

GET TO KNOW TRUSTEESHIP

RESOURCE PACK





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TRUSTEE RESOURCE PACK

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OVERVIEW

WHAT IS A TRUSTEE?

Charity trustees are the people who make up the governing body of a charity. They can be otherwise known as ‘directors’, ‘board members’, ‘governors’ or ‘committee members’. Trustees are responsible for the general control and management of a charity.

Whilst there are tasks that regularly fall to the individuals standing for each of these roles, it is important to remember that the Board of Trustees as a whole is responsible for the management and control of the charity.

Continued support for charities is linked to evidence of good governance, which means good trustees!

To understand the role of a trustee further, below are some extracts from the Charity Commission itself (trustee’s regulation guidelines):

-  Trustees are there to help the charity carry out its purposes, not for the personal interests of members or to preserve the charity of its own sake. (CC3 The Essential Trustee, Section 6)
-  “The importance of a charity’s culture, for which trustees set the tone from the top, acting as the moral compass.” (CC20 Fundraising)

“Trustees set the tone... of a charity’s culture.”



HOW TO RECRUIT A TRUSTEE

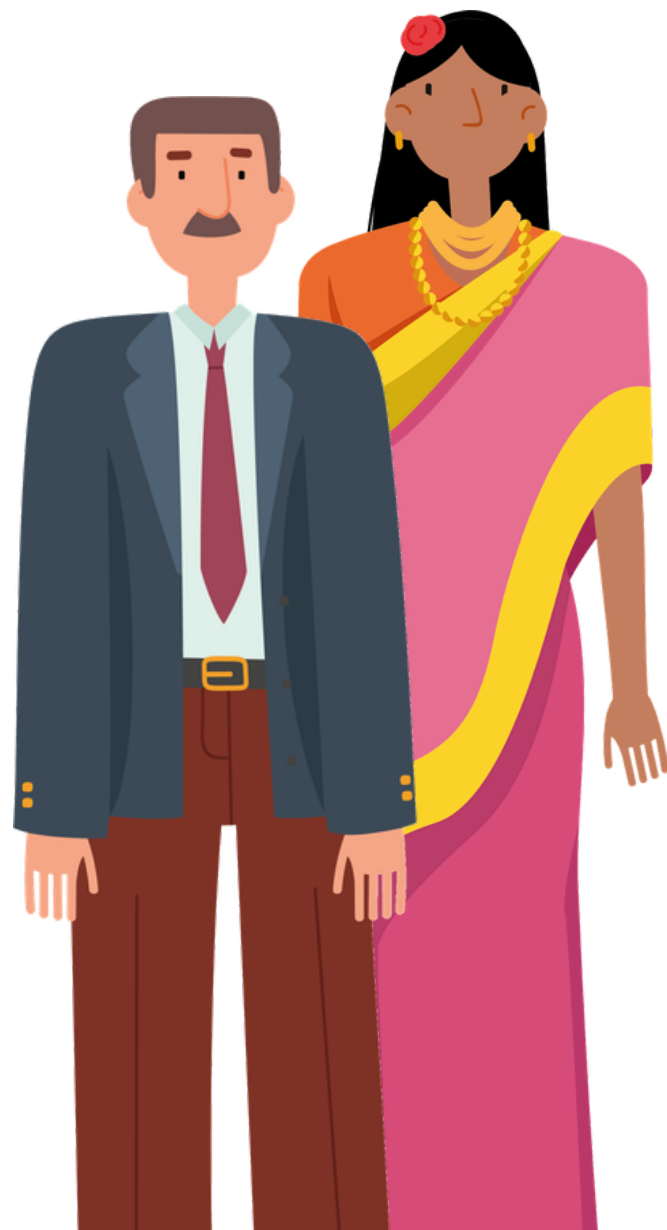
The Trustee Recruitment Cycle provides great resources supporting boards to recruit trustees in an effective and inclusive way. The recruitment cycle has been split into six key parts, you can work through this path below.

If you're looking for further detailed information on each step, then take a look at the **NCVO Recruitment Toolkit**.

Here at Manchester Community Central we also have our 'Steps To Trustee Recruitment' which you can find **on our website**.



- 1 Plan the process
- 2 Check the legals
- 3 Prepare the board for new trustees
- 4 Plan for diversity
- 5 Describe the role of the trustee
- 6 Promote your vacancy
- 7 Select your trustee
- 8 Complete the formalities
- 9 Induct your trustee
- 10 Evaluate the recruitment process



Recruiting Trustees With Manchester Community Central

How to support new trustees:

- Trustees will be recruited in accordance with Charity Commission guidance on good practice.
- Trustees are provided with a role description.
- Trustees receive an induction and an induction pack.
- New trustees will be offered a mentor for their first 6 months in office as a trustee.
- Trustees will be given appropriate training and an annual appraisal.
- Trustees are able to use the Trustee Grievance Procedure if they need to do so.
- Trustees also have access to a Trustee Whistle blowing policy should this be necessary.
- Trustee board meetings, subcommittee meetings, annual general meeting and trustee away days are agreed one year in advance.
- Trustees are provided with papers for board meetings 7 days in advance of the meeting.
- Trustees may claim expenses in accordance with the Trustee Expenses Policy.
- Please refer to the Trustee Code of Conduct in respect of what trustees are expected to commit to this charity.



Scan the QR code to register and advertise your Trustee Opportunities on Manchester Community Central's Volunteer Centre website. When putting an opportunity up with us make sure you tag the "trusteeship" part of the form for it to be put live on our Trusteeship Microsite.

Alternatively, visit us at:
tinyurl.com/trusteeshipgovernance



We advise organisations to follow the following subheadings when promoting trustee opportunities:

- 1 Who are you as an organisation? What are your missions and goals?
- 2 What would someone be doing as a trustee? What does the role entail? What are the expectations involved? What are the commitments of being a trustee?
- 3 What experience would the person gain for being a trustee at your organisation?
- 4 What are you looking for? What qualities, lived experience, work experience and skills are needed for this volunteer opportunity?

When a volunteer registers via the Volunteer Centre website, your organisation will be emailed their contact details. You will then be able to continue the recruitment process from there. The Volunteer Centre asks that you respond to enquiries **within 10 days** wherever possible.

If you have any questions or need any further support you can contact us on:



0161 830 4770



info@volunteercentremanchester.co.uk



TRUSTEES RESPONSIBILITIES

1

Duty of Compliance

Legal frameworks, your governing document, Regulators' (which ones? what do they require?) Ch.Comm, Coys House, HMRC, ICO... H&S, Employment Law, contractual compliance.

2

Duty of Prudence

Financial solvency, care of funds, audit trail, safeguard assets, use only in furtherance of charitable objects, funds used wisely, avoid undue risk to assets and reputation, take special care when borrowing or investing funds for charity's use.

3

Duty of Care

Reasonable care and skill, external professional advice where charity may be at risk or trustees in breach of duties.

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Decision-making for Charity's Trustees (CC27)

It is Trustees' duty to make decisions 'collectively' (jointly). The decision-making process must comply with the procedures in the governing document. All trustees should be allowed to ask questions and express their views.

Once a decision has been made, trustees must support and carry out that decision. An absent trustee will still share responsibility for the decision that the other trustees made.

It is part of a trustee's role to exercise independent judgement, constructively question and challenge proposals. No one should be able to direct the trustees or drive decisions through without discussion. Trustees who defer to one person's opinions and decisions are not fulfilling their duties.



TRUSTEES ROLES

1 THE CHAIR

The Chair should:

- introduce and summarise the purpose of each meeting
- introduce each agenda item and provide relevant background information
- summarise points made in discussions and encourage decision making
- allow everyone who wishes to speak to do so (time permitting)
- ensure meetings stay on track and finish on time
- make sure each agenda item is discussed and a decision is made and recorded
- prepare the agenda for meetings (with the Secretary)
- guide the group to meet its aims

They are the person who makes sure things get done – not the person who does everything! Trustees should act collectively as a Board and even the Chair has no powers unless these are delegated to them (in general, trustees can only delegate where there is clear power to do so in the governing document). Good Chairing is very often the key to making meetings work; fellow Trustees can chair meetings – it doesn't always have to be the Chair person.



2 THE SECRETARY

Their job is to keep people informed so they feel involved and can join in with what the group does. The Secretary's main duties include:

- taking minutes of meetings and ensuring everyone receives a copy
- informing people when and where the next meeting is
- informing the trustees about correspondence sent to and from the group
- writing and receiving letters on behalf of the group
- preparing the agenda for meetings (with the Chair) and ensuring trustees receive timely agendas and minutes
- keeping a record of membership

3 THE TREASURER

The Treasurer looks after the group's funds. The amount of work involved will vary according to the size of the group and the amount of money it receives, but the principles and duties are the same. The main duties of the Treasurer include:

- opening a bank account in the name of the charity (with two other Trustees)
- paying any bills incurred by the group
- keeping a written record of money received and money spent
- reimbursing trustee expenses and keeping petty cash
- preparing statements for Trustee meetings and the Annual General Meeting (AGM)



DELEGATION



WHAT YOU SHOULD NOT DELEGATE

Any Trustee MUST become familiar with the governing document of their organisation. This tells you what you should and should not do, as well as the limitations of your organisation. There are certain duties Trustees must not delegate, these are:

- ensure that the charity complies with charity law, and with the requirements of the Charity Commission (the regulator of charities);
- ensure the charity keeps within its charitable purposes and objects and keeps within its powers and restrictions, as stated in its governing document;
- comply with the requirements of other legislation and regulators which govern the activities of the charity;
- act with integrity, and avoid misuse of charity funds or assets and any personal conflicts of interest.

EFFECTIVE TRUSTEE MEETINGS

RECORDING DECISION MAKING



**NCVO:
Running Good
Meetings**



**Charity Commission:
Managing Conflicts of
Interest (video)**



**GOV.UK:
Managing Conflicts of
Interest**

When recording decisions, some questions you should ask include:

- Who attended the meeting (was it quorate)?
- Any conflicts of interest and did anyone withdraw?
- What did the trustees decide?
- What was their reasoning?
- What factors did the trustees consider/ decide to disregard?
- Did the trustees take advice and if so from whom?
- What were the key points of discussion?
- If a matter went to a vote, what was the result?
- Did any trustees disagree with the decision?
- Detail should be proportionate to the decision.



RISK MANAGEMENT AND FINANCIAL LITERACY

RISK MANAGEMENT

Trustees should be risk led rather than risk averse – proactive in identifying risks and intervening to prevent harm before it occurs (Regulatory and Risk Framework updated 29 April 2020).

1 TYPES OF RISK

- Breach of Contract: failure to pay bills, carry out repairs, contracts outside charitable objects/powers; acts beyond personal authority.
- Statutory breaches: H&S, Coys House or Charity Comm. rules, operating insolvency.
- Breach of Trust: personal benefits to trustees, poor/biased decision making processes; not following gov. doc.
- Criminal offences: drugs on premises; money laundering, child abuse – prosecuted!
- Civil wrongs (tort): negligence, nuisance, defamation – sue!

2 HOW TO MANAGE RISKS

Identify risks (what could go wrong). Assess risks (how likely is it, and how serious would it be). Evaluate what action to take (e.g., avoid it, transfer it, insure against it, accept it). Review, monitor and assess periodically.



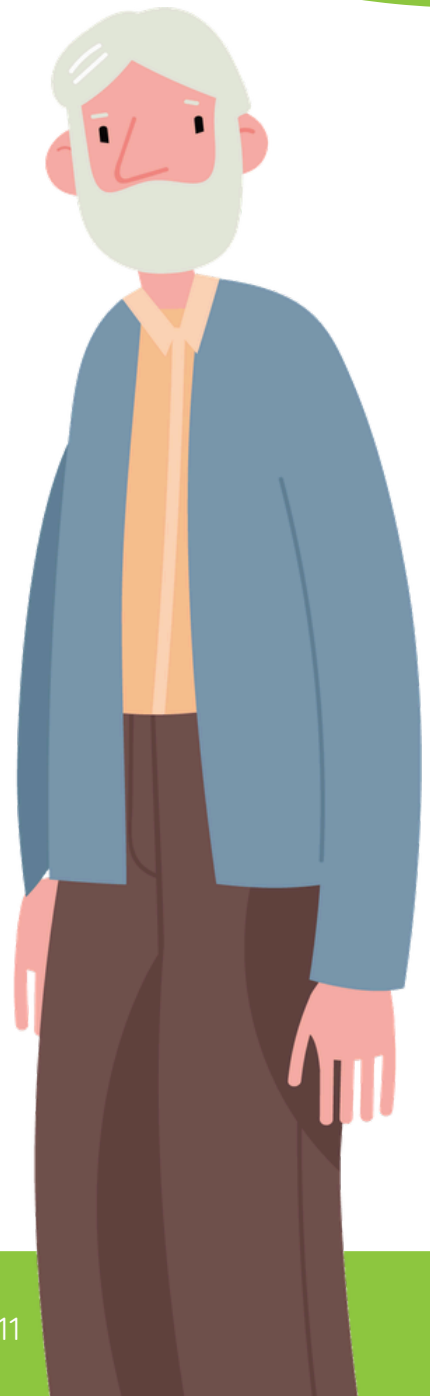
FINANCIAL LITERACY

Scan the QR code for The Charity Finance Group's Countering Fraud Guide.



As trustees, you need to:

- 
- Protect your charity's money.
 - Know your charity's financial position.
 - Keep accurate financial records.
 - Manage expenses to trustees.
 - Deal with financial problems quickly.
 - Protect your organisation and limit risk.
 - Safeguard charity's assets - consider reputation.
 - Avoid conflict of interests.
 - Oversee accounts.
 - Protect against different types of fraud e.g. insider, financial.
 - Charities should take a proactive approach to reducing fraud risk by following best practice advice.



CENTERING LIVED EXPERIENCE

BEST PRACTICE

- Have meaningful levels of participation and involvement.
- Ensure clear expectations and communication throughout. Do monitoring and evaluation.
- Provide resources, training, support, and account for risk of involvement.
- Recognise the worth and value of participants as individuals and reflect their needs and outputs.
- Work to create a trusting and welcoming environment.
- Ensure projects are well funded and resourced.
- Have appropriate and well trained staff and networks.



**Scan QR Code for Thinktank
NPC's guide on centering
lived
experience in leadership.**

BARRIERS

- Systemic and political barriers.
- Tokenistic involvement of people with lived experience.
- Not enough information about opportunities to participate/information about participation not reaching the target population.
- Practical barriers/lack of inclusive spaces.
- Lack of language and cultural sensitivities.
- Lack of funding and time.
- Reliance on organisations for participants.



**Scan QR Code for NCVO's
analysis of current
issues facing engagement
with the lived experience.**



Scan QR Code for a PDF of original research on lived experience in the social sector, 'The Lived Experience' project.



ENABLERS

- Use time and effort to build trust.
- Build a collaborative foundation to continue planning.
- Eliminate financial and practical barriers.
- Share accessible and clear information
- Diversify Target Groups.

SAFEGUARDING TOP TIPS

- Understand the difference between employees and volunteers; volunteers must not have any contractual stipulations.
- If trustees are also volunteers, ensure roles are clearly defined and separated.
- DBS checks are free for volunteers, with funding occasionally available for staff.
- Employers can only ask for one if the role requires it.
- The applicant must be told a check will be done.



Scan QR Code for NCVO
page
on safeguarding Trustees.



Scan QR Code for
Government
DBS overview.

TEST YOUR KNOWLEDGE AND TAKE THE QUIZ!



**SCAN FOR: 3 minute Charity
Commission quiz to test
Trustee's knowledge and
understanding.**



RESOURCES & CONTACTS

SCAN FOR: Macc's Capacity Building Team, providing support to help build the capacity and sustainability of local VCSE organisations. Including weekly drop-in sessions and 1-1 tailored support.



SCAN FOR: Macc's Volunteer Centre, providing a brokerage service between volunteers and organisations across Manchester. Register with us to receive support and share Trustee roles.



SCAN FOR: The Greater Manchester Workforce and Recruitment Hub. HR, recruitment, diversity, leadership, and wellbeing and networking resources. Plus, post your new VCSE vacancies in the hub to attract new talent.



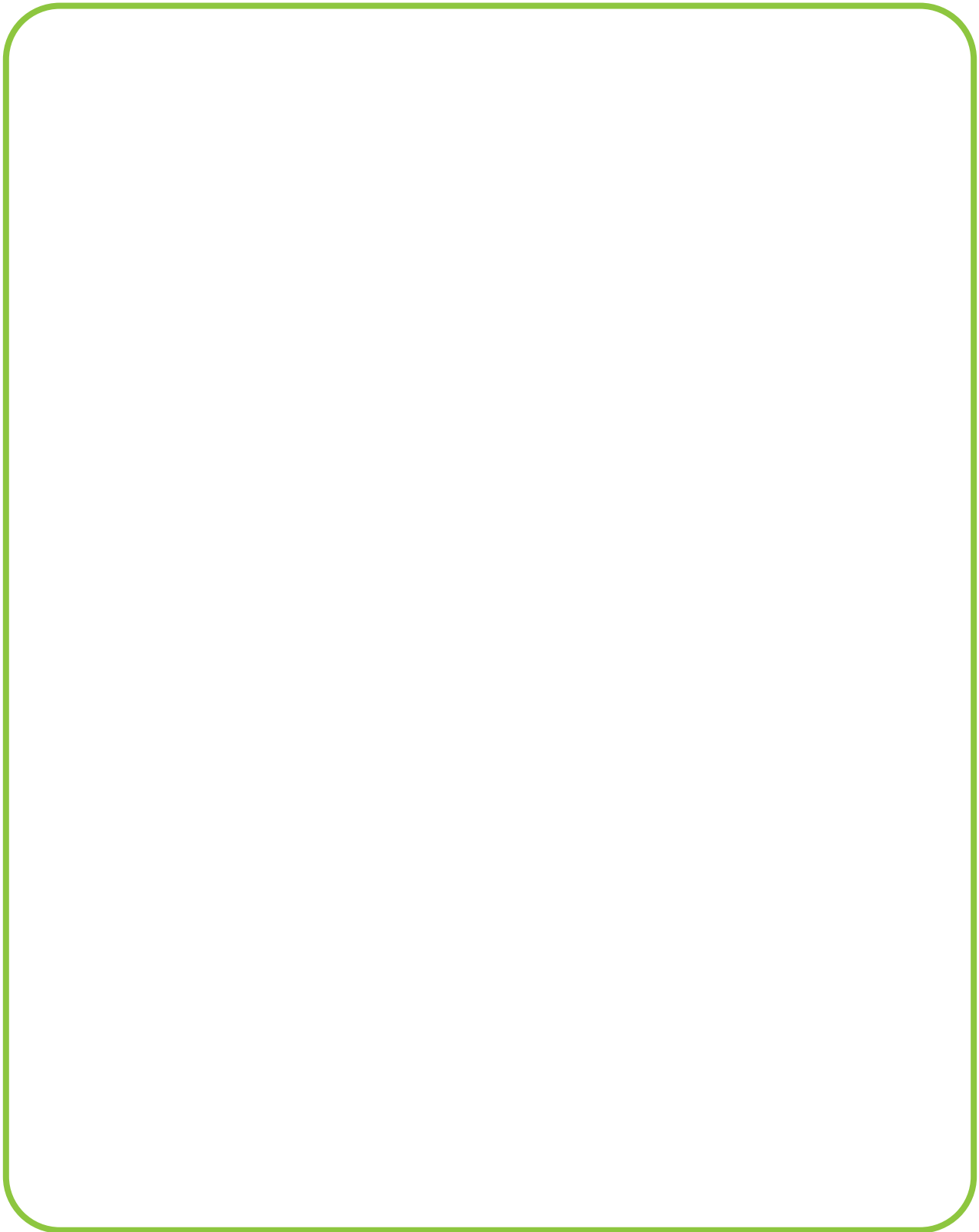
SCAN FOR: Charity Commission's PDF on the Essential Trustee, what you need to know and what you need to do. A quick overview summarising everything you need to know.



SCAN FOR: Macc's Training Page, where you will find information and current training opportunities relevant to the voluntary community and social enterprise sector in the city of Manchester.



YOUR NOTES



HELPFUL TRUSTEES

- Are respectful of others.
- Give people time to think.
- Have good time keeping and time management.
- Keep clear notes and minutes.
- Complete allocated tasks.
- Are prepared for meetings.
- Have a clear agenda for meetings.
- Encourage opinions and discussions.
- Accept divergent opinions.
- Can be assertive.
- Volunteer to do tasks that you know you can complete.
- Delegate well.
- Are able to challenge without creating conflict.
- Proactive.
- Can accept challenges without receiving them too personally or being defensive.
- Solutions focused.

UNHELPFUL TRUSTEES

- Don't listen to others.
- Veer off topic.
- Are not involved or don't participate.
- Poor communication skills.
- Have side chats.
- Act disruptive.
- Are unable to share work or delegate.
- Arrive late.
- Take things too personally.
- Cannot be impartial.
- Don't hold people accountable.

CONTACT US



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**Manchester
Community
Central**

Voluntary, community and
social enterprise sector

Manchester Community Central

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