

Nurturing the talent pool: Challenges and opportunities of bringing on board young trustees



Dr. Miles Weaver ACP,

The Business School,
Edinburgh Napier University

m.weaver@napier.ac.uk

@weavermiles



.... **That fire in the belly**

57

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

“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)





“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**”.

David Robb,
Chief Executive of the Scottish Charity Regulator
(Young Trustee Guide, Aug 2015)

An untapped resource?

- **Half** of charities find it **hard** to **recruit new trustees**
- **Third** admit to recruitment being from **word-of-mouth** to fill places
- **Not unusual** for trustees to be **recycled** between organisations

Debbie Andalo (The Guardian, 10/10/12)

Take one city

1800 voluntary sector organisations across **Edinburgh**

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

Volunteer Centre Edinburgh

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)

The
Under
'57'
Variety

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

‘Variety’ and the ‘No. 57’

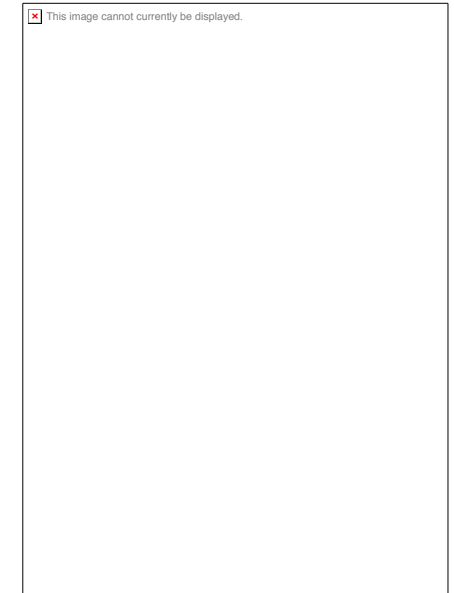


“The Charity Commission says creating a **diverse board** gives **increased accountability** for a charity’s actions and helps to assure the public that an organisation is **fair** and **open**.”

The Guardian, 20/10/12

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. *[in Young Trustees Guide, August 2015]*

David Robb,
Chief Executive of the Scottish Charity Regulator



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:

“Give-back – feel great and 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)

Addressing Scotland's national priorities

Scotland's fifteen National Outcomes:
The purpose of Government;

50/50 by 2020: Working for Diversity
in the Board Room;

Creating a Fairer Scotland: What
Matters to you

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Living Wage
Zero Hours Contracts
Workforce Engagement
Invest in Youth
Balanced Workforce
Innovation
Internationalisation
Community
Prompt Payment

In a University context ...

Edinburgh Napier University vision is to hold:

*‘An enterprising and innovative community renowned internationally, with an **unrivalled student learning experience**’*

Our Academic signature:

‘build concepts of global **citizenship**, promote **diversity, ethical understanding** and **behaviour**, and generally develop students’ **social capital**’





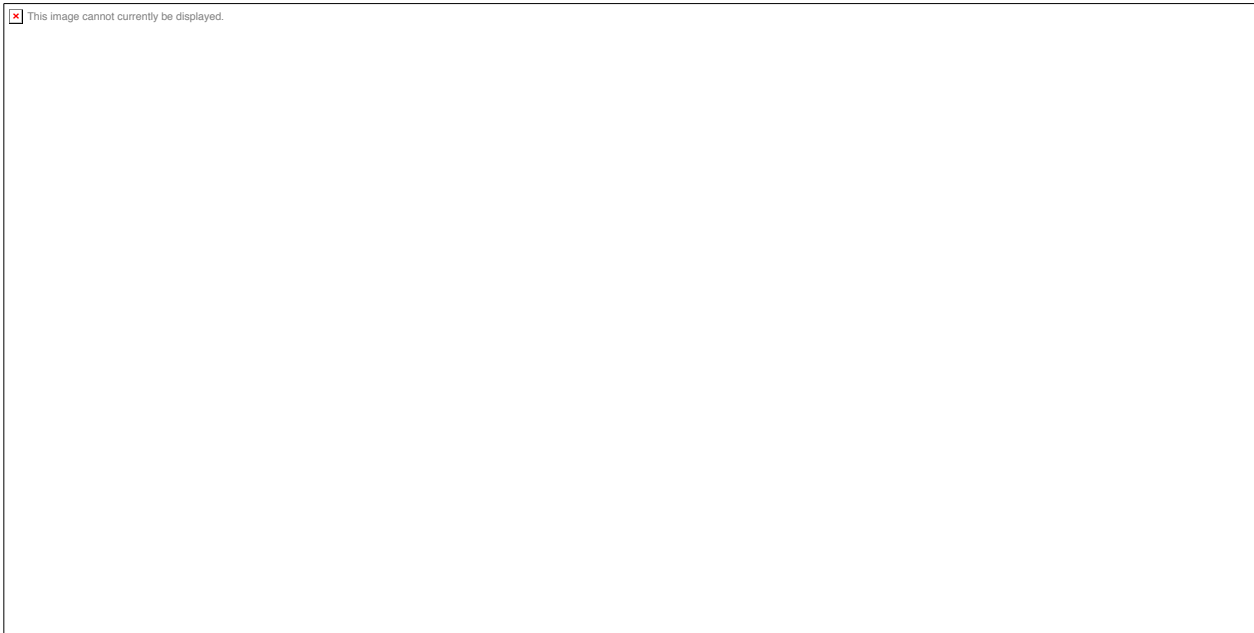
Edinburgh Napier's Young Professionals Get On Board programme

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.

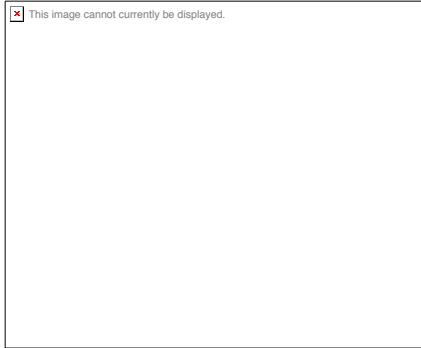
***“Give-back – feel great
and get ahead”***

Angus story ...

Former Deputy Chair of the Voluntary Action Fund

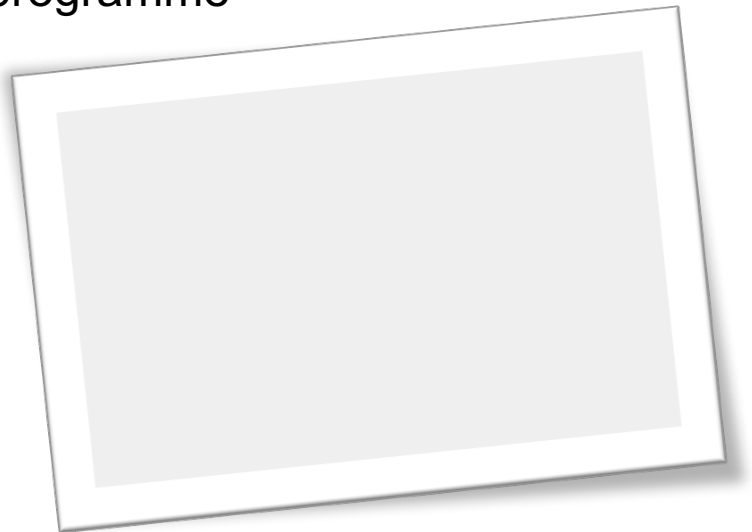


‘Trusteeship gives you a **level of experience** you wouldn’t get in your **day job** or in other forms of **volunteering**’



To encourage and **attract young professionals to sit on boards** in **Scotland** and **cultivate social capital** in the form of a community **network of Young Trustees**.

4th Cohort: *'Students Get on Board'* programme



1. **'Board Bank'** of potential Trustee's from diverse backgrounds and skills matched with suitable participating boards
2. **Raise awareness** in **"Diversity on Board"** challenges (e.g. age, gender)
3. **Network** and **share good practice**
4. **Build links** with and between partners and participating organisations
6. **Promote** the role of the **voluntary** and **third sector**, including as a potential preferred **career choice**
7. **Bring people together** on common areas of interest to bring about **collective change** (calls to action)

Innovative approach to enhancing student learning in HE?



- Over 100 Students since 2013 have been supported by the Business School and our community partners with:
 - Training
 - networking opportunities
 - Mentoring
 - Career guidance
- In 2015, the pilot was awarded a **Herald HE Award for Enhancing Student Learning**





Stirlingshire Third Sector Conference
Engagement - Empowerment - Excellence
Bringing the Sector Together

Workshop B

‘Diversity in the Boardroom: Nurturing the Talent Pipeline and Skill Sets’

Dr Miles Weaver & Graham Leydon -
Young Professionals as Trustees







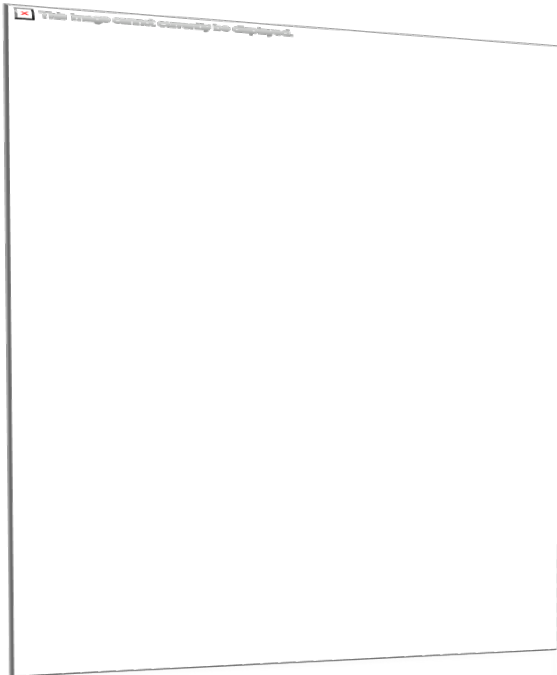


Leadership in Governance – Board Diversity Suite of Programmes

(launching Sept 2017)

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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

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)
- Many ways to **encourage** young professionals to get on board
- In a wider sense, we simply **need to attract more trustees** The right people **'fit'** for the needs of board.



“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**”.

David Robb,
Chief Executive of the Scottish Charity Regulator
(Young Trustee Guide, Aug 2015)

How to encourage more people to join boards

Handout provided



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Edinburgh Napier University

m.weaver@napier.ac.uk

@DrMilesWeaver



Aim of Discussion

To identify ways in which Trusteeship can be encouraged and how we can build relationships and networks to support the development of trustees in Scotland

- Discussion 1: How can we encourage more people to consider being a trustee?
- Discussion 2: How can boards ensure the diversity of board members to reflect key stakeholder groups and the skillset required to govern effectively?
- Discussion 3: How can third sector organisations build relationships to encourage existing volunteers, local professionals, including University and College students to get on board? What training requirements might each group need?

Challenges & suggestions to recruiting young professionals to your trustee board



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Time & availability

- Understand **time commitment** during the recruitment process
- **Availability** of all board members

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Awareness of what trusteeship entails

- Trusteeship is available to most but **awareness** is low
- Understanding of a Trustees **role** & **responsibility**
- Feeling **welcomed** and **included**
- Need for **induction** and **mentoring** (e.g. structure, culture)
- Consider **board shadowing** opportunities

Legal liability

- Be clear about **responsibilities**, **rewards** and **potential risks**
- **Celebrate diversity** and that the taking on **responsibility** (rather than liability) is great for personal development
- Refer to **Trustee responsibilities** described clearly in **OSCR** publication
- **Engagement** with an organisation provides **opportunities** to build **professional practice skills** and develop **deeper** levels of knowledge that will provide a significant **advantage** in the **job market**
- Responsibility seen as a **‘developmental opportunity’**
- Point to any free **training** available

Engagement across multiple areas

- Understand that **different knowledge** and **experience** exist so need to **find new ways** to ensure all board members **engage** (e.g. how financial statements are presented; provide some intro to agenda items to get all on same page)
- Assess **Training** & CPD needs & ensure a quality **induction**

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Being valued

- Take young trustees **seriously**, with **respect** & be **fair** as you would with any other trustee
- Board should communicate **confidence** in attracting young people to the board
- Right to be involved in **all** board issues

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Fear of looking stupid

- Minimise **assumptions** of all trustees knowledge
- Avoid information **overload**
- Culture of **valuing all inputs**, **questioning** and **scrutiny** as this leads to **good governance**

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