

# How senior leaders can bring about change for your donors

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## Project 15. The role of trustee boards and senior managers

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### The original brief

Fundraising's evolving future will inevitably have profound implications for volunteer boards and senior management teams. This project will help them to understand the changes in their roles and to prepare for, contribute to and respond to fundraising's new agenda.

## Summary guidance

### What should the role of a trustee entail?

Trustees play a vital role in leading charities, as they often give up their time freely to volunteer for the myriad of good causes in the UK. Good trustees are vital to the success of any charity. They provide governance, accountability and oversee the way in which the charity is led. They help to keep everyone focussed on delivering the charity's mission. In addition, they support the CEO and SMTs by determining the strategy and direction of travel for the organisation by acting as a 'critical friend' and, when necessary, providing constructive challenges.

Today's boards must be informed and engaged, both in order to fulfil their legal obligations and to leverage their time and talent to advise management. The governing body of a not-for-profit organisation must enable the charity to carry out its purpose, and to make sure that they are delivering the best possible benefit to the people that the charity is set up to help, in addition to recognising those who enable the delivery of the mission through their donations – the donors.

However, what is evident is that the understanding of what a trustee role entails is variable. Too often, boards lack a diversity of skills, experience and people. It is also very apparent that too many trustees have little understanding of what fundraising is, and the significant role that donors play. If organisations are to flourish, this mind-set must change. It is clear that charities that implement successful fundraising models do so when organisational values are evident throughout their fundraising, and when their fundraising offers are audience-led and are of benefit to both donors and beneficiaries.

## What should the role of senior management entail?

Complex organisations require strong, knowledgeable executive leadership to get everyone pulling in the same direction. Senior managers should be focused on the implementation, management and reporting of organisational performance in relation to the strategy. They are required to make difficult choices about what can and cannot be funded; therefore, it should be the role of the CEO and senior managers to lead and champion fundraising. In too many charities, in which a large proportion of income comes from statutory sources, too little focus is on fundraising. Too often, and in all charities, it falls off the agenda and, whilst the financial figures may be reviewed regularly, very little time is spent on understanding ‘how’ an organisation fundraises and the pivotal part that donors play in this. When fundraising is given its rightful prominence as an activity, it is too often at the expense of the donors who give.

CEO and SMTs must educate trustees about fundraising, what it entails and why it is necessary. SMTs should provide the board well-documented analyses and recommendations to help the board strike the right balance when mission and financial realities come into conflict. SMTs should also ensure that trustees are provided with information about the donor experience by sharing examples of both excellent and poor practice from within their organisations. Both trustees and SMTs should commit to ‘owning’ the donor experience and ensure that it is a rewarding relationship, both for the donor and their organisation.

## Governance and Fundraising

It is essential that the roles of governance and management are clearly understood and kept distinct. The media criticism in recent months has pointed to a lack of ownership and governance of fundraising strategies at board level.

With regard to fundraising, trustees play a very specific role; they must ensure that the organisation’s financial planning is conducted in a robust manner. Without fundraising income, many charities would lose their independence and would simply become the nodding dog of the government. Once CEOs, SMTs and trustees understand fundraising better, they should be better placed to change the focus from the short-term, in-year planning, to a long-term focus that looks three to five years ahead. This, in turn, will reduce the emphasis and pressure on short-term income numbers and lead to a closer examination of the positive long-term impact of enhancing the donor experience. Trustees must have a greater understanding of how fundraising works and, in doing so, become ambassadors for fundraising. Trustees can and should mentor fundraising teams and support them with plans to invest and deliver future income growth, thus enabling the charity to deliver on its mission. As donors themselves, trustees should champion a donor-centred fundraising approach for their organisation. The remit of the board must ensure that all fundraising is monitored to ensure that it is carried out in line with organisational values.

## Principles of creating a donor-focused trustee board and senior management

Below are some of the key principles and action to create an effective donor-focused organisation.

Your organisation should be able to act on some of these straight away:

### Principle 1

*CEOs and boards play a key role in creating a culture within their charity whereby the donor experience, its importance, its measurement and its contribution to the long-term financial health of the charity is paramount.*

Actions for Trustees and CEOs:

- CEOs should work with their trustee chairs to embed this thinking into boards, and their measurement and working. CEOs should build a board with a diversity of fundraising skills, experience and people. This will require organisations to undertake a skills audit to identify any gaps. Having a trustee on the board who are specifically focused on fundraising is enormously helpful, particularly when this trustee is also a donor.
- Chairs and CEOs should recruit trustees who are engaged and committed to the cause. Specifically, when recruiting trustees, consideration should be given to their skills, attitudes, motivations and mind-sets, particularly with a view to their ability to inspire and delight donors.
- All trustees and CEOs must visit the project work in order to tell the story of their organisation, as well as to understand the difference that fundraising makes in delivering the mission. Ideally, they should be able to deliver the fundraising ‘elevator pitch’. They should also offer their skills, expertise and contacts to guide fundraising approaches towards new sources of income. They should spread the word about their charity’s work and, ideally, even take part in some fundraising activities.
- Boards should set aside time to develop the skills needed for fundraising governance. The Chair or Board Development committee should consider induction processes for new members, ensuring that the fundraising environment and the internal fundraising context is understood. They should be encouraged to meet donors and to understand the impact that they have. Trustees should believe passionately in their cause and understand how their roles can advance their cause, and that the role entails both responsibility and benefit. They should see it as their role to inspire staff and colleagues about their cause.

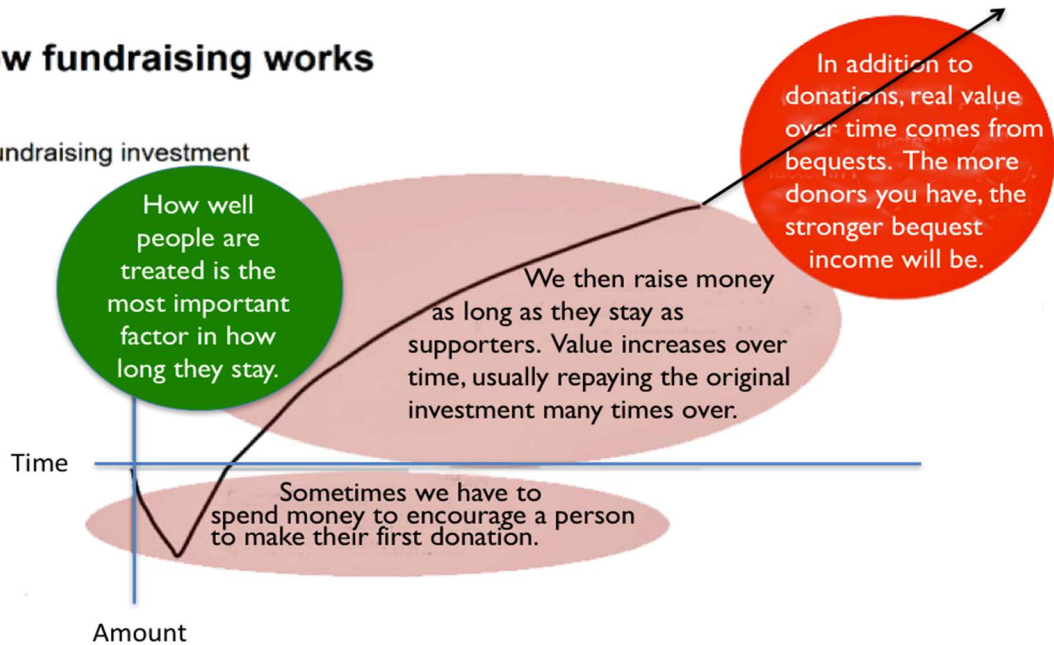
Specifically, every trustee induction should deliver the following understanding:

1. That fundraising is about building long-term, committed relationships, not short-term donations.
2. How fundraising investment works.

## WHY EXPENDITURE ON FUNDRAISING SHOULD BE SEEN AS AN INVESTMENT, NOT A COST.

### How fundraising works

» Fundraising investment



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3. Legal and compliance requirements, and how these must be met.
4. The specific fundraising nuances of their charity; for example, what they have in terms of policies, a donor compact and so on. The Commission believes that all fundraisers will be able to make a detailed, inspirational compact with their donors and adhere to it in future. This will enable donors to understand and appreciate their role in supporting the causes that matter to them, what they can expect from the causes they support, and that the solutions they provide together will be entirely consistent with what donors believe in and want.

## Principle 2

*The myth that fundraising is simply an activity that is done to people must be dispelled, as it is about inspiring donors and providing them with a great experience. Responsibility for this must lie jointly with the Fundraising Director and the CEO.*

### Actions for Trustees:

- To ensure that trustees comprehend how fundraising works, they must be trained to understand how fundraising takes place, they must shift the focus from having little involvement with fundraising to ensuring that the fundraising strategy is set and approved in accordance with the organisational strategy to ensure that the two are aligned. Trustees should have a clear vision of what it should be like to be a donor and what the donor experience should be.
- Ensure that your fundraising programme reflects your organisational values. All fundraising must begin and end with the donors' perspective. Values are a key building block as, when charity values align with potential donors' values, there is a natural fit. Well-articulated values can inform fundraising practice and messaging. Fundraising is all too often seen as a set of activities that are carried out to generate funds. However, good fundraising is about building long-term, inspiring relationships with donors by understanding donors' motivations, listening to, and meeting their needs and their aspirations. The focus must shift from short-term targets to building long-term, rewarding relationships that offer alternative ways to support and engage other than via financial means. It is vital that fundraising is sufficiently well-resourced (in terms of staffing, volunteers, budgets and so on) to deliver this.

### Actions for Senior Management:

- Fundraising Directors need to work with their CEO, SMTs and with staff across the charity to create a donor-experience focused strategy. Fundraising Directors should be positioned as leaders of this process and should be involved in early meetings with trustee chairs. Trustees then must hold the CEO and SMTs to account in terms of delivering this strategy.
- There must be sufficient monitoring of fundraising activity to ensure compliance with the law, as well as risk management, be this reputational or fiscal. It would be sensible to undertake an immediate review of CC20 and key Codes of Fundraising Practice to identify any gaps in your policy and protocols for fundraising. For example, do you have a statement of values, a policy for raising money from vulnerable people a fundraising framework, a current strategy backed up by appropriate resources, a reporting and monitoring framework and a scheme of delegation? This should include ensuring that the charity meets all legal requirements and makes its own decisions about best practice, as well as about acceptable and unacceptable behaviours.

Specifically, the board should set a vision regarding the way in which the charity should treat donors - in effect, the principles of fundraising. This would include:

- Defining the desired donor experience;
- Setting up a Donor Promise, or 'inspirational compact'
- Having a policy on fundraising from vulnerable people;
- Having a policy for working with suppliers;
- Legal requirements and compliance - and going above and beyond these.

## Principle 3

*There should be a change in the culture of the charity to one that is focused on the donor experience; this must be led by trustees.*

Actions for Trustees and CEOs:

- Understand that, as fundraising is central to the organisation and its mission, fundraising must be an organisational priority; the entire organisation should be aware that it is everyone's job to fundraise. Fundraising, specifically the donor experience and supporter care, must feature on the agenda at board and relevant sub-committee meetings on a regular basis. You can do this by having the 'donor experience' as a standing agenda item. Each meeting could be opened by sharing a beneficiary and donor story, which will ensure that the mission and the impact of fundraising remain in focus. Every board member must discuss and agree on the fundraising strategy (which includes the 'donor experience'). At an agreed frequency, it might be helpful to hear from fundraising and supporter care staff. Introduce an annual report that focuses on the donor experience, to be delivered to the board by Fundraising Directors. Please see Appendix 1 for two great examples of charities that are already doing this.
- Whether you are a trustee or a CEO, you should lead by example, be interested in and support your fundraisers. Ensure donors know that fundraising is important to your charity. All trustees and SMT members should be encouraged to get to know Fundraisers and support them. Ensure that all staff never forget the donors' power to 'switch off'.
- Meet donors at receptions, events, meetings of local groups, focus groups of donors, by attending the London Marathon, meeting trustees of the most significant trusts and the key top people of corporate supporters, for example.
- CEOs and trustees should allocate a significant proportion of their time to donors. They should be 'sheep-dipped' by Fundraising Directors into the world of donors. They should see a major part of their role being to inspire donors, explain their thinking, and connect donors to the cause. They should, for example, meet the CEOs of the top corporate partners, meet key trustees of trust and foundation supporters, have sandwich lunches with small groups of the most significant donors and attend meetings of local fundraising groups.
- CEOs should consider whether every donor, above a certain level, should receive a letter signed personally from them; above a higher level donors might receive a phone call. (This is not fanciful. It is rooted in actual practice.) This will enable the CEO to nurture donors and to provide them with a great donor experience. It will also keep CEOs in touch with donors daily and enable them address any feedback.

## Principle 4

*Putting the donor at the heart of the charity is the responsibility of all members of the SMT and their staff, not just the Fundraising Director and Fundraisers.*

### Actions for Trustees:

- **Review planning processes:** Is your organisational strategy strong enough for your fundraising strategy to flow straight from your cause, programmes and ambitions? Are you clearly able to go beyond 'raise more' to 'raise more because...', rooting your fundraising in your cause and the needs of your beneficiaries in ways that will inspire your donors?

### Actions for Senior Management:

- Consider your planning process and whether it is fit for fundraising purposes in the new environment. If you are still largely focused on a plan based on the financial year, consider changing to a rolling three-year plan along with a robust policy for the use of reserves that gives fundraising teams the time to build longer-term relationships with donors. The Fundraising Director must engage with the Finance Director and explain long-term planning and the impact short-termism has on the ability to grow income and the charity's long-term financial health. Since the Finance Director will be rooted in facts and figures, discuss the new measures you are using for measuring the donor experience (see below).
- The Fundraising Director must collaborate with the Services Director. Their work is dependent on donor income. Service staff job descriptions should include engaging with, explaining to and inspiring donors in order to deliver the best experience to them. Their salaries are paid by donors.
- Fundraising Directors must be held accountable for delivering the best experience for donors by the SMT. When building and approving fundraising strategy and reporting on it, consider 'what does success look like?' The financials are, of course, important. But what are the non-financial success indicators your board is seeking? The measures need to be appropriate to your charity, but may include donor satisfaction, loyalty, complaint handling, brand metrics, use of supporter panel or mystery shopping. Develop these with your fundraising leadership team and supporter relations function. Fundraising is about relationships, not just the ask.
- The Fundraising Director should not be the only member of SMT who is thinking about donors. Since donors are the lifeblood of the charity, their experience should be considered by the entire SMT and trustees. Trustees and the SMT should spend time meeting frontline fundraisers and fundraising operational staff in order to understand how different methods of fundraising operate and the skills required to do the job. It is important that everyone recognises that it is only because of the donor that they can meet organisational objectives.



Specifically, they should endeavour to:

1. Go out and take part in fundraising on the front line; for example, attending events, street collections and so on.
2. Spend time thanking donors; for example, take part in a thankathon, or telephone a few (not necessarily major) donors in the early evening to discuss the impact of their gifts.
3. Spend half a day in 'supporter services', reading incoming mail, looking at appeal responses and listening to inbound telephone calls.
4. CEOs should be the place of last resort for all complaints about fundraising. Any donor, if dissatisfied with the response via the usual channels, should be able to be escalated to the CEO. This will help to change the culture of an organisation, as it shows that the CEO is personally willing to address complaints.
5. Develop a donor promise, an inspirational compact, which enshrines your charity values: See the 6 Ps.
6. Explain to donors from the beginning what supporting your charity will feel like from a communications perspective. Be clear about how your charity treats its donors, and reassure them about what you do not do.
7. Set out to create engaging donor journeys focused on what your donors are interested in and offer them choices wherever you can.

## Principle 5

*Fundraising Directors must change the culture, training and focus of their staff.*

Actions for Senior Management:

- Create a donor-focussed plan, in consultation with your fundraising management team, and have it approved by the SMT.
- Consider the relevant summaries in the Commission's report.
- Use job specifications to focus on the right motivation, skills, attitude and mind-set of your staff. Provide robust knowledge and training programmes that include an induction to the cause, donors and fundraising.
- Make creating a great donor experience real, and reward those staff who do it well.
- Appraise staff based on the non-financial measures you set.

## Conclusion

In conclusion, if fundraising is going to continue to thrive, UK charities must reframe their thinking to become truly donor-centred.

For too long, we have talked about 'putting the donor at the heart of the organisation' but, everyday internal pressures have made this difficult. Fundraisers face challenges pertaining to focus on short-term income targets, poor understanding of budgeting/investment and the need to look beyond year 1, lack of internal resources, insufficient donor care programmes, poor data management systems, lack of service information to prove the difference your cause makes, and unsupportive fundraising cultures, amongst others. If a donor-centred approach is to succeed, it must come from the top down and be disseminated throughout the entire culture of your organisation. Merely providing lip service will no longer be enough; neither will it be sufficient to assume that 'fundraising' is the sole domain of fundraisers and need not concern anyone else in your organisation. You will need to recruit and retain the best fundraisers and support them to be effective in their roles. Success requires a team effort that champions the impact of donors and their financial support in every part of your organisation!

Going forward, those organisations that have trustees and senior managers who advocate donor-centred fundraising will prosper and, in doing so, they will provide donor experiences that go above and beyond donors' expectations.

## Appendices

### Appendix 1

Case studies of organisations that ensure their board meetings are donor focused

#### Guide Dogs for the Blind

Make an impressive statement at the start at every board meeting, which instantly concentrates minds:



## ActionAid

This charity initially began its board meetings with an empty chair at the board table to represent their beneficiaries who, although they couldn't be there, are all hugely interested in the discussions that might take place round that table.

Further chairs were added for supporters and for staff, which soon became impractical.

Eventually, the boardroom's wall was adorned with the image of three empty chairs, each representing a donor, a beneficiary and staff. The point is that these empty chairs are a physical and welcome reminder of the key stakeholders who are not in the room.



## Appendix 2

### Preliminary recommendations for the sector and sector bodies

1. We need to encourage and support trustees. When we hear an experienced trustee say, ‘If I were not deeply immersed in the sector, I would worry about being a trustee’, we can anticipate that recruiting trustees may be more difficult in the future. Sector bodies need to ensure that we provide a balanced picture and ensure potential trustees know they will be supported.
2. There is a necessity for the sector to fundraise and invest in fundraising. This message feels lost in the criticism of trustees – the sector and sector bodies need to be loud and clear about this. We do need to ask for donations and support.
3. There is a lack of awareness of the extent and availability of fundraising training for new and existing trustees, and specifically for people who are concerned that fundraising governance is largely absent.
  - a. Confusion surrounding the boundaries between governance and executive control in the fundraising area
  - b. Trustee inductions and preparation for fundraising governance
  - c. A sense that there is little specific fundraising training for trustees that focusses on what they need to know to exercise governance
4. Maintain the drive to raise awareness – even boards that have looked at CC20 have not yet ‘internalised’ it. It will take time to change behaviour, and sector bodies have a significant part to play in maintaining focus on fundraising governance over time.

## Appendix 3

Research undertaken as part of this review by Colin Kemp.

The snippets below are based on a series of conversations with trustees, CEOs, fundraisers and others close to the sector:

Key headlines:

- Support and training for trustees still seems to be fairly ad-hoc. The biggest source of training for trustees was meeting staff and volunteers (71%) and seeing the work (60%).
- 44% of trustees agreed the level of training and support for trustees was sufficient (while 26% disagreed).
- Equally, less than 10% agreed that trustees needed 'to step up and do more to protect the sector', or that better governance would have prevented some of the negative media stories in recent years.
- Despite this there is a strong appetite for better training for trustees, chairs and honorary officers, on-line training and a proper trustee handbook – all of which of which were thought to be useful by over 70% of respondents. Conversely, only 17% of trustees agreed that paying trustees would improve governance, while 12% agreed that reducing the size of the board would help.

**Charity 1. Age-related, medium:** Considering an informal fundraising governance group – critical friend model (a useful definition is provided here, with attribution: “A critical friend is seen as an external person ‘who understands and is sympathetic to the purpose of the [charity], knows its circumstances very well, is skilled in offering a second opinion about an issue. Critical Friends are seemingly effortlessly skilled at asking questions. They bring to that questioning task a mastery of inflection and timing, so that questions are never damaging”) to ensure the maintenance of the executive/governance split. Focus will be on values, ambition and leadership, but will also encourage trustees to become more involved in fundraising – opening doors, wallets and minds.

**Charity 2. International development, small:** The Chair was an experienced fundraiser. Determining a planning framework ensured there was space for donor interest to be reflected in that which was funded to allow space for new initiatives – and recognition that failure is part of the learning process, as well as recognising that saving every penny is false economy. This ensured that the Board provided clear steer on values and positioning.

**Charity 3. Medical, medium:** get the right policies in place, including a scheme for delegation. Recognise that Boards will need more than one exposure to information about the new environment for it to click. Ensure open conversation about how the Board wants to monitor compliance – don't evade the discussion.

**Charity 4. Youth volunteering, small:** concerns how recommendations will apply in Scotland. Has found a small board is more effective than is a larger one. Considers the charity will need more guidance on volunteer fundraising.

**Charity 5.** International development, small: While this charity was about to conduct a Board skills audit, fundraising changes were not on their radar at all. The current model is very low risk, but the charity does need to broaden the ways in which it fundraises to achieve its mission. The charity found a discussion about success criteria very helpful as it considers what to include in a new KPI dashboard for regular Board reviews.

**Charity 6.** International development, large: has established a fundraising oversight committee consisting of board members and external experts. Terms of reference discussion was key – early drafts could have made the group part of FR SMT. It recruited fundraising experts to the Board and are establishing a compliance team. Compliance remains an operational responsibility, but the head of compliance will usually attend the oversight committee meetings. This group will be the monitoring point for information about compliance, vulnerable people, supplier management, and complaints and discussions about potential, higher risk activity. It will be the fast track to the board for problems, allowing the Board to focus on higher level issues, including the FR strategy sign off. This charity is putting considerable effort into developing non-financial KPIs to help the Board monitor fundraising health.

**FR director, consultant, trustee** – reserves issues that impact longer term planning – this needs to be explored by Boards if their charities are to be able to plan effectively and deliver on such plans. Recommends that Boards make use of longer meetings / away days to explore matters in more depth and to provide training space.

**Board effectiveness and training organisation** – Despite having some great governance training, fundraising was virtually absent from the mix. They are now actively considering how to meet the emerging need.

**Trustee, consultant, former CEO, former Director of FR** - The sector should not be shy about articulating the necessity for fundraising. There is an opportunity for trustees to work with the SMT on greater clarity of purpose – and ‘why support us?’ There is concern about the tone and tenor of the big reports of 15/16: ‘If I were not deeply immersed in the sector, I would worry about being a trustee’. Reserves policies are a major issue impacting on the way in which planning is undertaken; focus on values, not just results. Stresses the need to involve FR teams and the Board when FR strategy is under discussion to ensure planning considerations and value considerations inform the risk framework – if FR is to be increasingly relational, what is the short- / medium- / long-term impact on income and the ability to serve the cause? A view that compliance is an operational matter, not a governance matter, but should be present on the risk register with the Board holding the SMT to account. The importance of developing non-financial measures alongside the financial ones.

**Trustee and SMT workshop about governance and fundraising** – Key themes that emerged included the lack of specific fundraising elements in trustee inductions, the importance and helpfulness of the FR director and the FR ambassador on the Board, building a strong relationship, and the reiteration of the need to recruit the skills necessary. If establishing an FR sub-committee, one should get the mandate and terms of reference right. Furthermore

disappointment that many boards do not perceive FR as a professional discipline was expressed. IOF and a recruiter who was active in trustee placement were present and reported on some of their research. There is a need for Boards to have clearer focus regarding values and expectations, and a discussion on the usefulness of the ‘critical friend’ model prevalent in the school governor world – possibly requiring a change in perspective on the part of both fundraisers and boards.

**Nfp 2016 Trustee survey** – Note the survey was about the wider trustee experience and was not focused on fundraising governance.



## Appendix 4

Literature Review by Angela Routley

*'It is trustees, nearly one million of them, who are ultimately responsible for running these organisations' William Shawcross, Chair of the Charity Commission.*

Challenge	Background/examples of meeting the challenge
<p><b>1. To explore how trustees, CEOs and SMTs should contribute to thinking about the new fundraising debate and how they should work together to develop and promote best practice in their charities.</b></p>	
<p>1.1 How should the relationship between the Chair and CEO work for fundraising?</p>	<p>A question of balance: the chair/CEO relationship, Association of Chairs, 2015  <a href="http://www.associationofchairs.org.uk/wp-content/uploFundraisingDirectors/2015/11/Question_of_Balance_2015_final.pdf">www.associationofchairs.org.uk/wp-content/uploFundraisingDirectors/2015/11/Question_of_Balance_2015_final.pdf</a>            Section 3 looks at nine common relationships, noting the advantages and disadvantages of each.</p>
<p>1.2 Attitudes to risk</p> <p>Conversations between trustee boards and executives about risk can easily become bogged down in detail, focus on the wrong things, and become a fencing match, with each trying to show the other how clever they are at either spotting problems or providing solutions.</p>	<p>The culture needs to be one of mutual trust, openness, frankness, learning, and accountability. Without this culture, executives are unlikely to discuss or identify freely the issues that contribute to risk. Boards need to feel and act as though they are accountable to the regulator or to the general public in their role of fiduciary trustee, but they also need to find good ways of holding the executive to account.</p> <p>When it comes to risk, governing boards should bring an outside perspective and experience to bear on internal issues, and ask questions rather than provide answers or detailed directions. Boards need to push the executive to provide answers because in doing so we get to understand how well equipped the executive team is to handle the risks faced by the organisation.</p> <p>REVOLVING DOORS AGENCY, Chair [The Handbook].</p>

<p>1.3 Trustees focusing on operational matters</p> <p>Jenny Berry, ACEVO reported an additional ‘6 new calls per wk’ to their helpline from CEOs who felt undermined by Chairs taking a more ‘operational’ role by, for example, coming into the office unannounced and speaking directly with staff.</p>	<p>The Chair and CEO should have an early conversation about how they want to work together.</p>
<p>1.4 On the other hand, trustees of micro or small charities can be asked to be hands-on.</p>	<p>GCT has a total staff of six. Trustees of GCT inevitably work more closely with these staff, coaching and supporting them to deliver their roles more effectively.</p> <p>GALAPAGOS CONSERVATION TRUST [The H/bk]</p>
<p>1.5 How trustees support development.</p>	<p>Our board members are typically involved in acting as ambassadors, opening doors and helping the charity to grow its network of contacts. To help identify likely sources of support, we all very much keep an eye and ear open for new opportunities and how to make the most of them. We give as much support as we can to the staff team when developing applications and detailed strategies.</p> <p>LIVE MUSIC NOW SCOTLAND [The H/bk]</p>
<p>1.6 How trustees use committees as a way of fulfilling oversight and development roles without blurring into an operational role.</p>	<p>By establishing sub-committees I am able to work closely with fellow trustees to ensure that the charity is managed appropriately. I meet on a regular basis with the Chief Executive and Director of Income Generation to discuss progress on income, events and fundraising trends.</p> <p>Also, attend events as it’s an opportunity to work with our army of volunteers, stay informed of their views and ideas and thank them for the work they do.</p> <p>TRUSTEE, NIGHTINGALE HOUSE HOSPICE [The H/book]</p> <p>“Think about using a committee function – committees are a good way of allowing trustees to delve into the detail while also letting staff</p>

	<p>use the expertise of trustees to guide them in their decision-making without affecting the general running of the board”</p> <p>Trustee, BROOK [The Handbook]</p>
1.7 Where can trustees find out about governance /fundraising issues and regulation?	<p>Institute of Fundraising membership offers: F/raiser Magazine; <a href="http://civilsociety.org.uk">civilsociety.org.uk</a> free subscription</p> <p>NCVO briefings</p> <p>Local CVS</p> <p>Small Charity Coalition, DSC, the FSI</p>
	<p>CC should use its database of email addresses to email information to the chair/CEO who sent in the Annual Report.</p> <p>[It Starts at the Top, NPC, 2016]</p>
1.8 Is the relationship between the Chair and the CEO unequal?	<p>“As a sector, we have made huge progress at the executive level on professional pay, on training, on career development and on understanding the concept of proactive leadership. However, this is not matched by similar progress at board level”. Bubb (ex ACEVO) &amp; Etherington (NCVO) 19.7.16</p>
1.9 Is the structure of the board itself ‘fit for purpose’?	<p>For largest charities, the board is not fit for purpose; should have a unitary structure where CEO and Chair are both directors. [Bubb and Etherington, speech, 19.7.16]</p>

2. Board make up: How does trustee recruitment need to change to ensure Boards have the right skills available to meet the requirements of CC20 and the objectives of the charity?	
2.1 There are too many different websites on which trustee opportunities are advertised.	A portal for the various networks and websites—perhaps hosted or directed by the Charity Commission or a similar body—would help to round up candidates hunting for opportunities.
2.2 Recruitment needs to be less secretive, with charities not relying on contacts of existing trustees.	[R]ecruiting young service users. [Charity Governance Awards eBook, 2016] LEAP CONFRONTING CONFLICT, BODY & SOUL, HEARTNSOUL
2.3 Do trustees have the skills and knowledge to oversee donor relationships?	British Red Cross: a quality assurance committee has created a ‘comprehensive quality assurance framework’. Proactive - is planning for the EU directive coming in which asks for explicit consent to be contacted [The Handbook]
2.4 How do Boards judge what skills they need?	[S]kills audit. <a href="http://www.gov.uk/guidance/trustee-board-people-and-skills">www.gov.uk/guidance/trustee-board-people-and-skills</a>
2.5 Do Boards have sufficiently good leadership and digital skills?	OCS to provide £1.7 m to VOI Sec over four years to help the sector’s million trustees develop their skills, particularly digital skills. Developing a new style of executive leadership.
2.6 What incentives work for the recruitment of trustees?	Some trustees with specific skills are paid.
	Some companies’ HR departments promote trusteeship as part of employee CPD.
2.7 Should there be a fundraiser on the board?	There should be a F/raising champion on the board. [The H/book] TRUSTEE, BROOK
2.8 What are the barriers to fundraisers becoming trustees?  [All points from the IoF’s Get Raising! Report, 2016].	BARRIERS IDENTIFIED: <ul style="list-style-type: none"><li>92% of charities rated a fundraiser trustee as helpful and 81% felt that the skills of fundraising were under-represented. However, like fundraisers, boards themselves need to help to make</li></ul>

	<p>the best use of fundraisers and how to recruit and induct trustees. Chairs need to be “100% behind fundraising governance”, embedding it on agendas and forming sub-groups.  <b>SOLUTION: training.</b></p> <ul style="list-style-type: none"> <li>• The IoF’s Get Raising! Report found that, although 78% of fundraisers were interested in becoming trustees, 39% did not know where to find opportunities and 60% did not know about the trustee role or how boards work, despite working for charities themselves.  <b>SOLUTION: single point of contact possibly the CC) for information, training and induction.</b></li> <li>• Some thought that they didn’t fit the ‘traditional trustee’ profile or that the role was time-consuming. They feared either being ‘pigeon holed’ on a board, only considering operational fundraising plans. Alternatively, they feared not using their skills at all because fundraising was not integrated into governance.  <b>SOLUTION: governance training.</b></li> </ul>
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<p><b>3. Planning Cycles: Stricter fundraising codes of practice, changing data protection law, CC20 – how are Boards and SMTs responding to these challenges? What are the implications and challenges of longer term planning cycles?</b></p>	
<p>3.1 New requirement for boards to consider the impact their charity is making.</p>	<ul style="list-style-type: none"> <li>• Focusing on impact is part of long-term planning [NPC. It Starts at the Top, 2016]</li> <li>• Focusing on impact: What do trustees need to know? NPC, 2015</li> <li>• Examples of micro, small and medium charities [Charity Governance Awards eBook, 2016] improving impact.</li> </ul>
<p>3.2 How to monitor and measure success?            [All this section from The Handbook].</p>	<p>Ensure that your charity’s fundraising programmes are monitored both in terms of performance and compliance with legal and best practice standards. It is important to reassure yourself that fundraising activity is generating sufficient funds to ensure the organisation’s future and that high standards are being maintained at all times.</p> <p>As the strategy is being delivered, trustees should expect to receive regular reports keeping them informed as to whether fundraising is on target, and be flexible enough to change the strategy when necessary.</p> <p>Consider what you will measure and how to establish how successful the organisation has been, celebrating progress and challenging staff where this has not been achieved. That doesn’t just mean counting income and expenditure against targets, but thinking about how you are measuring the quality of your fundraising using other indicators.</p> <p>Remember to report back to your donors and supporters on your fundraising progress, thanking them for their donations and highlighting the impact of funds raised. Let them know what a difference this has and will make to the beneficiaries of the charity’s work.</p>
<p>3.3 Managing turnaround – short- and long-term planning</p>	<p>MOSAIC CLUBHOUSE: planning after loss of funding [Charity Governance Awards, 2016].</p>

<p><b>4. Trustee and CEO engagement with fundraisers: When did your Board last meet your fundraising team? When did a Board member meet or help to brief a professional agency working on your behalf? How do you build understanding between Boards and fundraisers?</b></p>	
<p>4.1 What should trustees do to support their fundraisers?</p>	<p>The first thing we suggest is to review what you're doing already. Talk to the people responsible for your fundraising and staff, understand what your charity has been doing and who is donating. Don't be afraid to ask questions [The Handbook.]</p>
	<ul style="list-style-type: none"> <li>• champion fundraising across the organisation, enabling all staff to have the confidence and knowledge to inspire potential donors.</li> <li>• create networks for future partner cultivation</li> <li>• nominate a legacy champion on the board, encouraging everyone to be confident about having a conversation about the power of gifts in Wills.</li> </ul> <p>TRUSTEE, RELIEF INTERNATIONAL [The H/book]</p>
	<ul style="list-style-type: none"> <li>• set a strategy and clear policies so that everyone in the organisation understands fundraising's importance</li> <li>• make it a permanent agenda item</li> <li>• ensure the resources are in place</li> <li>• offer contacts to fundraiser team</li> </ul>
<p><b>5. Trustee recruitment and nurture</b></p>	
<p>5.1 How well equipped are charities to recruit trustees?</p>	
<p>5.2 How well equipped are charities to train trustees?</p>	<p>The OCS will provide £1.7 m over four years and work with a group of charitable funders to generate match-funding for a programme to boost governance and leadership skills within the voluntary sector.</p>
<p>5.3 How well equipped are charities to nurture trustees?</p>	
<p>5.4 How do small charities find out about/afford training?</p>	<p>(free) membership of SCC, the FSI.          [I]f time is a problem? Free on-line webinars.</p>

5.5 Where are the big gaps in trustee knowledge and experience?	
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