meetings per year (meetings are held in Manchester, on Wednesdays between 6 - 8pm), one full day strategy day and some ad-hoc committee work

Deadline for applications: 3rd September 2018

Interviews: w/c 10th and 17th September 2018

For an application pack: please contact recruitment@talklistenchange.org.uk

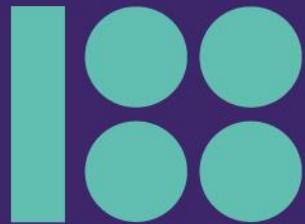
For an informal chat, contact our Chief Executive, Michelle Hill at: michellehill@talklistenchange.org.uk.





What to include in your advert

- What your charity does
- What skills and experience you're looking for *and why*
- What a trustee does
- What the time commitment is
- Any benefits – out of pocket expenses, training
- Where the meetings are held
- How to find out more information
- How to apply
- Closing (and interview) dates



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Explain what a trustee is

“Trustees have overall control of a charity and are responsible for making sure it’s doing what it was set up to do. They may be known by other titles, such as: directors; board members; governors; committee members.

Whatever they are called, trustees are the people who lead the charity and decide how it is run.”

(The Charity Commission)

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Possible advert wording

“It is not necessary to have previous board committee experience as training will be provided. This position would therefore suit an individual taking their first steps to develop wider board level and governance experience.”

(Sense about Science)

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Possible advert wording

“Previous board/trustee experience is not necessary and we welcome applications from all ages and backgrounds.”

“We particularly welcome applications from (women, people of colour, under 30s, people with lived experience of homelessness....) as we are looking to diversify our board.”

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Make the wording relevant to your context

“At Flamingo Chicks we embrace diversity. We recognise that the genre of ballet is predominantly white and are committed to making change. Our work on this is at all levels, and we feel passionate that our Trustee board should be truly representative of the people it serves. We’re therefore encouraging applicants from all backgrounds and (especially those) from Black, Asian and minority ethnic groups. Given the nature of our work, we are keen to add more voices with lived disability experience to the Board too – helping us evolve our work with all disabilities in mind.”

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Tip 5

Do the leg work to
advertise where
your potential
trustees will see it

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General

k group/lead
 y activities
 possible
 ed in English
 seasonal
 needed
 dly
 ing/working
 outside
 em
 come to June at Island
 English Road, Byron Bay

RO -
 ntry Club
 versed staff

entice Chefs
 ntrance chef. Full-time
 y fast-paced kitchen

upervisor
 nited and
 on who
 in a 6x same restaurant

friends
 and development,
 countability of the
 the manager.
 0 hours
 year in a similar role
 references: 30
 2.com

ON
 ntrinity
 HGR

courses...

MODELS 18+ years required. Must
 include 10 Photos and People magazines.
 No experience required. All shades and
 sizes. Backpackers welcome. Good
 money. Professional accredited ADP
 photographer Ph: 341.967940

EXPERIENCED German-land staff jobs
 that for holiday would be catering. Study
 awards Long term. 043470555

CHEF
 Enthusiastic & fast-working with
 qualifications & experience for top
 Handy team at busy Singapore Dining
 Restricted residents only
 Email resume: and@hongkongdining.com
<http://www.hongkongdining.com>

WANTED
EYE GENIUS seeks minions
 to sacrifice their lives in world
 domination attempt. Must be
 prepared to work 24-7 for
 limited pay/paths for no pay.
 Money death inevitable but
 resources and user death tags
 provided. No waterloo.
 Call: 1-800-ARWAB-HANA

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 No interviews left??
 Your Resume is the problem!
 You need a **tailor-made Resume**
 for all online job applications
 Interview Guaranteed!
 All Professions
LOCAL BUSINESS
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THE
TRICK-OR-TREAT
CASTLE

Skilled Services Required
 a Permanent position, full
 day shifts
 • Up to 4 days per week, incl
 Friday & Saturday
 • From 8.30am-5pm

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 please call 5am-6pm
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 Contact: Françoise
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www.franceonline.com.au

MUSICAL NOTES
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 Technic, repair & restore since 1981,
 Ph: Or Paul Dale 04122 98114 or
www.paulofpiano.com.au

PIANO TUNING
 Tune the Piano Man. 7540 301 8
 SAC College St. Barlow 042521114
www.tunethepianoman.com.au

BYRON SOUND LOUNGE rehearsal
 recording & Ph fax Ph 38882838

FUNERAL NOTICES
FENEL MARGARET MARY
 "BOGGY"



Trustee listings websites

Reach:

<https://reachvolunteering.org.uk/charities-non-profits/find-trustee>

Do-it/Small Charities Coalition: <https://do-it.org/channels/trustee-finder>

Women on Boards:

<https://www.womenonboards.net/en-GB/Home>

Young Trustees Movement:

<https://youngtrusteesmovement.org/>

Getting on Board: www.gettingonboard.org
(not a listings website)

Charity job: <https://www.charityjob.co.uk/>



Other places to advertise

Your own website, social media,
newsletter

Newsletters, e-magazines

Posters in hospitals, universities etc

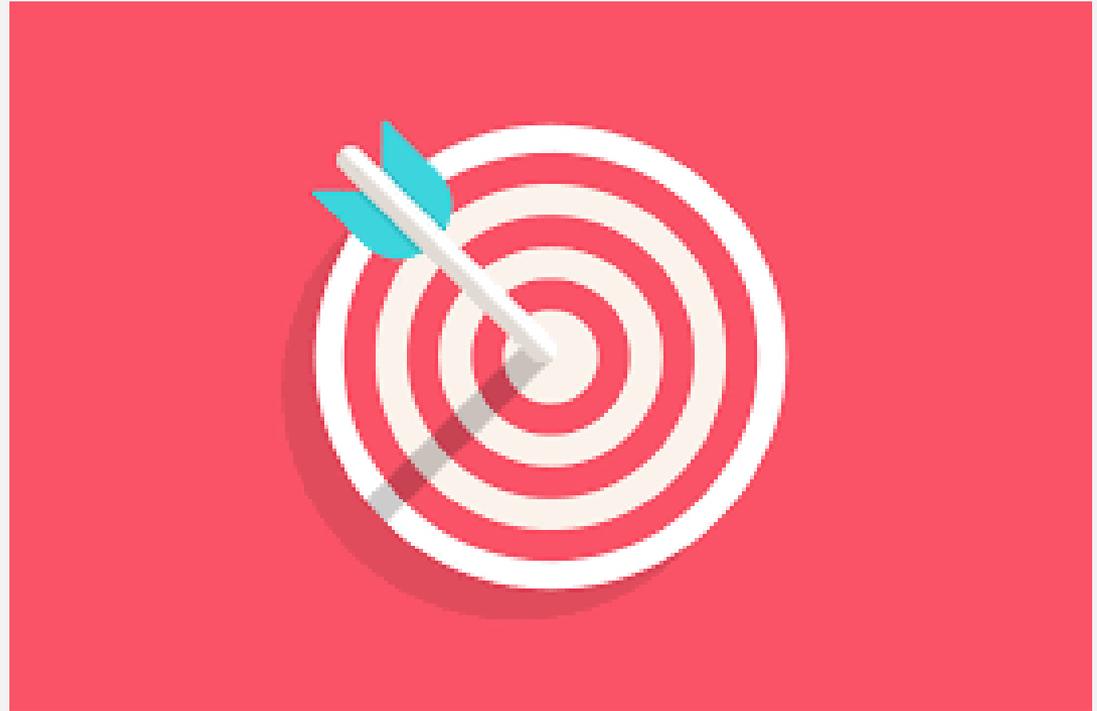
Volunteer Centre / CVS /
membership bodies

Twitter, Facebook, Linked In etc

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Targeted



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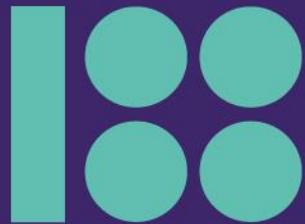
Where will you find trustees with the skills you need?

1. Workplaces/large local employers
2. Business parks
3. Business networks/membership bodies
4. Professional associations
 - Accountants - <http://www.icaewvolunteers.com/>
 - Treasurers - <http://www.honorarytreasurers.org.uk/Vacancies1.html>
 - Lawyers - <https://www.barprobono.org.uk/>
 - HR - <https://peoplemanagement.haymarketrecruitment.com/register/>
5. Publications, websites, online networks



Example professional networks built around protected characteristics

1. Black Fundraisers Network: <https://www.institute-of-fundraising.org.uk/groups/sig-black-fundraisers-network/>
2. Women in Banking and Finance: <https://www.wibf.org.uk/>
3. Black Young Professionals: <https://byp-network.com/>
4. Black Solicitors Network: <https://www.blacksolicitorsnetwork.co.uk/>
5. International Association of Young Lawyers <https://www.aija.org/en/>



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General

Our website
Our LinkedIn
Our Twitter
Tag relevant orgs
through LinkedIn and
Twitter

UK Charity Trustees
LinkedIn group
Reach
Charity Connect
Charity Job
Do-it
Our corporate
partners
GonB vacancy list
Team London
The Fore
TPP (free service)
Ethical Angel

Digital marketing
Media Trust
Charity marketing

group on Facebook
LinkedIn group:
“Charity Digital
Marketing Jobs”
CIPR
Charity Comms

CSR
ICRS
Corporate Citizenship
LinkedIn group:
“Investors in
Community”

Impact and
campaigning
IVAR
Social Change Agency

Infrastructure and
funders
Association of
Charitable
Foundations

NAVCA newsletter

Aleto Foundation
Asian Business
Association (ABA)
Black Collective of
Media in Sport
Black Fundraisers UK
Black Young
Professional Network
Muslim Women's
Network UK
National Black
Women's Network
Powerful Media
*(Thanks to the Action
for Trustee Racial
Diversity)*

Tip 6

Shortlist and
interview fairly
and objectively

What should an effective board feel like?



"Should we get around to the agenda at some point?"

© SCOTT GARRETT 2019

RDBINSIGHT 2019

Diana Garnham:

"The Good, The Bad and the Ugly of Board Behaviours", 2019

Shortlisting

Decide who is going to shortlist

You could anonymise applications to minimise 'unconscious bias'.

Make sure you are clear on the criteria you are assessing – essential vs desirable

Ensure that the criteria don't disadvantage the groups you are trying to attract

Set scores, eg. out of 5 for match to each competency you are looking for.



Interviewing

Tell process in advance and stick to it / help candidates be their best

Accessibility

Panel diversity

Use set questions for all candidates
– can delve deeper if need to

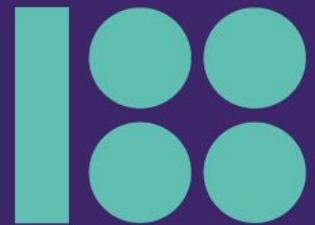
Don't assume or test things that can be learned (e.g. role of trustee)

Two way interview

Tip 7

Induct, induct,
induct

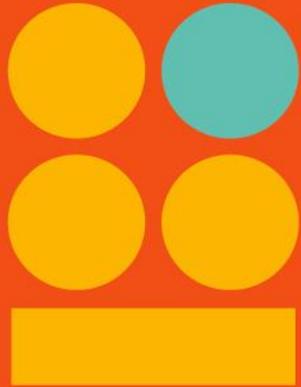
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Tip 8

Just do it



Questions

info@gettingonboard.org

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