



BUILDING EFFECTIVE BOARDS

A Practical
Resource for
Trustees

**Updated
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HCF
Training and Development

#TEAMHERTS
VOLUNTEERING

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BACKGROUND

Trustee boards are vital to the development of Hertfordshire's vibrant charity sector. However, establishing and running a board is not a straightforward process. #TeamHerts Volunteering, working in partnership with HCF Training and Development, have worked with expert authors to put together this practical resource to help Hertfordshire charities to adopt best practice and make their boards work more effectively.

Throughout this document you will find embolded hyperlinks with a thin underline which are linked to government policy and guidance, including the latest Charity Governance Code 2017, as well as other documents and templates which you may find useful.

The links and guidance in this document were correct at point of design – we will endeavour to keep them up to date. The resource provides guidance and time-saving templates – organisations need to use their own discretion in how they adopt and use these. It does not replace the need for professional advice.

This online resource may be used free of charge as a reference guide. All the templates in the appendices are available as separate downloadable documents that can be edited.

This document was updated in May 2018 in line with changes to the law around GDPR, Safeguarding, disqualification from being a trustee.

ABOUT THE AUTHORS

Caro Hart has been a charity professional for more than 30 years. She has worked for Citizens Advice Bureau service, an environmental charity, a national older peoples' charity and she was Chief Executive of a national charity working with international students. She has served on several trustee boards. She started her own Community Interest Company in 2012. Franklin Hart Consultancy CIC specialises in bid-writing, project management, training and governance. Caro is a licensed PQASSO mentor and has worked extensively with quality assurance and organisational improvement. Further details, including details of recent projects, can be found on www.franklin-hart.co.uk.

Sue Pearlman has over 30 years' experience in the voluntary sector. She has been a volunteer, a staff member and a CEO before starting her own consultancy where she specialises in governance and senior management issues. She has been, and remains, a trustee of charities, both local and national. She is also a Senior Consultant with NCVO (National Council of Voluntary Organisations) and runs Trustee Roles and Responsibilities training for HCF.



#TeamHerts Volunteering staff have a wide range of expertise including digital and traditional marketing, volunteer management, HR, Charity Governance and general volunteer good practice. #TeamHerts run volunteer best practice forums and training around marketing and recruitment of volunteers. The project also offers a range of other resources to support organisations. More information on the services of #TeamHerts can be found at www.teamherts.org



Training and Development

HCF Training and Development is based at Hertfordshire Community Foundation and provides workforce development for voluntary and community organisations. Trustee training is a key component of our annual VCS calendar. HCF also runs Building Effectiveness which provides a supported tailored improvement programme for 10 organisations each year – focused on their boards and senior managers. www.hcftraining.org.uk

INTRODUCTION

Recruiting, training and retaining trustees is often one of the biggest challenges that an organisation faces, particularly as it grows and prospers. Often the initial trustees are the people who helped to found the organisation and they are very closely involved in the work of the charity.

At whatever stage a board is at, the trustees must be aware of their distinct duties as trustees, rather than “just” volunteers for their organisation. Governance should always be kept distinct from operations.

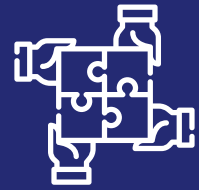
Whatever the challenge, this resources pack will guide you through the process and make simple, practical suggestions for how to tackle the work. It covers:

- Recruitment and Selection
- Induction and Training
- Governance and Board Management

Please note that the recommendations of services and events given in this document are illustrative and do not constitute commercial endorsement.

What is Governance?

What are your trustees there to do? The term “governance” is widely used, but what does it mean?



NCVO's state in 'Know How Non-Profit' that:

“Usually a charity is governed by a trustee board that takes overall responsibility for its work.

Governance is a term used to describe the trustees' role in:

- Securing the long term direction of the charity (furthering its objects or purposes as set out in its governing document)
- Ensuring that policies and activities achieve those objects
- Ensuring the charity is run in a way that is legal, responsible and effective
- Being accountable to those with an interest or 'stake' in the charity

Good governance runs throughout a charity. The trustee board is responsible for good governance, but they rely on many different people to be able to govern well – staff and the chief executive in particular, volunteers, advisors and others with an interest or stake in the organisation (stakeholders).”

In broad terms, the trustees are responsible for what the organisation does and the staff and volunteers are responsible for how it is done. Trustee boards are sometimes described as “the holders of the mission”; they ensure that the objectives stated in the governing document are achieved.

The Charity Governance Code 2017 gives seven principles which it expects all charities to adopt. The principles build on a Foundation:

It is the Code’s starting point that all trustees:

- Are committed to their charity’s cause and have joined its board because they want to help the charity deliver its purposes most effectively for public benefit
- Recognise that meeting their charity’s stated public benefit is an ongoing requirement understand their roles and legal responsibilities, and, in particular, have read and understand

Seven principles flow from this foundation:



1. Organisational purpose



5. Board effectiveness



2. Leadership



6. Diversity



3. Integrity



7. Openness and accountability



4. Decision-making, risk and control

The Essential Trustee (CC03) explains the keys duties of all trustees in England and Wales.

PART 1: RECRUITMENT AND SELECTION OF TRUSTEES





PREPARING TO RECRUIT TRUSTEES

To successfully recruit to a trustee role or to ensure that your recruitment processes are up-to-date for the next time, ask yourself the following key questions:

Are you clear on how many trustees your governing document allows for and any requirements on recruiting from the membership?

No? You should review the organisation's current governing document. An organisation must abide by the provisions in the governing document.

If it is obvious that the governing document is out of date or no longer relevant to what the organisation is currently doing, then you may want to think about updating it. Many organisations do so when changing to the new Charitable Incorporated Organisation (CIO) legal model which has the option of being either an association (membership) type or a foundation (trustee-led) type. However, it is good practice to conduct regular reviews. See the [Charity Commission](#) government website for more details.

Are you clear about the different ways that you can bring new people on to your trustee board to ensure you have the right skills?

No? Many governing documents have provision for trustees to be "co-opted" or added to the trustee board in between formal recruitment processes. This is useful if you temporarily want to bring a trustee on board with expertise, for instance during a staff re-organisation, rather than make a permanent appointment.

If your governing document does have the provision for trustees to be co-opted, you need to ensure that once co-opted as trustees, all trustees, including those co-opted must always have the best interests of the charity in mind. They are not there just for their particular skills,

nor are they there to represent any particular organisation or interest, neither can they be mandated by any other organisation. Co-opted trustees have exactly the same responsibilities as all other trustees. You will often find that co-opted trustees stand for election at the next AGM.

Some membership organisations elect their trustees at the Annual General Meeting (AGM). A similar process of finding the right trustee to that outlined here may be followed (depending on what the governing document says about the necessity to elect from the membership), but they are elected formally by a vote of the membership. Typically, a new trustee will be co-opted until the AGM.

The remainder of this section provides guidance on conducting a formal trustee recruitment process.

Are you clear on the "person specification" for the new trustee?

No? The first step is to identify the skills of the existing trustees by undertaking a [trustee skills analysis](#) of the trustee board. Use the proforma template to help you with this. This identifies:

- The core skills a trustee board collectively should have – if any of these are not covered by an existing trustee – you should prioritise these
- The "other" attributes – these will need to be matched with the organisation's strategy and needs to identify the areas of expertise required
- Networks, potential contacts and so on; you may need someone with links to, say, faith communities, to support an aspect of the organisation's strategic development

Organisations are recommended to update their [trustee skills analysis](#) annually.

Are you clear who is unable to be a trustee and have checked that the candidate is not automatically disqualified from being a trustee?

In August 2018 the rules on automatic disqualification are changing. Please look at [Charity Commission guidance](#) to check who can, and can't be a trustee.

The Charity Commission says that:

You must be at least 18 years old to be a charity trustee (16 if your charity is a company or charitable incorporated organisation (CIO).

Some people are disqualified by law from acting as charity trustees. Subject to waiver provisions, this includes anyone who:

- has an unspent conviction for an offence involving dishonesty or deception
- is currently declared bankrupt (or is subject to bankruptcy restrictions or an interim order) or has an individual voluntary agreement (IVA) with creditors
- is **disqualified from being a company director**
- has previously been removed as a trustee by either the commission or the High Court due to misconduct or mismanagement

It is normally an offence to act as a trustee while disqualified unless the commission has given a waiver. Special provisions apply to charitable companies. Find out more about **disqualifications** and **waivers of disqualification** in the commission's staff guidance.

- You can ask potential trustees to sign a **declaration form** to confirm that all necessary checks have been made and they can legally accept the appointment.

There is a sample Trustee Declaration form on the Charity Commission website.

Do you have a clear idea of the role you are recruiting to?

No? Work through the **role description**, **person specification** and **advert** and ensure that the role that you define fits with the needs of the organisation's governance and strategy. For smaller organisations, trustees may need to be more hands-on and involved in the day to day running of the operation. It is important to clarify this in the role description.

NCVO also has sample trustee and officer role descriptions which are free to NCVO members



Have you considered how you will increase the diversity of your trustee board?

No? It is good practice to ensure that the diversity of your trustee board broadly reflects the demographics or geographical spread of your service users or community stakeholders. You can increase diversity through advertising trustee vacancies within communities or groups and making your application process accessible. Ensure that these actions are included in your recruitment plan.

You may also want to include a **diversity perception questionnaire** when you send out the skills audit to gather a picture of the diversity of your trustee board and whether it reflects the community it serves.

The Charity Commission says that:

“A diverse board is more likely to contain a broader range of skills, knowledge and experience than one which is more narrowly based. When preparing to recruit new trustees, a charity should, in general, seek to increase or at least maintain the diversity of its trustee board.”

The Charity Governance Code includes

a new principle of diversity, together with the rationale, and is given below:

PRINCIPLE

The board's diversity supports its leadership and decision-making.

RATIONALE

Diversity, in the widest sense, is essential for boards to stay informed and responsive and to navigate the fast-paced and complex changes facing the voluntary sector. Boards whose trustees have different backgrounds and experience are more likely to encourage debate and to make better decisions. The term 'diversity' includes the seven protected characteristics of the Equality Act 2010 as well as different socio-economic backgrounds and diversity of thought. Boards should seek to recruit people who think in different ways as well as those who have different backgrounds.'

Have you created a recruitment pack?

No? You will need:

- A letter from the Chair saying why you are recruiting and encouraging applications from people from all backgrounds: make it welcoming, accessible and really sell your organisation to attract people who want to support your cause.
- **Trustee Application Form**
- **Role description/Person Specification**
- **Trustee Declaration Form**
- **Advert**
- The organisation's latest annual report, accounts and impact report
- Any business or strategic plan which includes the aim and values of the organisation
- Structure or organisation chart



Advertising for trustees

You should make sure that your recruitment messages and the pictures or case-studies you include present a welcoming

and supportive image. Consider whether there are any particular groups you want to reach in order to improve the diversity and blend of skills on your board. This should guide the content of your advertisements and how and where you advertise.

Use your networks

What networks does your organisation already have that you could use to promote the role? Word of mouth and personal relationships can be a very effective method of recruitment, and it allows organisations to target people with the right skills and interests. Stakeholders, staff, volunteers and service users who feel good about their involvement with your organisation are likely to tell their friends and family. They can also help you to promote the role(s) via social media in local community groups on Facebook, Twitter and LinkedIn to get the word out there.

Hertfordshire Volunteering Networks

Whoever you are trying to attract, there are a range of organisations who can help to promote your trustee roles:

- **#TeamHerts Volunteering**
- Your local **Volunteer Centre** or CVS. Some CVS organisations have a different name e.g. Community Hertsmere /Community Action Dacorum /Watford and Three Rivers Trust (W3RT)
- **Connect Hertfordshire** send a regular newsletter to charities

#TeamHerts Volunteering is a countywide one stop hub supporting over 800 charities and organisations across Hertfordshire with finding volunteers to support the local community.

#TeamHerts Volunteering can promote trustee roles you are recruiting by:

- Listing your organisation on their **website database** which the public can search on the homepage
- **#TeamHerts Volunteering Facebook** and **Twitter** platforms
- **#TeamHerts Volunteering events**
- #TeamHerts Volunteering monthly e-newsletter
- #TeamHerts stories area of the website - if you have a current volunteer who can share their own story to help recruit further volunteers

Volunteer Centres can also act as a 'broker' between potential volunteers and groups or organisations which need help.

When registering your need for volunteers or trustees, you will need to describe what kinds of tasks or activities need to be done. You must also confirm that suitable insurance cover is in place and explain whether training and volunteer expenses are provided.

Advertising nationally

Several national websites advertise volunteer vacancies free or at low cost. For instance:

- **Trustee Finder**
- **Reach Skills**
- **Charity Jobs**
- **NAVCA (free for members)**
- **The Guardian Jobs** offer substantial charity discounts – talk to the charity team

Brokers such as **Trustees Unlimited** and **Reach Volunteering** will provide a range of services to support trustee recruitment.

Online and Social Media

There is a huge range of other ways to use the internet and social media to recruit volunteers. Here are a few ideas:

- Social networking websites such as Facebook, Twitter, LinkedIn. You can use your own social media platforms to recruit and share any posts with other relevant community groups in the area or with the #TeamHerts Volunteering social media platforms
- Online discussion forums and blogs based around topics or interest areas
- LinkedIn or Facebook Sponsored Advertising – if you have budget to invest in recruiting for a specific skill you are looking for then you could place advertising via LinkedIn or Facebook Sponsored Advertising targeted at professionals with specialist skills in a specific location. #TeamHerts Volunteering run courses to help you understand social media recruitment better. You can be alerted to future courses by signing up to their e-newsletter on the #TeamHerts website
- Advertising via specialist association websites or e-newsletters if you are recruiting a specialist skill e.g. accounting for example
- Not forgetting to put it on your own website and social media platforms

It is also worth thinking about the timing of your recruitment. It may be possible to take advantage of a time when volunteering is in the news such as Volunteers Week (June) or Trustees Week (November) to boost your publicity. If this is the case, be sure to use the hashtag in any social media posts relating to the event e.g. #VolunteersWeek to boost views of your post.

Advertising locally

If you produce leaflets, posters or adverts to recruit trustees and volunteers, try distributing them in a wide range of local places to reach a broader audience. If you are trying to recruit trustees from specific backgrounds to increase diversity, pick the ones that you think will reach particular groups.

Some options are:

- Local and free newspapers (through adverts or a weekly column)
- #TeamHerts Volunteering can take flyers to events they are attending if relevant/appropriate to the audience
- Places of worship, e.g. mosques, churches, temples, synagogues
- Meeting/leisure places, parks, clubs, cafes, pubs
- Sports/Leisure Centres and fitness groups
- Health Centres, e.g. GP surgeries or hospital waiting rooms
- Weekly groups, such as women's groups, toddler groups or local Rotary groups
- Community and hospital radio stations
- Seasonal and community events, such as fairs

You can search the Yellow Pages website at [Yell](https://www.yell.com) to find local amenities and organisations based in your area.

There are also a range of local websites which may carry an advert; the local council may have a community site; housing associations or community groups may be willing. Most local councillors send out an e-newsletter and can be asked to include a link to your website and Parish newsletters are a good source of recruitment.



Recruiting trustees

The process needs to follow best practice:

Has the trustee board delegated responsibility for organising the process to a person or sub-committee, setting clear goals and deadlines?

No? There is a lot of work in recruiting trustees. It is legally the responsibility of the trustees to do so and the Chair must have oversight of the process even if other people are doing the work. If it is a Chair who is being recruited, consider getting an external person to lead; the Chair or CEO of a partner organisation, for example.

Are you clear on who you want to recruit?

No? This will depend on why you are recruiting and how the [trustee skills-analysis template](#) matched the current strategy.

There are several options and each will affect how and where you choose to advertise the post:

- You want an experienced trustee to bring core skills and knowledge – advertise nationally
- You want someone who knows the charity well and/or is a service user to bring grass-roots knowledge and opinions – advertise internally and very locally, use word of mouth
- You want someone from the local community knows the local scene – advertise in local publications and online, use social media.

Do you have a plan for the process?

No? Spend some time working through the [trustee recruitment plan](#) which supports your recruitment.

You may also want to refer to the Charity Commission's guidance [Trustee board: People and skills](#).

The Charity Governance Code includes the following, under Board Effectiveness:

Overseeing appointments (to the board)

5.7.1 There is a formal, rigorous and transparent procedure to appoint new trustees to the board, which includes advertising vacancies widely.

5.7.2 The search for new trustees is carried out, and appointments or nominations for election are made, on merit, against objective criteria and considering the benefits of diversity. The board regularly looks at what skills it has and needs, and this affects how new trustees are found.

5.7.3 Trustees are appointed for an agreed length of time, subject to any applicable governing documental or statutory provisions relating to election and re-election. If a trustee has served for more than nine years, their reappointment is;

- subject to a particularly rigorous review and takes into account the need for progressive refreshing of the board
- explained in the trustees' annual report.

5.7.4 If a charity's governing document provides for one or more trustees to be nominated and elected by a wider membership, or elected by a wider membership after nomination or recommendation by the board, the charity supports the members to play an informed role in these processes.

Have you considered how you will reach out to specific groups of people in the way you advertise the trustee vacancy?

No? Think about whether you will need materials translated into community languages or an audio version. This very much depends on who you are trying to attract (as above).



Selecting your trustees

It is important to get a diverse group of trustees with the skills, knowledge and experience to

manage the charity effectively. However, you also need to ensure that the people you appoint are a good fit with the organisation. Consider the following questions:

Does the potential trustee know the charity well?

No? It can also be useful for them to meet some of the trustees, or at least the Chair, to talk about what is expected. This is especially important if they have not been a trustee before. It may be useful to invite them to sit in a trustee meeting to improve their understanding of the role and the organisation.

Does the potential trustee know what the role involves?

No? You could encourage the potential trustee to attend one of HCF's Trustee Roles and Responsibilities courses.

If this is not possible you should recommend that they access online resources to gain an understanding of their role and responsibilities e.g.:

- [Charity Commission Guidance](#)
- [NCVO Guidance](#)
- [Trustee E-Learning](#)

Or you may wish to purchase NCVO's [Good Trustee Guide](#)

Have you designed a fair and open selection process?

No? It is good practice to have as fair and open a process for recruiting trustees as for any staff member or volunteer. The potential trustee should be interviewed by a small panel of two or more trustees (you could also involve other stakeholder organisations or representatives of a service users' group) including the Chair. You should arrange the interviews at a time suitable for the candidate bearing in mind circumstances such as caring responsibilities. Where necessary, you should arrange for an interpreter or sign-language speaker to be in attendance.

You should use the same questions for each trustee so that it is fair, especially if there are more candidates than trustee roles. Each member of the panel should take notes and these should be kept confidentially. Have a look at the interviewing trustees template.

Have you checked the candidate's eligibility for trusteeship?

No? You should check first that the person is eligible under the charity's own governing document, for instance that they are a paid-up member or that they haven't previously served as a trustee within a given period. You can find out this information using questions on the [trustee application form](#).

For more more information see the [Charity Commission website](#).

Have you arranged how you will let candidates know?

No? A letter should go out in the name of the Chair to both successful and unsuccessful candidates telling them what decision has been made, giving brief reasons (with reference to the interview notes) and to thank them for their interest in the charity.

If there are unsuccessful candidates who are interested in supporting your organisation and who you feel have skills and attributes that would be of benefit – consider offering them an alternative role. Could they be an ambassador or sit on an advisory committee? Or do they have specific skills that would make them a good volunteer? In this way you may be able to develop them into a future trustee.

PART 2: INDUCTION AND TRAINING





YOUR TRUSTEE INDUCTION PROCESS

Having found the perfect trustee, it is important to engage them and ensure that they have what they need to perform effectively. Work through the following questions to ensure this:

Have you a current induction pack to give to the new trustee?

No? You will need:

- A letter from the Chair welcoming them to the organisation and arranging a meeting
- Governing document
- The last annual report and accounts
- Minutes of the last year's trustee board meetings
- Key policies, e.g. code of conduct, conflict of interest, financial controls and human resources
- History of the organisation and organisational structure
- Business, strategic or work plans
- Trustee board and committee structures (if any)
- Names and contact details of other board members
- A schedule of trustee meetings for the next few months (ideally, the coming year)
- Any leaflets or newsletters about the service delivery
- A standard declaration of conflict of interest for completion
- Payment of reasonable expenses to trustees

The new trustee should be invited to discuss this information with the Chair or another trustee as a lot of it may be strange to them. Think about appointing an existing trustee as a mentor to the new trustee. It can be a great help for the new trustee to have someone they can call on with questions and concerns who has experienced being a new trustee at some point.

This will also help ensure that the atmosphere in the board room is welcoming and familiar. Having a mentor may be particularly appropriate if the new trustee has never sat on a board before or needs additional support.

The Association for Research in the Voluntary and Community Sector has template conflict

of interest policies which can be used if the charity does not currently have these. They should be updated annually

Do you have adapted materials for trustees with particular needs?

No? It may be worth investing in some resources for present and future trustees. Local disability organisations may offer translation services for Braille readers, your CVS can put you in touch with organisations doing translations into local community languages. Alternatively, you can contact the **Herts Interpreting and Translation Service**.

In addition, the Charity Commission sends a Trustee Welcome Pack to all new trustees. This contains an overview of what new trustees should expect, including the 6 main duties of trustees:

Always:

1. be clear that what your charity does supports its purposes and benefits the public
2. check that decisions you make are within the rules for your charity
3. ask yourself what's best for the charity and who it helps
4. satisfy yourself that the charity's funds, people and reputation are used sensibly and are protected from undue risk
5. be prepared. Have the information you need, in the format you need, and set aside time to read it prior to meetings
6. get your charity's accounts and reports to us on time. Make sure they are to the standard required, and clear about the charity's achievements

The Charity Commission's **The Essential Trustee (CC03)** can support this further.

NCVO recently translated its Good Trustee Guide into four booklets in an easy-read format to make it accessible for people with learning disabilities. These can be downloaded for free and they cover: What is a charity? What is a charity trustee? What trustees must do. How trustees look after the charity



TRUSTEE TRAINING

As noted, above, many organisations use an annual awayday to provide training for trustees, especially newly recruited ones. Internal training has the additional benefit that working together can have team-building benefits. However, it is also useful for trustees to take training externally as it provides a chance to meet other trustees and understand the wider context.

Do you believe that your organisation uses the annual awayday as well as it might?

No? Have a look at the **six tips for the perfect trustee awayday**. One of them is about integrating training into the day.

Do you feel that your trustee board supports its members, especially the new trustees, to deliver good governance?

No? One useful resource is the **Charity Governance Code** which can be used in a variety of ways to help the trustees to understand what is meant by good governance and what it entails. It can also help to identify any gaps in the trustee board's or an individual's knowledge.

Does your new trustee have training needs?

Yes? The initial chat with the Chair should identify any gaps in the knowledge or experience of your new trustee. The first thing is to familiarise them with the charity and how it works, you should arrange a visit and a chance to chat with staff and volunteers, if they didn't do so during the selection process. Many organisations combine trustee induction with the annual awayday so that training serves as a refresher for the other trustees as well.

There are also a good range of external induction courses and materials offered by organisations such as the **Directory for Social Change** and **NCVO**.

Have you identified any gaps in the knowledge and skills of your trustees or do they need to keep updated on changes in legislation, regulation or sector issues?

Yes? There are a number of good sector resources which can help with reasonably priced training.

Your local CVS may organise a trustee network or other trustee training. HCF Training and Development also have a range of trustee training offer by their partners this can be found on their **Courses Directory**.

NCVO's know-how non-profit **Studyzone** has an ever-increasing range of short courses created by a wide range of organisations and individuals, which are studied online at a time to suit trustees. This could be used in conjunction with a brief discussion on the issues at a meeting.

DSC have a good range of training courses on leadership and management and governance. They also stock a wide range of publications.

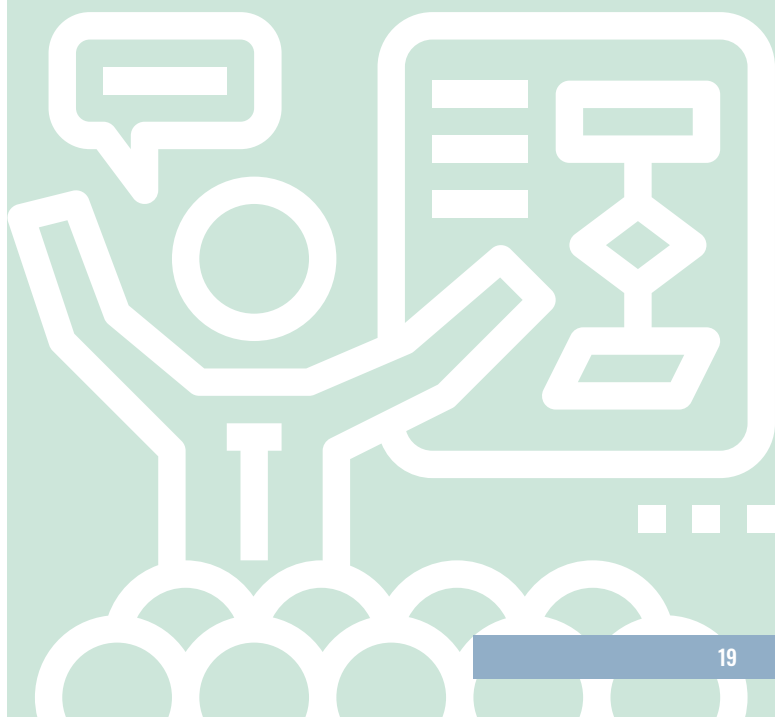
There are several sector conferences which offer not only up-to-date information on sector issues, but practical workshops and a valuable chance to network, they include: the **NCVO/BWB Trustee Conference in November** and **DSC's Charity Fair (May-June)** amongst others



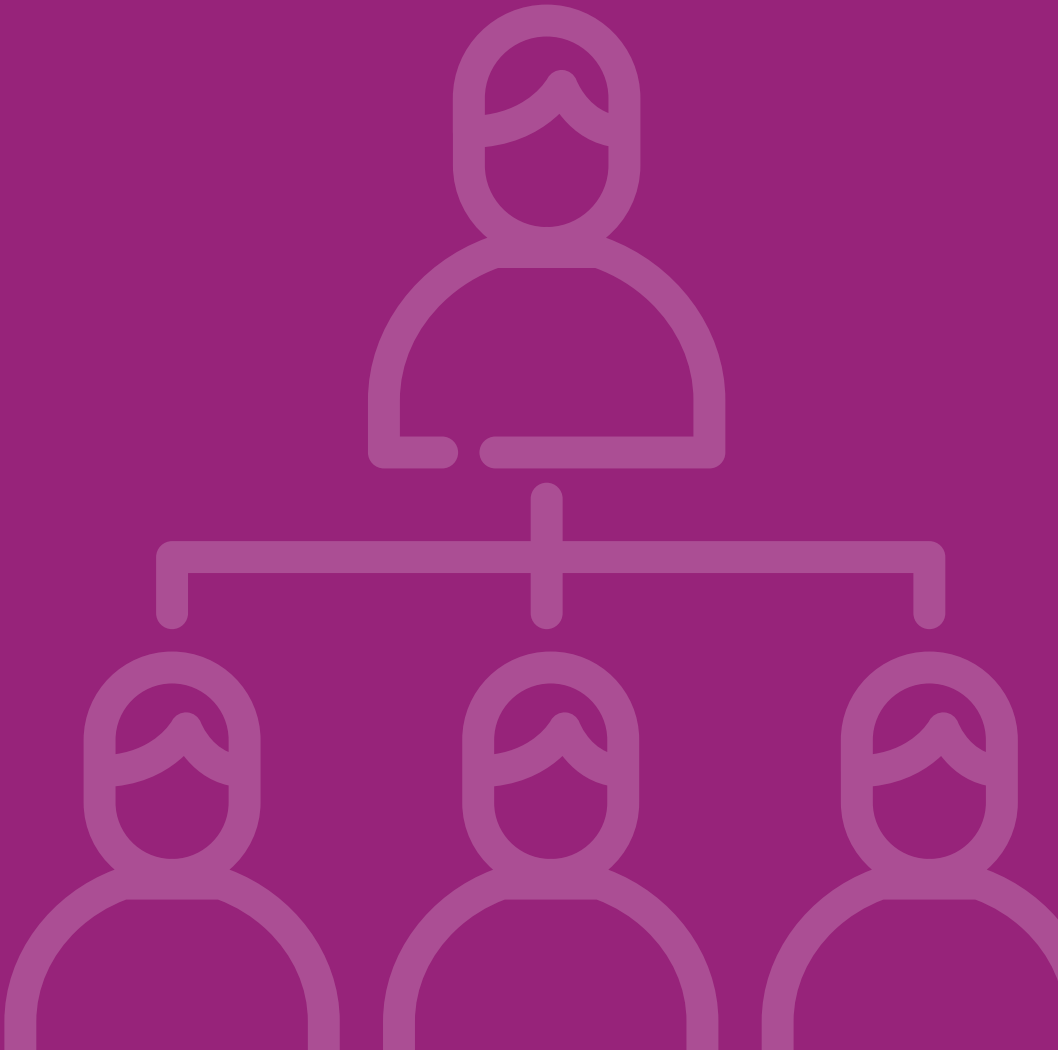
SIX TIPS FOR THE PERFECT TRUSTEE AWAYDAY

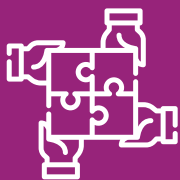
The annual awayday can be crucial to the year's operation, but often the opportunity is not utilised to the full. The session should be interesting and enjoyable, of course, but it must be effective.

1. Make sure the discussions remain at the right level; trustees rarely need the operational detail but they do need enough data on how things are going, to make sound judgments.
2. Keep all the items relevant and give the trustees what they need to prepare for the discussions. Just enough and not too much paperwork.
3. Revisit targets from previous planning in a systematic way. Useful to measure progress and gives a starting point for discussing the future, whether financial or strategic plans.
4. Schedule the time tightly, have clear goals for the day and divide it up appropriately, allowing plenty of time for relationship building, especially for new trustees.
5. Include a training element - you have picked your trustees for their passion, skills and experience, but charity governance is a bit of a specialist role and the requirements on trustees get more challenging all the time.
6. Ask an external organisation or consultant to facilitate the day - they will help you come up with an interesting, relevant program that will make the best use of your trustees' valuable time.



PART 3: GOVERNANCE AND BOARD MANAGEMENT





CHARITY GOVERNANCE CODE 2017

Governance is about the leadership, direction and supervision of an organisation. This involves planning for the future, guarding the organisation's values and reputation, looking after its money and people and being accountable for the organisation's decisions. The code has been completely re-written and contains seven principles, building on a foundation.

Foundation

It is the Code's starting point that all trustees:

- Are committed to their charity's cause and have joined its board because they want to help the charity deliver its purposes most effectively for public benefit.
- Recognise that meeting their charity's stated public benefit is an ongoing requirement
- Understand their roles and legal responsibilities, and, in particular, have read and understand:
 - the Charity Commission's guidance The Essential Trustee (CC3)
 - their charity's governing document and this Code
- Are committed to good governance and want to contribute to their charity's continued improvement.

The seven principles are:

1. Organisational purpose

The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.



2. Leadership

Every charity is led by an effective board that provides strategic leadership in line with the charity's aims and values.



3. Integrity

The board acts with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.



4. Decision-making, risk and control

The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.



5. Board effectiveness

The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.



6. Diversity

The board's approach to diversity supports its effectiveness, leadership and decision-making.



7. Openness and accountability

The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.





1. Organisational Purpose

- Making sure the organisation's purposes remain relevant and valid; it is vital to keep the organisations purpose up to date so that the time, money and effort are focused on something that is truly necessary.
- Making plans for the future and setting a budget that matches those plans, be about what you are doing and why and how you expect to get there.
- Monitoring progress against the place and finances against the budget; helps you to see what is going as planned and what is not. Gives you the opportunity to make changes and anticipate where you might need to take action to deal with potential problems.
- Reviewing the amending the plans and budget to keep them up to date
- Evaluation the results the organisation achieves and the changes it brings about, is an important step of learning from the past and of demonstrating the value of your work to others.



2. Leadership

- Every charity is headed by an effective board that provides strategic leadership in line with the charity's aims and values.
- The board and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.
- The board agrees the charity's vision, values and reputation and leads by example, requiring anyone representing the charity reflects its values positively.
- The board makes sure that the charity's values are reflected in all of its work, and that the ethos and culture of the organisation underpin the delivery of all activities.

3. Integrity



- The board safeguards and promotes the charity's reputation and, by extension, promotes public confidence in the wider sector.
- Members of the board and those working in or representing the organisation are seen to be acting with integrity, and in line with the values of the charity.
- The board acts with integrity, adopting values and creating a culture which helps achieve the organisation's charitable purposes.
- The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.

4. Decision making, risk and control



- The board is clear that its main focus is on strategy, performance and assurance, rather than operational matters, and reflects this in what it delegates.
- The board has a sound decision-making and monitoring framework which helps the organisation deliver its charitable purposes. It is aware of the range of financial and non-financial risks it needs to monitor and manage.
- The board promotes a culture of sound management of resources but also understands that being over-cautious and risk averse can itself be a risk and hinder innovation.
- Where aspects of the board's role are delegated to committees, staff, volunteers or contractors, the board keeps responsibility and oversight



5. Board Effectiveness

- The board's culture, behaviours and processes help it to be effective; this includes accepting and resolving challenges or different views.
- All trustees have appropriate skills and knowledge of the charity and can give enough time to be effective in their role.
- The chair enables the board to work as an effective team by developing strong working relationships between members of the board and creates a culture where differences are aired and resolved.
- The board takes decisions collectively and confidently. Once decisions are made the board unites behind them and accepts them as binding.



6. Diversity

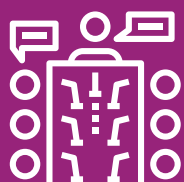
- The board is more effective if it includes a variety of perspectives, experiences and skills.
- The board ensures that the charity follows principles of equality and diversity, going beyond the legal minimum where appropriate.



7. Openness and Accountability

- The organisation's work and impact are appreciated by all its stakeholders.
- The board ensures that the charity's performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the board. Trustees make sure that the charity collaborates with stakeholders to promote ethical conduct.
- The charity takes seriously its responsibility for building public trust and confidence in its work.
- The charity is seen to have legitimacy in representing its beneficiaries and stakeholders.

The **Charity Commission Code of Conduct** can provide more information.



RUNNING AN EFFECTIVE BOARD

Does your trustee board understand in practice what the job entails?

No? Have a look at the **trustee board's year template** and consider how little time a trustee board has in a typical year to manage a variety of tasks that need to be done. It may be useful to discuss at a trustee meeting how everything should be fitted in and to talk with staff producing reports about the content and the level of detail.

Does your trustee board understand how the different areas of their work fit with the management team's work?

No? Consider going through an **annual planning checklist**.

Does your trustee board understand their responsibilities in relation to the financial statements?

No? Company law requires the trustees to prepare a financial statement annually. The financial statements are required by law to give a true and fair view of the charity's state of affairs at the end of each financial year and of its surplus or deficit for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue that basis.

The trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time their financial position. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Does the trustee board understand what the Reserves Policy of the charity is and why it is necessary?

No? Trustees should exercise careful control of costs by setting an annual budget and regularly reviewing progress against it. A key element in the management of financial risk is the setting of a reserves policy and its regular review by trustees. The reserves are required to meet the working capital requirements of the charity and to allow continued funding of a project should grant funding not be renewed until further grant funding can be secured.

Does the trustee board understand the other risks of the charity and how they should be managed?

No? Trustees should actively review the major risks that the charity faces. The charity should develop systems to monitor and control these risks to mitigate any impact that the risks may have in the future. This can be done by establishing a risk register by carrying out a **risk assessment**. From May 2018, trustees should ensure that the charity follows the General Data Protection rules. Information can be found on the **[Charity Commission website](#)**.

Does the new trustee know how frequently the charity meets and how it should conduct its meetings?

No? This can be found in the governing document. However, they will also need to know what the process is for sending apologies if they cannot attend as well as how to raise items they wish to see included on the agenda for the board meeting. The trustee board may meet, adjourn and run its meetings as it wishes, subject to the governing documents.

Does your organisation encourage continuous improvement, including in governance?

No? There are also some national quality assurance standards which can be useful in driving up the standard of governance and for demonstrating to external stakeholders, including funders, that the organisation is well run.

The three sector standards most relevant to trustees are:

- **PQASSO** has sections on governance, planning and leadership & management which, between them constitute a comprehensive way of reviewing and evidencing that the trustee board is following good practice. It has 11 quality areas, each of which has a number of indicators; statements which the charity draws together evidence to support.
- **Investing in Volunteers** is the UK quality standard for all organisations which involve volunteers in their work. The award enables organisations to comprehensively review their volunteer management, including trustees and is a valuable way of publicly demonstrating your commitment to volunteering.
- **Investors in People** is a highly regarded non-sector-specific standard which has three performance headings; leading, supporting and improving. Each has three key indicators and the standard is very relevant for a trustee board to ensure that it is managing its people effectively but also itself

APPENDICES



Trustee skills analysis template

Name:			
Relevant roles (paid & voluntary):	Training or qualifications:		
Key skills & knowledge gained from these:	Memberships:		
	Social networking memberships:		
What other experience or skills do you feel you offer? (e.g. languages)	Relevant contacts or relationships:		
<i>Please indicate if you have skills or knowledge or qualifications in the following areas (tick those that apply):</i>	Interested	Some Knowledge	Expert
Core trustee activities:			
Leadership & senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance/trustee responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial/ book keeping/ accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business/Strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk management and insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal - Charity Law; Company Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Committee procedures/ chairing meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equalities & valuing diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networks/ alliances /influence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising/income generation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other areas:			
Campaigning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computers & Information technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Health & Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management/ management systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conflict resolution/ relationship management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR/ employment law/restructuring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervising staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safeguarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing/Media/PR/ Social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expertise relating to client group/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What motivated you to join the board? What areas of work are you particularly interested in?			
Do you have any potential conflict of interest issues? (e.g. relationships, financial arrangements, other charity involvements)			
Are you aware of the legal responsibilities of trustees? They are;			
Ensuring compliance (with governing document and any regulatory requirements)	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Duty of prudence	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Duty of care	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
If not, please read "The Essential trustee" by the Charity Commission and the Charity Code of Governance at your earliest convenience and discuss this with your Chair.			
Are you aware of the legal responsibilities of trustees? Please confirm that none of the following apply to you:			
You have an unspent conviction for an offence involving dishonesty or deception	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
You are currently declared bankrupt (or are subject to bankruptcy restrictions or an interim order) or has an individual voluntary agreement (IVA) with creditors	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Are disqualified from being a company director	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Have previously been removed as a trustee by either the commission or the High Court due to misconduct or mismanagement	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
If any of these apply to you, it may be possible for the Charity to obtain a waiver. For further details see the Charity Commission website.			

Trustee role description

About the organisation:

(Provide an overview of the organisation - its mission, legal status etc)

Role title: <Trustee>

Direct report:

(who will the trustee report to (e.g. the Chair) and which members of staff and other trustees will they work most closely with?)

Location:

(your organisation's details/where trustees are expected to travel to)

Purpose of the Role:

(A few sentences/bullet points summarising the main responsibilities)

General responsibilities of Trustees

Becoming a Trustee for *(charity name)* can be an exciting and fulfilling role. The role of a trustee is to ensure that *(your charity's name here)* fulfils its duty to its beneficiaries and delivers on its vision, mission and values.

The board of trustees are both jointly and individually responsible for the overall governance and strategic direction of the charity, its financial health, the probity of its activities and developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

The statutory duties of all trustees include ensuring that:

- The charity is carrying out the purposes for which it is set up
- That the charity complies with the governing document and the law, including Safeguarding of Children and Vulnerable Adults
- The board acts in the charity's best interests
- Trustees manage the charity's resources responsibly
- Trustees act with reasonable care and skill
- The charity complies with statutory accounting and reporting requirements (including the new General Data Protection Rules which came into force May 2018)
- Jointly with other trustees, hold the charity "in trust" for current and future beneficiaries

Specific responsibilities for <the named Trustee Role>

(These will depend on the role you are recruiting for – below are listed some of the responsibilities you should consider including for particular roles)

Chair

- Plan and run trustee meetings (and in a membership charity, members' meetings)
- Takes the lead on ensuring that meetings are properly run and recorded
- Takes the lead on ensuring that trustees comply with their duties and the charity is well governed
- Might have a second or casting vote if a vote on a trustees' decision is tied, but only if this is specified in the charity's governing document
- May act as a spokesperson for the charity
- Acts as a link between trustees and staff
- Line manages the chief executive (or most senior paid manager) on behalf of the trustees
- Leads strategic planning, setting targets and goals and monitoring performance

Treasurer

The treasurer usually takes the lead at board level on:

- Making sure the charity keeps proper accounts
- Reviewing the charity's financial performance
- Drawing up or reviewing policies for finance and investment
- Ensuring that the charity has robust and effective financial controls in place
- Develop reserves policy and safeguard the organisation's finances
- Liaising with finance staff and with the charity's independent examiner or auditor
- Reporting on financial matters to the members, in a membership charity

In larger charities the treasurer may share these responsibilities with a finance committee, and staff may carry out day to day finance functions.

Other specific roles that a charity may recruit for include the Secretary or specialists in specific business or charity skills e.g. HR, Marketing, Legal, ICT, Campaigning, Fundraising etc. In small organisations trustees will be required to be much more hands on with greater potential time commitment involved. Ensure all key expected duties and responsibilities are agreed by those responsible for recruitment and included in the role description. When recruiting from the business sector – this may help you attract people as they will be able to identify exactly where their skills will fit in if they are not familiar with the charity world.

(At the end of the job description, you might also wish to include an additional line in case other duties become required in the future):

The above list of duties is indicative only and not exhaustive. The trustee will be expected to perform all such additional duties as are reasonably commensurate with the role.

Time commitment: *(number of board meetings, training commitment, other regular duties/ commitments etc)*

Person specification

(The wording of this needs to be tailored to the size and nature of your organisation and the role you are recruiting for. Make sure that the specification isn't so prescriptive that it doesn't exclude individuals who could make a valuable contribution.)

Essential Qualities/Experience:

- A commitment to the charity's objects, aims and values
- A commitment to professional and collective decision-making, made on behalf of beneficiaries
- A willingness to devote the necessary time and effort to carry out the role
- A track record of good, independent, judgement and integrity
- A willingness to speak their mind
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship or willingness to undertake the required training in order to gain this understanding
- An ability to work effectively as a member of a team
- *(Also include any specific essential experience that may relate to the type of expertise you are looking for e.g. accounting skills, strong background in marketing, operating in strategic capacity)*

Desirable Qualities/Experience:

- Strong intellectual and analytical ability; innovative thinker and ability to focus on issues requiring action
- Experience in the charitable or voluntary sector
- Experience of charity law and governance
- Experience of board or committee work
- Experience of business and strategic planning
- *(Also include any specific desirable experience that may relate to the type of expertise you are looking for e.g. accounting skills, strong background in marketing, operating in strategic capacity)*

Trustee advert

(Writing an advert that will attract people to volunteer for you can be quite difficult. You need to provide enough information to interest people but keep it short enough to keep their attention. Remember there is a difference between a role description and role advert. A role description informs volunteers of what the role will entail. A role advert is about selling the role – it should attract people’s attention and prompt them to request more information.)

Below is a guide to help you think about what to include:

Name of charity and what the charity does:

(If you are advertising externally, include a couple of lines and the website address. Make it interesting, appealing and worthwhile. Ensure all details of the role are uploaded and easily found on your website)

Name of role:

Trustee (Or if you are looking for someone with specific skills see if the title can reflect that e.g. Marketing Trustee)

Purpose of role:

(What need is it fulfilling – how does it help the ultimate beneficiary?)

What you will get out of the role

(Think about what motivates your typical volunteer/trustee – think about who you are trying to attract)

Activities involved in the role:

(A summary of the main tasks)

Skills, experience and ability:

(Include the minimum level of skill/experience required to start this role. Try to focus on what is important rather than producing a long wish list.)

The time commitment, location and timings:

(For instance, evening meetings or weekends)

Support offered:

(Dispel any fears by outlining how trustees will be supported. Is there an induction? Training? Do you reimburse out of pocket expenses? Will the trustee have a point of contact?)

Equality and diversity (A brief statement of the charity’s policy; especially if you are trying to increase diversity in your own board.)

Contact details

(A call to action “call us now”, “apply now” and the details of a telephone number and/or email address – people these days will rarely write a letter of enquiry – be sure that resources are in place to deal swiftly with all enquiries – the contact person knows what is expected and can ensure that enquirers are called back in a timely fashion)

Trustee application form

Name:				
Home address:				
	Postcode:			
Telephone:	Home:		Mobile:	
	Work:		Other:	
Email:				
Occupation:				
Qualifications:				
	Please indicate against each relevant area whether it is your Principle skill, by writing 'P', or a secondary skill where you have experience, by writing 'S'.			
		P/S		P/S
Which of the following skills or experience could you bring to the board?	Human Resources		Business Management	
	Financial / Accounting		Marketing/PR	
	Fundraising		Legal	

(include all the specific skills your organisation needs on the board)

Please indicate why you want to become a trustee of <xxx> and how you think your own skills and experience would enable you to fulfill the role of a Trustee as described in the Role Description (x00 words)

Please give details of two people who would be willing to provide a reference	
Name:	Name:
Address:	Address:
Postcode:	Postcode:
Telephone:	Telephone:
Email:	Email:

Trustee applicant’s declaration of eligibility:

I declare that:

- I am over age 18.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission.
- I am not under a disqualification order under the Company Directors' Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent).
- I have not entered a composition or arrangement with creditors, or have an individual voluntary arrangement (IVA) and I am not on the Insolvency Service Register
- I undertake to fulfill my responsibilities and duties as a trustee of <xxx> in good faith and in accordance with the law and within <xxx> objectives/mission and Code of Conduct for trustees.
- I do not have any financial interests in conflict with those of <xxx> (either in person or through family or business connections) except those that I have formally notified in a conflict of interest statement. I will specifically notify any such interest at any meeting where trustees are required to make a decision which affects my personal interests, and I will absent myself entirely from any decision on the matter and not vote on it.

Signature	Date

Diversity perception questionnaire

Use this form to think about the diversity of your board and whether it reflects the community it serves. You may not be able to answer all the questions, particularly about your own board. That may be appropriate since some dimensions of diversity are not obvious and are personal. Everyone is entitled to privacy and that should be respected. Even if the information you gather is not complete, the exercise may help you understand how the board appears to others. It will also help you identify where there is a big gap between the community you serve and the make-up of the board.

	How diverse is the community you serve?					How diverse is your board?				
	Mark your answer on a scale 1-5 where 1 = highly diverse and 5 = not at all					Mark your answer on a scale 1-5 where 1 = highly diverse and 5 = not at all				
Race	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Culture	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
National origin	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Regional origin	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Gender	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Sexual Orientation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Disability	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Politics	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Marital Status	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Age	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Religion	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Ethnicity	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Socio-economic differences	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Family structure	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Health	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Values	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Employment status	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Educational achievement	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Identify and address obstacles to diversity

It helps to understand what is preventing people from joining your board and then to consider what you can do about it. The table below gives examples of some of the obstacles and what can be done.

Conduct the exercise for yourself – what are the obstacles for your organisation and what solutions would work best for you?

Finally, ask yourselves: are we ready to recruit a trustee yet, or do we need to improve ourselves first? Remember trusteeship is only one way of involving people – there may be other ways of linking people with your organisation.

What prevents a broader range of people from joining our board?	What can we do to overcome these obstacles?
Lack of awareness of the organisation and its relevance	<ul style="list-style-type: none"> ▪ Go on a publicity drive specifically with this group of people. ▪ Organise events, or attend events held by minority ethnic groups, young people or people with disabilities (depending on who it is you are trying to recruit).
Lack of interest in our organisation	<ul style="list-style-type: none"> ▪ Build relationships with the under-represented group to demonstrate that your organisation is relevant to them. ▪ Consider partnerships with organisations that do have good links already.
Time and place of meeting (inconvenient and inaccessible)	<ul style="list-style-type: none"> ▪ Review the time and place of meetings and be willing to change.
Use of jargon	<ul style="list-style-type: none"> ▪ Adopt a Plain English approach.
Lack of confidence among potential candidates	<ul style="list-style-type: none"> ▪ Offer training, getting to know us sessions. ▪ Invite people to get involved in other activities first. ▪ Offer to provide a mentor.
Lack of appropriate support (e.g. information in large print, availability of interpretation, lack of Plain English in our documents)	<ul style="list-style-type: none"> ▪ Seek advice from organisations like RNID, RNIB and People First on the services available. ▪ Remember however not to make assumptions about what any individual needs – ask them.
We don't know what prevents people	<ul style="list-style-type: none"> ▪ Ask them. ▪ A well-considered consultation exercise with a community can be an excellent way to build relationships, provided you are committed to following through on the results (more ideas on this below).

Recruitment plan template

Area of work	Actions	By when	By who
Preparation	Create recruitment pack		
	Create advert		
	Create induction pack		
	Write advertising outreach plan and agree any budget for activity		
Advertising: the basics	Ask #TeamHerts to add your organisation to their online database search and send the role to communications@teamherts.org for promotion via social media		
	Load Ad on Trustee Finder		
	Post Ad with Volunteer Centre or CVS		
Advertising; getting the word out	Create posters/flyers (if appropriate)		
	Write press release or advert (if relevant)		
	Plan distribution of materials		
	Plan social media posts		
	Plan distribution on websites (if appropriate)		
	Plan work with partners or stakeholders		
Recruitment	Send out recruitment packs		
Engaging prospective trustees	Arrange visits to the charity		
Selection	Arrange interviews		
	Arrange emails to be sent		
	Check candidate is eligible		
	Board or General Meeting to elect or co-opt		
Induction	Arrange initial meeting with Chair or trustee		
	Send induction pack		
	Arrange external training (if appropriate)		
Other	Possibly arrange for the prospective trustee to sit in on a trustee meeting		

Interview template

Name of candidate:		Date:	
Panel member:			

Each member of the panel should make notes and score each question. Score 1 for a good answer, 2 for an excellent answer.

Question	Notes	Score
What particularly interests you about this charity?		
Please can you tell us about a time you worked with a group or committee of a project?		
How did you ensure that the group met its objectives?		
Who do you think are the key stakeholders for this charity and how do you think we can build better relationships with them?		
How would you as a trustee set a good example as a representative of the charity to the outside world?		
How would you work effectively with someone who was very quiet in meetings?		

How do you think a good Chair can make a difference to a committee's work?		
Tell us about a time when you had to tackle a difficult situation when you thought someone was making a bad decision. How did you deal with this?		
What would you do if one of the organisations tendering for a piece of work with the charity was run by a friend or colleague of yours?		
How do you think we can make the charity more open to (chase a group which the charity is not currently engaging with effectively)?		
Imagine that the charity had a 50% cut in funding. What actions do you think you and the other trustees should take?		
Tell us about a time when you had to keep something confidential. Is there a circumstance under which you would break confidentiality?		
What are the advantages, do you think, of having a trustee board made up of people from all sorts of backgrounds with different skills and experience?		
Do you have any questions for us?		
Score out of 24		

The above is a list of commonly asked questions for trustee interviews. We recommend that you refer to the Role Description and the Person Specification for each specific role that you are recruiting for and make sure that you include relevant questions

The trustees board year

Each cell represents one hour. The whole table represents four quarterly meetings plus a trustee board “awayday” and an AGM.

Receive operational reports against planned targets & provide help as needed		AGM New trustees
Financial Reports from Treasurer Budgets	Policy scrutiny – updates annually	Receive risk analysis & agree risk management plans
Ensuring good governance; QA & continuous improvement	Trustee Training (both short sessions and a longer one at awayday)	
Environment scanning; strategy monitoring & regular review	Impact measurement and annual reports	Skills audit, gap analysis and succession planning
Influencing, networking & communication plans	Annual Mission & Strategy Review Annual awayday	

Annual planning checklist

	Month	Action	Done?
Quarter one	Month 1 See note 1	Monitoring of all targets against new operations plan begins	<input type="checkbox"/>
	Month 2	Trustee Board & management Team: <ul style="list-style-type: none"> Review last year's performance against all targets – This goes into annual report (together with the plan for the coming year). 	<input type="checkbox"/>
		Management Team do annual reviews of: <ul style="list-style-type: none"> Business contingency & disaster planning Individual training plans (possibly as part of annual performance reviews) Role descriptions & volunteer training program in the light of strategic goals for coming year 	<input type="checkbox"/>
Quarter two	Month 3	Trustee Board: <ul style="list-style-type: none"> Review policies Updates individual conflict of interest forms 	<input type="checkbox"/>
	Month 4	Management team: <ul style="list-style-type: none"> First quarterly review of performance against targets Provides first quarter management accounts 	<input type="checkbox"/>
	Month 5		
Quarter three	Month 6	Trustee Board: <ul style="list-style-type: none"> Reviews STEP & SWOT analyses Reviews risk management strategy Re-does trustees' skills audit 	<input type="checkbox"/>
	Month 7	Management team: <ul style="list-style-type: none"> Reviews second quarterly review of performance against annual targets Provides second quarter management accounts 	<input type="checkbox"/>
	Month 8	Trustee Board typically has an awayday to look at strategic issues and future planning.	<input type="checkbox"/>
Quarter four	Month 9		
	Month 10	Trustee board: <ul style="list-style-type: none"> reviews first three quarters actual performance against annual targets reviews first three quarters' expenditure against budget reviews progress against the strategic plan See note 2 agrees next year's operations plan 	<input type="checkbox"/>
	Month 11	Management team: <ul style="list-style-type: none"> Draw up next year's budget from plan & finalise annual plan 	<input type="checkbox"/>
	Month 12	Trustee Board: <ul style="list-style-type: none"> Formally agree next year's operations plan & budgets Receives impact assessment for year 	<input type="checkbox"/>

Note 1: This will be April in a planning cycle based on the financial year, otherwise the first month of your own financial year.

Note 2: If you have a "rolling" strategic plan, you will look at the 3rd year from now, each year and add this on the end of your original 3-year plan (e.g. in year 1 you add on year 4 & etc.). If you have a "static" planning system you will start looking in year 2 at years 4-6 to form the next 3-year plan.

Risk assessment template

Step 1: Risk Identification	Step 2: Risk Assessment		STEP 3: MANAGING RISKS					
List of Possible Risks	Impact (H/M/L)	Likelihood (H/M/L)	What are we already doing about it?	What more can we do about it?	When will it be done?	Who will do it?	How will we review progress?	Reviewed Level of Risk
Date to be reviewed:								
Person/Group responsible for review								