

TOP TIPS ON WHAT MAKES

A GOOD, WELL-MANAGED CHARITY

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What are we going to cover?

What kinds of behaviours help a charity's board?



... and what behaviours spell trouble?

What should you think about in managing your charity's money?



... and how to you get all the charity trustees involved in that?

Question:

What's the one piece of advice you'd give to a new charity trustee?

Trustee duties

A charity trustee must:

1. Act in the interests of the charity:
 1. You must operate in a manner consistent with the charity's purpose
 2. You must act with care and diligence
 3. You must manage any conflict of interest between the charity and any person or organisation who appoints trustees

So, that's the law, but why are we talking about behaviours?



Charity trustees' understanding of core governance matters and activities can be flawed and incomplete

A photograph of a business meeting. In the center, a woman with her eyes closed and hands covering her ears appears distressed or overwhelmed. To her left, a man in a suit and glasses is gesturing with his hands as if speaking. To her right, another man is partially visible, also in a suit. The scene is set around a wooden conference table with a laptop, a smartphone, and a white coffee cup. A large green rectangular box is overlaid on the center of the image, containing white text.

Poor relationships and conflict within charities and between charities and communities

Being a trustee – the beginning

It goes well when:

- Trustees share a strong sense of mission
- Want to help and make a difference
- Know what they can contribute
- Strong relationships with the community
- Sense of 'ownership'



All the things
that make the
sector
generally so
strong

Being a trustee – the flip side

It goes less well when:

'Sock puppets' or
sleeping trustees

Sense of ownership
becomes unhealthy

Their sense of mission
means trustees:

- Can't compromise
- Can't make hard decisions
- Aren't open to the views of the community, or are overly defensive

Being a trustee -the end

It goes well when trustees know when it's time to go...

'Founder
syndrome'

Scalability

'But I'm
indispensable!'

Resilience

FOUNDER SYNDROME

Case Study: Gymnastics Club

Original applicant:

- 'Founder' of the charity
- Also the full-time manager

Other trustees:

- Brought on board as a favour
- Only three in total – founder, long-time friend and friend of a relation



FOUNDER SYNDROME

Case Study: Gymnastics Club

“No meetings can be held or decision made without me”

“Don’t worry – I will do all the work!”

Lack of awareness of their trustee duties

Lack of knowledge about the constitution – and not followed

No trustee meetings held in six years – no record keeping

Informal discussions only in-person and on social media

FOUNDER SYNDROME

Case Study: Gymnastics Club – Recommendations going forward

TRUSTEES	MEETINGS	POLICIES
<ul style="list-style-type: none">• Further trustees appointed.• Local TSI to provide trustee training and advice.	<ul style="list-style-type: none">• Quarterly trustee meetings and yearly AGM held.• Minutes of meetings recorded.	<ul style="list-style-type: none">• National governing body help to create new policies and procedures.• Share with OSCR.

Follow-up meeting held with OSCR at charity premises.

Running your charity

It goes well when charity trustees:

- Know their constitution
- Are present – in all senses
- Work together
- Share duties – and delegate responsibilities
- Keep good order, including holding meetings and recording decisions



Accountability – what does it mean?

It goes well when:

Trustees are accountable to each other

- Able to challenge – and be challenged
- And knowing the limits of challenge
- Find out the facts and stay close to them
- Civility, regulating emotion, managing conflict

Accountability – what does it mean?

It goes well when:

Staff are accountable to the charity trustees

- Delegation – trust balanced with oversight
- Trustees are able to ask the awkward questions
- Trustees take the decisions they need to take – but are open and willing to explain them

Charity finances

It goes well when:

Financial controls used and understood

Procedures to cover financial decisions

No-one hides information

Think about relevant factors when making spending choices

All trustees have a basic understanding of the charity's finances

INTERNAL DISPUTE

Case Study: Autism Care

OSCR inquiry in 2019:

- Dominant trustee
- Lack of collective responsibility
- Lack of training and knowledge about trustee duties
- Policies and procedures put in place after meeting with OSCR and receiving our recommendations

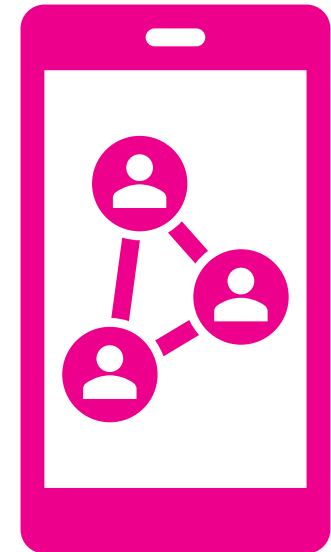


INTERNAL DISPUTE

Case Study: Autism Care

More concerns received:

- Policies and procedures not being fully followed
- Social media attacks and comments on the charity Facebook page
- Confidential information from a meeting with TSI and mediation/training charity shared on Facebook
- TSI bombarded with emails and had to take a step back



INTERNAL DISPUTE

Case Study: Autism Care – Results and Recommendations

Facility closed with
no access –
beneficiaries &
others suffer

Local church
(facility) and local
authority (funding)
aware of problems

Facebook page
changed from asset
to liability –
alternative set up

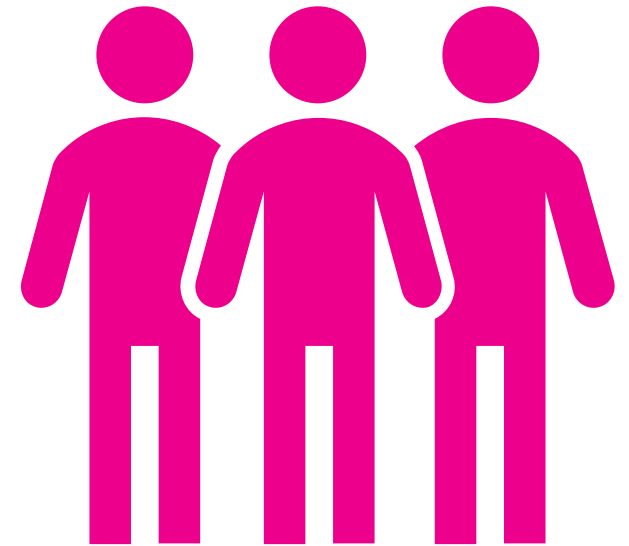
TSI & mediation
charity helping to
recruit new trustees
and volunteers

Original
Chairperson
stepped down as
trustee

Informal
discussions only in-
person and on
social media

Collective responsibility

Charity trustees are not only responsible for their own actions, they are also responsible for the actions and decisions taken by the charity trustees when acting together.





When it goes really wrong...

Managing conflict

- Conflicts do happen – members, beneficiaries, stakeholders
- Complaints – respond, and have a way of responding
- How to you contain/manage conflict?
- Stay as open as you can – not always easy

Questions:

1. What's the hardest thing that trustees have to do?
2. And what can OSCR or anyone else do to make that easier?

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