Dear CtC

50 something days to 2020! Let's see how CtC can help you reach (some of) your board goals or at least help you step up your game or learn from others in our phenomenal network before the year's end. Read on.

1. South of Scotland Enterprise's board information events on 25th and 26th November - a new board seeking diversity!!
2. CtC's work on influencing others, making an impact: Diversity sessions
3. Up close and personal with our new chair Neil Stevenson
4. Recap of recent events
5. The power of the diverse CtC network, clan, community, virtual danceparty!
6. Feedback & a round of applause
7. The importance of volunteering - some urgent areas where we need help
8. Special message to our Target group members (those seeking boards)
9. CtC Founders' Spotlight series
10. All things social: Twitter & LinkedIn
11. Recognising and thanking our members
12. The events agenda for November in Scotland and London
13. New Board positions - well done to CtC members
14. Red flags for the Audit and Risk Committee
15. Reading material: the new Hampton-Alexander review

As always, please do feedback any comments, suggestions or ideas for the newsletter to us. Thank you!

CtC Member Communication Team

Courage tenacity Credibility

CtC Influencing Others

Dundee Circle Academy

On 8th November Tanya Castell spoke about benefits and challenges of board diversity for the first cohort of the Circle Academy in Dundee. This intensive, practical and educational training programme for individuals interested in setting up a More than Profit Business, is part of a hub offering attractively priced office space and support to (potential) social entrepreneurs.

Scottish Women in Agriculture

- **Easyfundraising**: 63 members signed (+1) and £248.78 raised since 1/4/2019, up £12.27 since the publication of the September newsletter.

- **Amazon Smile**: £5 raised since June 2019. (There has been a change with regard to shopping on Amazon so register and log-in with with [Amazon Smile](https://www.amazon.co.uk) to make sure a % of your spending on the Amazon is donated to CtC.)

It feels really good to donate a little something to CtC and you immediately see the overall CtC community-wide impact (£5) it makes for CtC on the below screenshot!
Taskforce

CtC has been commissioned by the Scottish Government to run a pilot of diversity and unconscious bias training workshops to help increase the number of women on boards and in senior leadership roles in agriculture in Scotland. The first session was held on Monday 28 October in Fife for the Tayforth Machinery Ring. Trustee Roger Duerden and CtC CEO Tanya Castell led the first one and were delighted with the interest and positive reception by the attendees. Thanks also go to CtC members John Maxwell and Yasmin Hussain who were involved in developing the materials use for the pre-work and the discussions. Pictured here in front of the group is our trustee Roger Duerden during the group discussion around benefits and how to make enhancements (can you see the sheep in the background?).

The power of the Diverse CtC

Could we reach 80 supporters of Easyfundraising by the end of the year? We are less than 50 days away from 2020! Think of CtC when you do your festive online shopping - it costs you nothing.

Up close and personal with our new Chair

Storytelling is important. Telling the story about diversity is important. Our new Chair, Neil Stevenson, who heads up the Scottish Legal Complaints Commission in his day job, will tell his story to CtC members in Glasgow and Edinburgh. He already touched many of those who were present at the AGM, so book your spot here below if you haven't met and heard him yet or want to learn more about his Board Journey. The session will be interactive, with delegates also
Network, Community, Clan, 'Virtual Danceparty'!

Here's an example of the power of our diverse and engaged CtC member network: 4 CtC members connecting after discovering through CtC membership and volunteering they were all Dutch speaking natives: 2 Dutch and 2 Belgians. Hans Smans signed up as CtC Company Secretary, Madeleine Kemna already carried out the CtC Governance review and co-writes the CtC newsletter with Wendy Lamin who's also Community Manager, and Alain Van Weert who just recently joined, already raised his hand to be a coach!

It is true: you get back more than you give when you volunteer! Want to meet interesting people and get the most out of your CtC peer-to-peer membership whilst equally giving back to your peers? Then sign up to be a volunteer and share a bit of your time, skills, passion and energy. Please see the opportunities list on the CtC platform or email here.

encouraged to share views – the whole focus of CtC as a peer network is where we all learn from each other. In his own words:

"Like other Board journey sessions I'll share my own route - from joining a charity just after uni, through to my current CEO & NED roles. I've taken a lot from hearing other speakers - their tips and confidence, but even more from hearing their set backs and self doubts, reassuring me everyone has those. I’ll also chat about personal experiences, which shape us all, from time in the remedial reading and writing class (not always so kindly named in the playground!) to growing up gay in the 90’s. I hope I can live up to the amazing standard of frankness other speakers have set, and share something which helps inspire you on your own board journey. It's also a great chance for you to come and tell me your views on CtC, how it helps, and what we need to think about as we review our strategy next year."

- Glasgow 14 November, 6 -7.30 pm: book here.
- Edinburgh 19 November, 6-8 pm: book here.
MARK YOUR CALENDARS!
Per the email just sent out on 9/11/2019, a quick reminder below. Remember, more information, links to log-in and the diary for November & December can be found in the Member Forum on the website on the right under 'Member Events':

- **14/11**
  - 6:00 - 7:30 pm
  - **BOOK NOW: Neil Stevenson’s board journey - Glasgow**
  - Brewin Dolphin, Glasgow - register [here](#)

- **18/11**
  - 6:00 - 7:30 pm
  - **London CIC November Meeting**

The importance of volunteering:

“If you become a helper of hearts, springs of wisdom will flow from your heart.” – Rumi

Granted, we looked up ‘50 Inspirational Quotes About Volunteering & Giving Back’ and liked this Rumi one best as intro to repeat that we are a peer-to-peer network, which means that we have no employees to deliver the work or make a difference for you as our members. You volunteering and rolling up your sleeves if you can is therefore crucial - please see how you can help [here](#) and do ask if you're not sure - email [here](#).

Want to add Event Coordinator on your CV for around 1-2 h a month?

We **URGENTLY** need event coordinators for both Glasgow and Edinburgh. This person would manage the local events team's volunteers (including bringing the team together either in person or by phone a couple of times a year) and allocate out events to individuals in the team to organise member events. We have a list of possible speakers but no volunteers to organise them... It's no more than 1-2 hours a month. Volunteers should email the events team [here](#).
Institute of Directors, London - register [here](#).

18/11
6:00 - 7:15 pm
Preparing to apply for NED roles - Glasgow (known as Target Group meeting)
Millennium Hotel, Glasgow - register [here](#).

19/11
6:00 - 8:00 pm
CtC Chair Neil Stevenson’s Board Journey
RBS, EDINBURGH - register [here](#).

27/11
6:15 - 7:45 pm
CtC NOVEMBER Graduate Group Meeting - 27th November @ 6.15 pm - Edinburgh
Scottish Legal Complaints Commission, Edinburgh – HOLD THE DATE

27/11
6:30 - 8:00 pm
Board Appointment Process - view from a head-hunter
EY Foundation, Glasgow - register [here](#).

04/12
6:00 pm - 7:30 pm
London Social December
Institute of Directors, London - register [here](#).

04/12
6:30 pm - 8:00 pm
Learn more about the Public Sector board appointment process
EY Foundation, Glasgow - register [here](#).

16/12
6:00 pm - 7:45 pm
CtC Social Event - Edinburgh
Le Di Vin, Edinburgh - register [here](#).

The other two areas where we also **URGENTLY** need your help are
1. collating board vacancies for the benefit of the members - the work is shared between 3-4 in the team in turn to produce the fortnightly update so the time commitment is small. Please email the board vacancy team led by Ann Dougan (many thanks) [here](#).
2. helping with the membership onboarding team - this is usually 15-20 minutes a week and involves matching people interested in joining to our CtC introducers. Please email the membership onboarding team led by Elaine Crichton (many thanks again) [here](#).

**SPECIAL MESSAGE to our TARGET group members who have not taken any action yet with respect to their board journey:** 2019 is not over yet so still time to make a move!
CtC operates as a peer support network and making connections to create strong social capital is important for non-executive directors so please do come along to an event.

All events are free although when you are learning from others we would please ask for a donation of £5 on the day if you can afford it. This helps CtC cover its costs.

### 2 UPCOMING BOARD INFORMATION EVENTS

Mark your agenda's for 2 upcoming board information events for the new board of South of Scotland Enterprise which CtC is supporting with the Scottish Government. The Board information events with a 6pm kick-off are taking place (5.45 for 6-8pm) in

- Dumfries at Dumfries and Galloway College on the 25th November: register here.
- Gala at Scottish Borders College on the 26th: register here.

They are looking for a wide range of skill sets and previous board experience is not required. Please also feel free to share wide and far

CtC's CEO Tanya Castell just retweeted these pearls of wisdom on the 'why' of starting your board journey:

1. Point of difference on CV
2. Develop career and leadership skills
3. Build marketing & industry knowledge
4. Engagement in your community
5. Career resilience
6. Continuity of CV if you take a career break
7. Explore portfolio career as non-exec director

It can be scary, leaving your comfort zone always is, but that's the point right? Courage is our first name!

There is plenty of support materials and help available. For starters, we suggest you download the following documents:

- CtC Board Roadmap
- CtC Board competencies - Skill Matrix.
- NED interview questions

You can find them under 'Documents' in the All Member community on the CtC platform, look under the category 'Member
with your own respective networks on social media.

...
‘Documents’ of the All Members community, select the category ‘Founders Spotlight Series’.

Get to know more about Julie-Anne and how and why she got involved with CtC.

CtC LinkedIn Corner

To date, you can find 18 of our 500+ members on LinkedIn. (Click on ‘People’ on the CtC LinkedIn page).

Why?

Because these members added a CtC section to their LinkedIn profile.

How?

Under ‘Experience’, add ‘Member’ of CtC. Make sure you get the purple CtC logo, by clicking on the +, in ‘Organisation’, look up ‘Changing the Chemistry’ until you see our logo, click on it.

We are all CtC Ambassadors.

Feedback - round of applause!

Remember that we called upon all of you to tap into your networks and/or apply yourself for a board position with West College Scotland? (We posted it everywhere, in the newsletter, All Members community, Twitter, LinkedIn)? Well, the feedback from the College is that they received a higher number of applications having paid for CtC’s support for their last recruitment round and that the quality of the candidates was high (no surprise from us here knowing you all). 2 candidates stated that they had been referred to the appointment by CtC.

So a round of applause to all of you who made that happen! The power and impact of our CtC network is very tangible!

CtC LONDON CHAPTER

To our London-based members or Scotland-based ones travelling to London, remember there is a

- **member meeting** on the 2nd Monday of the month and
- **open meeting** on the last Wednesday of the month.
We can all ‘find and be found’ by fellow members of our CtC community and others via the CtC LinkedIn page if we add Changing the Chemistry to our LinkedIn ‘Experience’ profile.

Doing so supports your online brand, shows that you value diversity of thought through AND lets the world know you are looking for NED/Trustee/...position. It's a win-win-win!

PS:

1) If you add CtC under ‘Volunteer Experience’, it's not being picked up by the 'People' tab on the CtC LinkedIn page, whereas it is if you add it under ‘Experience’.

2) We currently have 259 followers on LinkedIn. If you haven’t done so already, please ‘follow’ us too!

London-based Bogusia Webb is now a Trustee of CtC and attended her first board meeting.

New Board positions

Graeme Thompson joined the Bank of Scotland Foundation and Justine Leahy joined GMACFilm.com.

Congratulations to you both! Please email us if you have secured a new board appointment.

Audit Risk

Effectiveness of the ARC: Watch out for red flags

Even when you think you have all the bases covered in your Audit and Risk Committee, you may encounter some unwelcome surprises that should not have been surprises in hindsight. Red flags are often there if you know what to look for. Our CEO Tanya Castell pointed out an interesting report by Audit Scotland regarding the mistakes made by the Scottish Public Pensions Agency’s
A huge THANK YOU goes out to

- **Linda Coe** as she stepped down from being our Company Secretary, and
- **Hans Smans** for stepping up as our Company Secretary! Linda, you were absolutely phenomenal during all these years, really

project to commission an integrated pension administration and payments system. Some important lessons can be drawn from this saga and they are applicable everywhere.

The report can be found [here](#), but the most important points are:

- **SPPA did not prepare a clear business case** for its new system and the lack of costs and benefits or any financial information for the various options meant that alternatives were not fully considered.

- **The governance was flawed.** The Management Advisory Board, SPPA’s main advisory body (comprising the Accountable Officer, Non-Executives and a representative of the Scottish Government), was not consulted.

- **SPPA agreed a budget of £9 million** for the project, but did not set any detailed scope or objectives.

- **There was no adequate governance and project**
one of the rocks on which Ctc was built!

- **John Maxwell**, **Roger Duerden** and **Yasmeen Hussain** for their help in preparing (and in Roger’s case delivering with Tanya Castell) the first Scottish Women in Agriculture Diversity and Unconscious Bias training workshop to the Tayforth Machinery Ring in Fife on 28th October!

- **Debbie Shields** from Aspen People who is providing a recruiter’s perspective on searching for NED roles - 27th November in Glasgow

- **Anne Anderson** (former vice principal at the University of Glasgow) who will be sharing her experience of securing public sector board roles and providing hints and times on the public appointment process - 4th December in Glasgow (see details of events above)

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On November 13, 2019, the new (4th) Hampton-Alexander Review about improving gender balance in FTSE leadership came out: [link](#).

assurance arrangement, which made proper scrutiny of the project more difficult. This problem was aggravated by several changes in leadership.

- SPPA set an unrealistic time frame of 18 months for the project.

- The selected bidder scored lower than others on quality, but first on cost. The bid was classified as an abnormally low tender, but the SPPA did not have the resources to investigate further and did not seek further help to dig deeper. Instead it accepted the bid based on the assurances of the bidder.

- Papers to the MAB, the ARC and the Project Board lacked finance information and did not clearly report progress against milestones.

The Effective Audit and Risk Committee course at Onboard is a good course for those who want to train themselves to spot the red flags in advance.