**Transforming Governance: Recruitment of Trustees and Succession Planning- 8 February 2024**

HOLLIE: Okay, I think we will get going. My name is Hollie Smith‑Charles. I am the Arts Council lead for Transforming Governance. I am going to do a very quick bit of housekeeping and then hand over to Ian, who is leading the session today. So first of all a visual description. I am a white woman and I have got blonde hair in a ponytail, and I am wearing a sort of chunky white jumper as well. So thank you all very much for joining this workshop. It's part of our broader Transforming Governance programme. Which is a kind of series of events that we are holding. That we will be running all through the year to support good governance and leadership across our funded organisations. Some of you will have attended our workshops. This is our sixth one. If you didn't make them or you want to recap the other five workshops are all available free online if you search for Arts Council Transforming Governance that should find it. As well as the recordings of the workshops you will see the slides that were presented and some really helpful practical resources around each of the topics as well as some case studies of good practice that I hope will be useful. We will also be running a peer network for chairs of boards and oversight groups. Registration for the introductory sessions is now open so do have a look at that as well if you think that would be useful. Then there will be other activities happening as well so do sign up to our mailing list if you have not already done so. I will do a very quick bit of housekeeping. We ask that you keep your cameras off for the main session just because it helps with the screen sharing and our BSL interpreters are hopefully pegged to the top of the screen. If you keep your cameras off for the group session, but when we go into break out room, do, if you can, turn them on because that will be an opportunity for a smaller group conversation. There is BSL and captioning available to everybody. Any issues with that do drop us a note and we can help with any access needs. And for this session some of you, we have had it slightly different on each of the workshops, but the chat function will be switched on for this one. So what we would recommend is do put your questions in the chat and what we will do is after the breakout sessions we will spend a bit of time answering any we can. Any we feel we need to go back to or don't have time for we will do written responses after the session. There is a slight change, unfortunately the guest speaker is poorly. So we won't be able to have the guest speaker, which is a pity, but it means we have time for a question and answer session during this workshop. And just in terms of format there will be the presented content and I am going to hand over to Ian in a moment. We will then have a short break, a slightly extended break out rooms and then, as I say, the Q&A at the end. Thank you again for join us and I will hand over to Ian.

IAN: Thank you very much, Hollie. It's wonderful to be with you all. Thank you, Harry and Clare for interpreting for us today. My name is Ian Joseph, I am the Managing Director of Trustees Unlimited. I would say I am mixed race, early 50s and wearing glasses. Probably the least said after that the better. It's great to be with you.

As I said, I run a business called Trustees Unlimited. We were set up in 2009 as a disruptor into the trustee recruitment market, initially set up by three organisations, the National Council For Voluntary Organisations a law firm called Bates Wells and a company called Russam, the longest established interim management company in the UK. The reason we came together is we felt that boards were lacking cognitive diversity and really needed to recruit beyond their own networks. So the whole raison d'être of having decisions is baked into our DNA which is partly why we are excited to be sharing thoughts with you today. As Hollie said we will have Q&A towards the end and here is a basic outline of what we were going to be talking about.

So I am going to do a formal presentation now for about 45 minutes. I hope some of this is going to be helpful. Well I hope a lot of it is going to be helpful. In its nature and context I am really intending to be very practical. I recognise we have a lot of people in the room. Some larger well‑sourced and some companies less so. So it's going to be hard to peg it for everyone's benefit, but I will do my best to give you practical tips that could be very helpful. So let's start and before I kick off and talk about spadework, whatever that mean, fundamentally boards are the creators and custodians of board culture as well as people a people charter as well as ensuring that the organisation delivers against its objective and having a competent and engaged and diverse board is vital. I can't stress how important that really is.

But before we do anything and talk about recruiting trustees and strategies for doing that. There is something about spadework and I was looking at my garden yesterday. It's a complete mess. I am dreading spring because it means I am going get out there and do a lot of digging which can be really hard and it can be really boring.

Nevertheless, if want to have a beautiful garden over the summer I really have to put in some work. The same is true when it comes to recruiting trustees. You need to put in some real effort, some real work to prepare yourself for the campaign that is to follow.

So the first thing I want to talk about is the importance of really engaging your whole board in your approach to recruitment. And very often I have seen organisations and I have recruited hundreds of trustees for all sorts of organisations over the years and sometimes what happens is the charity will just rush straight into putting an advert, hoping that they are going to find some great candidates. Really what needs to happen before that is the whole board need to engage in the process. This is particularly important if you are looking to broaden your trustee membership perhaps into more diverse communities. I was working with the chart last year and I spoke to the chair and he said we want to diversify our board. It was an environmental charity, not known for being diverse in terms of the composition of their boards. That was fine and good and then we met with the trustees as a whole and we asked them what they were thinking and why diversity was important for them. It was obvious that the whole board hadn't engaged before they asked us to help us. There is a telling point there ‑ engage the board before any process. What I mean by that is if I stick on the theme of diversity. Sometimes as trustees we might say well how do we become more diverse? Really the question should be what is it about us that prevents people applying to us? So it's thinking about your organisation in a slightly different way. Perhaps it's challenging some of the assumptions that you already have. So I know that trusteeship is often perceived as an elitist activity or something for white middle class people and nobody else should really tackle it. So you need to start thinking even early on about how do you remove barriers for people applying.

Similarly talking about language and making sure that as a board you agree on what you mean when you are talking about different definitions, particularly as it relates to recruiting diverse trustees. And so people often talk about, for example, lived experience and they equate lived experience with expertise in EDI whereas in fact there are specialists that focus on EDI and lived experience can mean something else. But, as a board, you need to have these discussions before you put pen to paper, so to speak, so that you are all aligned in terms of what you are thinking. A really great opportunity before you go out to recruit is to take some time, just to review some of the things that you are currently doing. So, for example, does your charity have a Code of Conduct for its trustees? Some do, some don't. Is it something you might want to consider? If you do have one is it currently up to date? What about charity governance code? Is that something that you have used to benchmark your own performance as a board? Do you know what the charity governance code is? Is this now a good opportunity to look at it and see how you are doing.

It doesn't need to be a very sophisticated audit, before you go out into the market just check and see if there is anything that you can learn. What about your induction process? Do you have that in place already? I am going to talk more about the induction later because it's often something we forget, but actually we do a lot of hard work recruiting trustees only to potentially lose them once they come in. We don't want a revolving door, we want people to retain and be with the organisation and do really well.

So Nominations Committee. Who is going to be leading the process? Have you discussed that as a board? Have you agreed who the trustees are? What is going to chair that committee? Do you involve the Chief Executive or Executive Director if you have one or artistic director? But who is involved in making those decisions and to what degree do they have delegated authority? And the final thing I want to say here in terms of spadework is more of a psychological point. That is it's a journey with no final destination, or hopefully the destination is going to be you appoint some trustees. But my point is sometimes it doesn't work as well as we hope. Sometimes we are looking to recruit more diverse trustees and we get it wrong in terms of the way we are communicating, or the language we are speaking. That is okay. Because I really believe that we learn from failure and if you are not failing, you are probably not trying hard enough. So don't be afraid to fail, be ambitious with your goal to recruit great trustees for your organisation, because your beneficiaries really deserve it. So I am going to talk about some practical points now. Having done some thinking about your organisation and your board, what is the next step in terms of recruiting your trustees? And we often talk about skills audits, but I like to zoom out and broaden that to thinking about board audits. So a skills audit, of course you analyse the skills you have with your organisation, you think about where it is you are heading strategically and therefore what are the gaps that you need on the board to get you to the place you want to get to? And there are lots of tool and if you just Google, 'Charity board skills audit', you will find lots of great stuff. But a board audit goes a little bit further than that and considers things about behaviours, it considers things, perhaps about diversity that aren't picked up in a PurePlay skills audit. And it talks about things like lived experience which is equally valuable to an organisation in its effective decision‑making as having an accountant or having a marketing person.

So think about your board audit. Have you done that, do you know exactly the sorts of people you are looking for. One caveat is that sometimes there isn't a specific skill set we do just need some new trustees, in which case I would say be open minded to the types of individuals that might come forward. So that is not to talk against themselves, but you need to know for your own organisation what are the requirements. Secondly consulting your governance documents. I know this sounds so straightforward, but it's amazing how many organisations I have worked with who have gone headlong into recruiting trustees, without consulting their memorandum and articles or their governing instrument which will really dictate how you appoint and recruit trustees. So, for example, do you have to do that at an AGM? Do you have members beyond being company members? Can you co‑opt individuals? How long do they serve on the board for and all of these things will typically be enshrined in your governing documents. I was doing a talk a while back and I had a group of chairs in the room and there were about 50 of them. One of the chairs said to me "what is my governing documents and then where do you find it" then I did a straw poll and I said how many of you chairs in the room have read the governing document?

Only a third of the hands went up which was a bit of a shock for me. So make sure you are read your governing document and you know what it is, what you can and can't do when it comes to recruiting trustees. Consider having an open recruitment process. The latest statistics are that only 10% of vacancies for trustee boards are ever advertised in the public domain, which means 90% of board appointments are made in a different way. That different ways that to be through one own's network. I am a real pragmatist, I think there are times when that is really important, but we are shooting ourselves in the foot if we don't open ourselves up to a wider talent pool. That need not be expensive and I will suggest some things later that you might consider as a way of addressing that.

Removing barriers. I have seen with lots of trustee recruitment candidate packs language that I don't think is very helpful. Now a caveat. If you are looking to recruit a chair of an organisation you probably do want to have somebody with prior board experience, possibly even chair experience. However, do you have to have that? I guess that is the question. I have seen trustee candidate packs and personal specifications written in such a way where board experience has to be required, you have to have a degree, you have to have senior sector experience, whatever that means. You have to be high calibre and all of these things can potentially act as barriers to prevent really good people from applying to your organisation to be a trustee. So I think it's just worth considering some of these things. Even the gendered language, whether it be chairman or chairwoman or chairperson, just think about how this is interpreted by the people you are reaching out to. Just on the point of removing barriers, there is a real push across the whole charitable sector to appoint younger trustees. At the moment young trustees are woefully underrepresented on the boards and yet they can add such tremendous value. So what about the paid expenses. Is that really enforced? What about the times of the board meetings, what about childcare and covering that for individuals?

So some things to consider in terms of removing barriers. And being open to young people joining the board, or people joining the board for whom it is their first time. Have you considered, if you are a slightly larger organisation, having a shadow board or an advisory board, or considering asking people to join subcommittees. Not as trustees but as members of the subcommittee and perhaps they could spend a year getting to know the organisation, offering some of their tangible skills and then they become a trustee at a later date. So there is all sorts of ways that you can approach this. So let me talk now a little bit about the key features of a really well‑run trustee recruitment process. And again I recognise there is no one solution fits all and what I am drawing on here is years of experience recruiting lots of trustees and seeing what works and what doesn't. But a few practical points I hope will be helpful.

The first thing is about having a really good advert or candidate pack for your recruitment process. The reason this is important is people have a short span of engagement. It feels like that increasingly people's attention span is getting shorter and shorter. So you need something compelling and something that makes people engage with what you are doing. If you can perform the art of a storyteller and sell the narrative of your organisation in such a way that people will read it and the hairs on their arms stand on end and they think I really want to engage with this organisation and I am so excited about the journey it's on I think you are halfway there to being success. Having a good candidate pack, perhaps using imagery. Things to watch out for ‑ language we have talked about. Things to make sure you include, being really clear on process and dates and whenever you run a trustee recruitment campaign, my suggestion would be to treat it like a project management plan.

So you have very clearly stated this is the date we are beginning approximate the campaign. These are dates we are having interviews, these are the dates we are having conversations with the chair informally. These are the days where we are having a visit to the theatre or gallery or whatever it is you have. But all of these things are very clearly laid out in the advert or candidate pack right at the beginning. That provides real reassurance to the potential candidates. Quite often it helps you as an organisation be really organised. One of the toughest things about recruiting trustees is having the existing trustees agreeing on the timetable and setting times to be in a room together whether it be virtually or in person. Planning it out is really helpful. Be really specific about the skills you are looking out for. If you are be specific about the candidate pack. That will make people feel they are the right people to apply.

Secondly you want to have a good search strategy. In recent times we recruited quite a few chairs for arts‑based organisation. We are currently doing the chair for the Luton Culture Trust and the Roald Dahl Story Museum. I recognise that that comes at a cost and a lot of organisations can't afford it. That's okay. There are a lot of other things you can do. But you need to have a strategy. Consider three sites where you can post your vacancies. I talked earlier about making sure you are not one of the 90% who never advertise their vacancies.

There are organisations such as Reach Volunteering, my own organisation Trustees Unlimited, if you are a small charity you can advertise your role for either free or very inexpensively. There is an organisation called CharityJob.co.uk, they have a volunteer page. If you are looking for finance people there is an organisation called ICAEW Volunteer, which is the Institute of Chartered Accountants they have a brilliant volunteer site. So if you are looking for finance people what a great place to advertise and it doesn't cost any money. If you are looking for young trustee, the Young Trustees movement has a LinkedIn group. You can advertise your vacancy there. Think about your local area, Volunteer Bureau.

Again. Many other ways to magnify or amplify the opportunity. Think about LinkedIn about your own newsletter and think about your own social media output. But have it all co‑ordinated so it all goes out on the same day and you know exactly where it's going. There is no excuse not to promote your opportunity to a much wider group. Think about the application process. I am a great believer that CVs are really helpful. It can enable people to demonstrate more personality than an application form. But you probably want something more. You want a cover later or a statement that helps people address the requirements you are looking for but also the motivation and the reason why perhaps you might want to make applications more accessible or have people use videos or other forms of getting in touch. So think about how you want people to apply and for it to be really consistent. Think about your shortlisting process. Be really clear who is on the panel.

As I said at the very beginning as a board you will agree who is the nominations committee and to what extent they have delegated authority to make these appointments. You may want to have an odd number, if you have an even number you may want to have someone as a casting vote, but be very clear on the criteria that you are using to assess the different candidates. I have recently led a very high-profile process to appoint members to the Benevolent Fund. It's been unfortunately in the news for all the wrong reasons. So we have been really specific on the criteria we were assessing the candidates on. We have a very clear audit trail of our conversations. Everything is written down and we stand by the recommendations that we make which thankfully were all accepted by the membership. But the point being it was a very clearly thought through shortlisting process and an interview process which I will talk about in just a moment. So make sure it's clear and it's thought through. Don't just land up at an interview and hope it goes well.

With interviews I do want to share, just some points, again from a psychological perspective really. A balance has to be found. Because interviews, it's not an inquisition. One has to be respectful, one has to have balance. One has to recognise that whilst we are recruiting people to a very important non‑executive role, they are in the balance needs to be struck. You need to make sure your interviews are in a way that is accessible. So people if you are doing them in person can actually get their, can get into the room. The interview following the process, what is going to happen following the interview.

So again think through the process of how you get people to apply, how you are going to shortlist and how you are going to conduct the interviews. Also think, with respect to interviews, very often a trustee candidate will want to have an informal conversation with the chair. They perhaps might want to have a meeting with the executive director or CEO. Think about these things at the very beginning of the campaign so that they are all in place. The first four weeks I saw some terrible mistakes made where people will interview candidates, appoint them, the candidate goes into the first board meeting and the rest of the board wonder why on earth they have appointed that person. Or the candidate has willingly joined the board and then regretted it at the end of the first board meeting. Something to consider and this could be enshrined in your governing instrument anyway. When you want to make an offer and someone is really considering accepting, perhaps you could invite them to your board meeting as an observer and they could be there. It's an opportunity for you to meet you, interact with others, for the other trustees to meet them and both can go away and make a decision about whether to accept the offer or not. And then having a really good induction in place. I am going to talk in a little while about some of the key things that make for a fantastic induction.

So they are some of the features of a really good process. There are possibly some other things but I believe they are the most important. Let me talk a little bit about diversity, because I think this is something which is often talked about but often not really understood. One of the best definitions of diversity is described in one of Holly Riley's quotes. You can see what it says here. All of this makes perfect sense. In fact there has been a lot of research done. So McKinsey is often quoted. Obviously it pertains more to commercial organisations, but the principles are very similar. And McKinsey has found that companies who are more gender‑diverse were 15% more likely to outperform their peers. The same study found that organisations that were ethnically diverse were more likely to outperform their peers. The McGregor‑Smith Review was conducted in 2017. It was a review of the workplace conducted by the Government. It was really looking at the business case for equality and diversity. It sounds like people from different experiences brought much richer creativity, better problem‑solving, greater flexibility to their thinking.

At the academic side of this, it's a bit like. These are two of the examples that are very powerful. It's partly why we have commissioned someone to do a PhD in this whole issue. Notwithstanding the anecdotal evidence is clear to me, at least, that diverse boards make better positions. Even if the process of getting to that decision can sometimes be a little bit more tortuous. It's always worth it. The reason it's worth it is because you want the best decisions to be made so that you can deliver your charitable objectives in the best way possible. Often having a diverse board enables you to do that. There is another dimension and it's particularly important if your organisation is working with a particular group of beneficiaries. And there is a case to be made that for your organisation to be legitimate, truly legitimate it needs to reflect those on the board that it is seeking to serve.

Finally, I think why should boards consider diversity? It's fun when you are with people from different walks of life and backgrounds. It's always going to be a much more interesting experience. I chair a national children's charity and we recently had an away day and we did panic rooms together, we did cocktail making and all sorts of things. I couldn't be more different to a lot of the other trustees and it was a great time. So let's not forget the fun element of having a great mix on the board.

What is the current status? 8% of trustees are from an ethnic background compared to a much bigger proportion of the population. 2% of charities have a trustee who is under the age of 24. The average age of a trustee is 60. One in five charity trustees is called David or John. I find this statistic very entertaining! And 40% of trustees are women. So there is much work to be done. Recent research by Ecclesiastical has suggested that of the 250 charities surveyed only 50% said they were actively seeking trustees from a more diverse range of backgrounds and that is a significant drop from the previous year. So that could mean that boards actually are doing much better and they are not having to put as much emphasis on it. However it also found in the same research that 58% of charities believe their board was made up from trustees from a diverse range of backgrounds, compared to a much higher figure than a few years before. Perhaps it's not as good as we think it is.

So for your organisation consider how you are doing when it comes to diversity. Is that an important consideration or not? If it is, there is some very practical things that you can do to help make it better. The final thing I want to talk about is the issue of developing trustees and then succession planning. Because I think these areas are, as I said at the beginning, we place a lot of effort, a great deal of time and energy often goes into recruiting trustees and the last thing we want is for those individuals to come in and then revolve out six months later. That is disruptive and it's not good for anyone. So one of the things to think about is induction and what makes for a really good induction. I think there are a few things. So having meetings with other trustees, having meetings with members of staff, if you have employees. What about engaging service users? Sometimes that doesn't happen, but it can be the most powerful thing for a new trustee to come in and suddenly start to experience and work with the people for whom the organisation is set up. So think about the meetings. Think about what events the new trustee can join. Think about what documents that trustee would really benefit from having. So there are a few documents that spring to my mind the article of association is such a fundamentally important document that I am sure all of your trustees no back‑to‑front and probably should be made available to potential trustees even before they join. But certainly when they do join they really need to have look at your articles. What about minutes of your previous board meetings? Think about financial information you want to share. Often we just present people with the latest statutory set of accounts, but that is quite rear-view mirror. It's quite retrospective. So it's much more helpful to share current set of management accounts. So that could include your balance sheet position. So cash flow forecasts increasingly important, particularly with the living, the cost-of-living crisis.

Many charities now are having to not produce six‑monthly cash flow forecasts but in some cases even weekly. So think about what financial information to share. We talked about a Code of Conduct earlier. It could have come up during your interview process. You may have included a link or a reference to it in your information pack or advert. You want to make sure as part of your induction new trustees have that Code of Conduct. And the strategic plan of course if you have one. People need to join the board, really aware of the direction of travel where you are heading. I think recognise that a new trustee is not necessarily going to have a big impact on the very first board meeting. In fact, I would also be sceptical of a trustee who at the very first board meeting dominates the conversation. That is clearly not right. Research has suggested it takes 18 months for non‑executive to start really adding value. Somehow I think that is a little bit too wrong. But recognise it does take people a while, even with all of this information, to really get up to speed. Think about training. And providing training for your new trustees. There are lots of sources of training. The National Council For Voluntary Organisations, for example, has some fantastic training options where they deep dive on to specific issues. I know that this programme of transforming governance. This needs some fantastic programmes of training. Sometimes training you can find from law firms and you will find that a lot of the law firms that work in the charity sector, or the wider arts sector will often have a series of presentations whether it be on changes to the Charities Act, things such as trademark law or all kinds of employment things. Normally those things are free.

So think about the training of your new trustee and your existing trustee. What about mentoring? This is something that is not talked about very much. But mentoring for new trustees and for long‑standing trustees can be extremely beneficial. I remember many years ago and Tom won't mind me mentioning this, because he has let me share it before. We recruited a trustee, a chap called Tom to join the board of Christian Aid, so not an arts charity, but a large charity. He really struggled because he was an oil and gas man working for British Gas. Every other trustee was a practising clergyman or ex clergyman. What Tom realised is that banging his fist on the table trying to get his point across was not working. For a year we provided a mentor for him who really supported him and it was a safe space where Tom could share what he was learning and to think through strategies for being more impactful as a trustee. After 12 months it was brilliant. He was firing on all four cylinders and he was having a real impact. The big thing for me was I went to see the Group HR director of Centrica, just because I knew her and I said how is Tom getting on. She said this trusteeship has been brilliant for him, because we are grooming him to join the main board of Centrica at some point in the future. Being on the board, all of those rough edges of how to communicate with different people and interact and prep and plan he has really come on in heaps and bounds. Think about mentoring. We actually have something called Thrive on Board where we provide mentors for trustees or coaching for really experienced trustees. Think about appraisals. Again you want to have a board that is really high performing. Whilst the board will make lots of mistakes and will never be perfect. I am a firm believer that boards should be constantly seeking to be better and better each and every year.

One of the ways that you do that is by having a really good appraisal process in place. That is appraisals for the trustees, but also an appraisal for the chair. I have seen lots of different ways of this being handled and done. There isn't a magic bullet that fixes everything, but at a most simple level and sometimes he can overcomplicate these things. What I do with the charity I chair is every January and February roughly I agree with all of the trustees, I am going to have a simple conversation with them and just catch up. Ask them some simple questions. Do you feel you are getting enough information from the charity to help you with your decision‑making? How do you feel your contribution is? Is there anything we can do to help you be more effective as a trustee? Those three simple questions really help individuals to think through their own contribution to the board.

For the chair, sometimes having a 360 or an anonymous survey done of the other trustees and how they feel about the chair also can be super helpful and not being led by the vice chair or an independent third party, which brings me on to board reviews. And the question is do you do board reviews as an organisation? You can really overcomplicate or you can do really simple things. I mentioned the charity governance code earlier. Again you can make that quite a sophisticated process. Or you can simply have the principles and as a board just discuss how are we doing against those principles? Are there things we need to be working on. You can take it a little bit further and I have done this with the charity I was involved in, where we have brought in, maybe every three years an independent third party to maybe sit and watch the board in action and to conduct a survey of individual board members and to triage late and bring all of that information together to really see how we are doing as a board and give us some perspective there.

Finally, I want to talk a little bit about succession planning. Because having wonderful boards is so important, but having depth in those boards is equally important. And so one of the mistakes I have seen is that a charity recruits a lot of trustees in one go and they all have fixed terms of office and then they all exit at the same point and you are left without that corporate knowledge, that corporate history. So think about how you recruit trustees and whether it's better to have a staggered and staged plan to help recruit so that you are not bringing them all on in one go and losing them all in one go. Think about do you have people in your current board who could step up and become chair. Many organisations we get involved with have what looks like a good board, but there is no depth to it. When the chair leaves there is nobody else ready to take up the chair role. So something to consider in your recruitment process is to have either in the back of your mind, albeit quite intentional that you are recruiting trustees. We are not recruiting a chair, however we recognise that the chair, the existing chair is going to be leaning in two or three years. With our approvement we want to have an eye on someone who could take over as chair. I have certainly been involved in recruitment processes where that has been quite specifically mentioned. What about appointing vice chairs within the organisation? Do you have one? What about a radical suggestion of having everyone as a vice chair and they all have a different responsibility. So you could have a vice chair for safeguarding, a vice chair for finance, a vice chair for risk. So that is something you might consider. What about giving other people the opportunity to care for the organisation? Perhaps you could have a rotating chair where every board meeting the chairing of that meeting is, the baton is passed on to someone else. Or perhaps every six months it's passed on to somebody else. So just some things to think about in terms of building depth and building real resilience in your board.

The other thing to think about is of course the shadow boards that I mentioned earlier, or advisory groups or people on committees who are not actually trustees, people that potentially could step into the board role as appropriate so we have covered quite a few things in the 50 minutes we have had so far. We have looked at some of the basic principles of recruiting trustees. Really importantly a lot of the spadework that you need to do, the hard work, the thinking, the talk, it's debating, even before you go and you start advertising to try and find some trustees. We have talked about some of the practical actions such as board audits, skills audits, making sure you know what your governing document actually says. We have talked about removing barriers and thinking about the language and how you reach out to a much wider group of people. We have talked about the process. Fundamentally having a really compelling advert out there, so people resonate with it, they are captured by it, they want to find out more. Making sure you have a very clearly thought-out search strategy with timelines. You know exactly where you are going to go, you may want to engage a professional firm if you can afford it. If not that is not a problem. There are still other things you can do. Really give some thoughts to the interviews and how you are going to have the best candidates and compare candidates. Crucially how do you induct them. So important to get them on board and to keep them on board. So train, mentor, appraise, review your board, keep striving for better and better.

Finally, we have talked a bit about succession planning.

I just want to finish this section before we go into the break. That is a quote from someone who founded the welfare state. He talked about a charity and when I say charity, the arts, volunteerism all of these things as being a golden thread that runs through our national story. It's such an important part of our social fabric. To be a trustee is to be a custodian of that wonderful tradition. Long after we are dead and gone our organisations will hopefully continue to offer the wonderful things they do to our communities and the people we serve. It's incumbent upon us to really protect that role of trusteeship, to do the very best we can to recruit the best trees but then to keep them and develop them and nurture them and to build that resilience within our organisation. So I have gone a machine over more than I was supposed to. I know there is a lot of information there and we are going to have some time for some questions. We also have, when we come back a task for everyone to talk about in groups. For now I am going to hand back over to Hollie who is going to give us our comfort break. Great, welcome back everyone. Thank you very much to Clare and Harry putting up with me talking too fast. We don't need to use up the full 15 minutes we have left. However it would be really helpful if you were inclined to share some of the key points or questions you have in the chat box.

Personally I find it interesting to see what themes you are taking away. Whilst you are thinking about doing that I want to pick up on some of the questions that I know have already been addressed but they have prompted some other thoughts from me and I will share some of those with you now. In terms of the appraisals for your board members, clearly there are very different ways you can do that. The questions that I like to ask my trustees are broadly speaking these four questions. The first is do you feel you have been provided with enough information to enable you to fulfil your role as a trustee? We do find and I certainly found that sometimes you can have too much information or too little and so that is a good question.

Secondly getting people's perception on how the charity is actually doing and getting them to share confidentially with you as the chair. Thirdly it's about the reflection on their own performance so how do they value their own contribution. A fourth area I failed to mention but I think is really important is are there any areas where we can support you as a trustee in your development? That is a really great opportunity for issues such as mentoring or further training to come up. So hopefully that is helpful on the appraisal side. With the Young Trustee Movement I see the link has already been shared with you. That organisation has 4,000 followers. They do some fantastic events and I do think you can post your vacancies on their LinkedIn group so well worth considering.

One thing that I didn't discuss in any detail, but I thought I would mention now is about how you go and interview your potential trustee candidate and sorts of questions you might be asking. I think there are four fundamental things I look for when interviewing potential candidates. One is motivation and really seeking to understand why they want to engage with the organisation. Unfortunately there are people who want to join a board, particularly if it's a fairly well‑known organisation, not because of the objectives of the organisation, but because of the halo effect it confers upon them for being involved with your organisation. They are not the people you want on the board. So really important to test motivation. I think on the motivation side as well, sometimes people can be too emotionally invested or connected to a particular organisation and sometimes that prohibits them being really objective. So some things to think about when you are testing that.

Secondly, of course where can they add value? You want people to be able to demonstrate the professional skills that they bring to the table as well as some of the soft skills. On the soft skills, I always like to understand people's approach to teamwork and, as you know a good board will have different groups of people on there. So what you really need are people that are a little bit more sophisticated in terms of their ability to interact and work with others. So testing people's behaviours, if you can. Then I think the final thing I always look for is just some clarity over their understanding of the role and one doesn't expect people to have all read the Charity Commission EC3 guidance on the six fundamental duties of trusteeship, but you would hope that most people who apply for a trustee role have some understanding of what is required.

Crucially if your organisation has any scale, the role of a non‑exec versus an executive role, but I would also recognise that many organisations are also very small and the trustees wear two hats. Both a strategic governance hat, but also sometimes a bit more tactical and operational. But you want to test those things. So those are a few reflections from me. I am just having a quick look at some of the notes here to make sure I have addressed everything. You can work... reading... how are you confident that the board are going to pull their weight? It's a really good question from Doric. Good HR practice. This applies by the way to executive hires as well. So the more steps you put in a process the more likelihood the outcome at the end is going to be better. I think there is something about being very clear upfront, I go back to my point about the advert and the candidate information pack, explaining what are the expectations and that at every step of the process, whether it be interviews with a head-hunter or yourself, informal meetings, that point about commitment being really stretched. Some organisations keep a register of attendance, some organisations include that in their Annual Report and accounts that is published and in the public domain, even to the subcommittee level that Johnny is on the Finance Committee, but he has only turned up once this year after four or five meetings. So you may have your own ideas.

A Code of Conduct for the trustees could be really helpful here where you say and I said this to a charity I was involved in once. If you miss three board meetings in a row without good reason you are off. So again check your governing instrument and what you can and can't do. But I think if you can stress those things, you have got plenty of opportunities. Robert discussed remunerating trustees and the suggestion... it's a really interesting point. Remunerating trustees is very contentious depending on who you speak with. Charity law talks about trustees not being remunerated unless you get dispensation or permission from the Charity Commission which is often quite hard to do. Some people say that remunerating trustees rips the voluntary spirit out of trusteeship. I don't necessarily agree with that. There is an argument for perhaps remunerating trustees that really can't afford it. So if you are a young person, or you are maybe a single parent or something like that, but that creates issues around fairness for all. I came across one organisation where the chair was paid £10,000 a year and the trustees weren't paid anything. I just thought that was terrible.

So it's a really good point, it's a live discussion, there isn't a clear answer and there also isn't any evidence to say just because you pay trustees you are going to get a better outcome. Housing Associations have been paying their board members for 15 years or so, I don't think there is any evidence that the performance has improved. I am kind of on the fence with it. I can see an absolute case for it and I can understand why some people are against it. But I don't think it's as simple as just saying, 'We are going to do it. ' Question only 10% of charities... recruitment do we know how to stress free... that is a really good point. There is very little data on this, on the issue of success rate of open recruitment and why others don't what I have recognised is if we take the broader charity sector.

So not just the arts sector, we are talking about 165,000 charities in England and Wales of which 96% have an income of less than a million pounds a year. The reality is if you are a small organisation and most of that 97% are less than £100,000 a year, having the resources and the where with all to run an open recruitment process is actually not on people's minds. So I think for a lot of organisations either they don't have capacity, or it's held together by a shoestring and a few volunteers. So I think that is a reason why a lot of people don't do it. It's very rare now for larger organisations to not recruit openly and often there is an expectation from the funders that they would do that. Increasingly even in places like the sport sector, the governing bodies are under pressure to make sure it's as open as possible. Do we know the success rate? No, there are no metrics on that, it's a fragmented industry and there is not one opportunity. If you went on our website you would find about 66 adverts today.

If you went on Reach Volunteering you would probably find another 100. But I think the chances of being successful are much higher when the recruitment is much more open. I am interested in this too. I think that is partly, I am sorry to hear that. I think that is partly to do with supply and demand. It's very fragmented. So a lot of people who do know what trusteeship is don't know where to look. We need to do better as a sector to reach out. It's a bit hit and miss. I have just done a piece of work today actually for an organisation based in a very small geographic area near Stafford. Because they have engaged our services we were able to delve into some of the tools we have and reach out to about 200 people who live within six miles of Stafford town centre. We already have some real interest in the role. I think it depends who you engage with and whether you can afford to invest a little bit in that process, but it's not easy. In our experience recruitment has been very resource heavy... that goes back to the point Sarah, I think why some organisations don't do it. I think in time what he will find is that as more organisations start to advertise it publicly and as more individuals come forward to say we really want to engage and become trustees, you will find that supply and demand will get better and better and the matching will get easier and easier. Just to try and be a little bit positive, we run a programme called Step on Board.

We run that with big multinationals. We are currently working with 17 organisations such as KPMG, Deloitte, EY, Google, Barclays and lots of others. What we have found is that there is absolute demand from professional people wanting to become trustees but they haven't a clue where to go to find them. So that gives me a great heart that there is a wonderful supply of people out there, but we have to find a better way of marrying them up. That is a really interesting idea, I know in places like East London there is something called the East London Business Alliance that brings together a lot of charities from I think it's basically Tower Hamlets and they will meet together and pair up with some of the big corporates and have some speed dating to try and organise some things. There is no reason why something like that couldn't be done in Exeter or geographically. It's a terrific idea. If we can help we would love to. I recognise we have come to the end of our time, Hollie. It feels like there is so much more we could talk about. Thank you, everyone for sticking with us and for engaging so powerfully in this really important subject. I know it's not easy and for some organisations it's easier than others. But I think, as a sector as we continue to grow the supply of trustees and we get better at matching the demand, hopefully in the years to come, it will become much less painful for some of us. So thank you so much. Hollie, I was going to hand over to you.

HOLLIE: That's great. Thank you very much. A big thank you to Ian from Trustees Unlimited for the session today and we will be following up. There will be an email with the written answers to questions and the slides a recording. I think in about, it takes us a few days to organise everything, but that will be with you as soon as we can. So thank you very much for joining us and have a good day!