

# Enhancing board diversity





Perminder  
Dhillon

## **Session will cover four issues**

- The need for diversity on governance boards
- Top Tips - Practical steps to enhance board diversity
- Information and resources available – see a video
- A Take away - self assessment questionnaire to assess your organisation on a diversity scale



A diverse board has a **range of people from different backgrounds** that include different ages, abilities, colours, disabilities, ethnicities, gender, national origins, political beliefs, religious or ethical values, sexual orientation and socio-economic backgrounds.



A diverse board should reflect the society we live in.

**WHAT ARE THE BENEFITS  
OF DIVERSE BOARDS?**

**WHAT CAN BE SOME  
CHALLENGES?**

# THIRD SECTOR

According to [howcharitieswork.com](http://howcharitieswork.com), there are about 166,000 charities in the UK with a total annual turnover of just under **£48bn**.

- 7,000 in Wales
  - 132,000 in England
  - 19,000 in Scotland
  - 4,000 in Northern Ireland
- In addition, there are around 20,000 organisations in the UK with charitable status but aren't normally thought of as charities, such as churches, other religious organisations and public schools.
  - Over last ten years, about 5,000 new charities have registered every year. But a similar number close down or merge.

# THIRD SECTOR

- Charities in the UK spend over £40bn a year, and employ 827,000 people.
- Charities contribute over £12bn a year to the UK economy – the same as the agricultural sector.
- According to the NCVO civil society almanac, charities had a total annual income of nearly £44bn, spent £42bn and hold assets worth £105bn.



**Charities are  
a major part  
of the  
economy  
and...**



...should  
reflect the  
communities  
they serve.

# Trustee composition

Research commissioned by the Charity commission  
'Taken on Trust' (2017) showed:

- 700,000 trustees
- 2/3 were male
- 92% white
- average age 55-64 yrs

# Trustee composition

## Research by Getting on board (2019) showed:

- 90% of charities recruit most of their trustees through word-of-mouth and existing networks
- Only 10% of trustee vacancies are ever advertised
- Only 54% advertise trustee vacancies on their own website



**Trustee  
boards do not  
reflect the  
society they  
serve!**

# Diversity a key area for improvement

Research by Association of charitable Foundations-  
'Stronger foundations report', (March 2022)

Charitable foundations consider diversity, equity and inclusion as the area in which they have “the further distance to travel”.



# Guidance

- Charity governance code- clear detailed guidance
- Getting on Board has just launched its free guidance: How to recruit trustees for your charity: A practical guide. Other excellent resources. Festival of trusteeship.
- **Charity Excellence** - Improve All Aspects Of Trustee Governance

Find out how to assess the current skills on your board, and where you have gaps, the best places to advertise and how to make new trustees welcome.



## Recruiting for Diversity

Monday	Tuesday	Wednesday	Thursday	Friday
How to work out who you need on your board	How to find your new trustees	How to shortlist and interview trustees	How to get the onboarding right	Transform Information Webinar (Free)
11:00-12:00	11:00-12:00	11:00-12:00	11:00-12:00	11:00-12:00

24 recordings on Recruiting for Diversity from festival of trusteeship

## Recruiting for Diversity

**Monday**

How to work out who you need on your board

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**Wednesday**

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**Friday**

Transform Information Webinar (Free)

11:00-12:00

# Help and resources

## Reach volunteering

- (62) Trustee recruitment: the skills to thrive - YouTube

# Top Tips- TRUSTEE

- T** – Take stock; look at board composition; identify gaps and skills required; consider any blocks to recruiting openly; put diversity on the agenda; state your commitment publicly.
- R** – Review your governance document; implement charity governance code on equality and on recruiting trustees; examine how you recruit trustees- is there a written procedure? ; if not, develop a recruitment plan; move from informal or from “chum-ocracy” to open recruitment.

# Top Tips- TRUSTEE

- U** – Understand legal, moral and funding responsibilities on equality, diversity and inclusion; develop organisation equality plan and build competency to implement this.
- S** – Succession plan early! Invite external stakeholders to support your process; involve all internal stakeholders including staff and volunteers.

# Top Tips- T R U S T E E

- T** – Trustee development to ensure a pool of skilled individuals to recruit from for future board positions ; promote bite size experiences e.g. shadowing, hold open trustee days.
- E** – Equality lead – create this role on the trustee board to ensure ongoing leadership.
- E** – Equitable opportunities for under-represented groups- create positive action initiatives; undertake regular monitoring and evaluation.

# Public commitment

An organisation looking for trustees on <https://volunteering-wales.net>

*We would especially welcome applications from younger and BAME applicants, since we are deeply committed to improving the diversity of our Board.*

# Help and resources

- <https://volunteering-wales.net>
- <https://www.inclusiveboards.co.uk/>
- <https://www.gettingonboard.org/>
- [Young Trustees Movement](#)
- <https://www.charityexcellence.co.uk/>

# Help and resources

- [Reach Volunteering](#)
- [Current vacancies for treasurers of charities - The Honorary Treasurers Forum](#)
- [Home — Charity Governance Code](#)
- [NCVO - Charity ethical principles](#)
- [Home | The Governance App](#)

# Self assessment

Here are 5 starting lines on the **diversity practice process**. Wherever you are... have a look and say where your organisation is as a whole RIGHT NOW (not just on governance)

## 1. Yet to start

- Diversity is not on the agenda, there are no policies and no clear processes to implement equality within the organisation.

# Self assessment

## 2. Complying with legal and funding requirements

- A policy exists; equality monitoring is undertaken and organisation is able to answer questions on this for funding applications.

## 3. Proactively implementing ED&I

- Everyone in the organisation is clear about personal and organisational responsibilities; equality is a key part of organisational delivery plan and there is ongoing development in the area.

# Self assessment

## 4. Positive outcomes demonstrated

- We have been working inclusively for some time and have seen the positive outcomes for our service users, staff and governance board.

## 5. We share our best practice with others

- We have developed innovative approaches and are now encouraging other organisations to do the same.

## Self assessment

Where are you?

# Enhancing board diversity

