

# Get to Know Trusteeship

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Trustee Resource Pack



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# Overview



- 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
- 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)
- Continued support for charities is linked to evidence of good governance, and that means good trustees!
- “The importance of a charity’s culture, for which trustees set the tone from the top, acting as the moral compass (CC20 – fundraising)”



# How to Recruit Trustees

## Trustee Recruitment Cycle

The Trustee Recruitment Cycle helps boards recruit openly, for diversity of skills and experience. Providing information, tools and examples from real charities, we take you through the whole recruitment process.



### Macc's 'Steps to Trustee Recruitment'



- Step 1 - Plan the Process
- Step 2 - Check the Legals
- Step 3 - Prepare the Board for new Trustees
- Step 4 - Plan for Diversity
- Step 5 - Describe the Role of the Trustee
- Step 6 - Promote Your Vacancy
- Step 7 - Select Your Trustee
- Step 8 - Complete the Formalities
- Step 9 - Induct Your Trustee
- Step 10 - Evaluate the Recruitment Process

CLICK FOR: More details about the Trustee Recruitment Cycle

CLICK HERE



CLICK FOR: The full NCVO Recruitment Toolkit with detailed information about each step

CLICK HERE



CLICK FOR: Macc's page on Trustee Recruitment, with further links and information

CLICK HERE



## How to support new trustees:

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

CLICK FOR: Macc's  
webpage to  
register  
Trustee/Volunteer  
opportunities

CLICK HERE



## Recruiting Trustees with Macc

Scan the QR code to register and advertise your Trustee Opportunities on Macc'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.

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

1. Who you are as an organisation? What are your missions and goals?
2. What would you 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?

Let us know if you have an online form and we will attach it in the details after a volunteer has registered for the trusteeship opportunity. When a volunteer registers, your organisation will be emailed with their contact details. You will then be able to continue the recruitment process from there. If you have any questions or need any further support you can contact us on 0161 830 4770, or email us at:

[info@volunteercenremanchester.co.uk](mailto:info@volunteercenremanchester.co.uk)

## Trustee induction checklist

- Copy of governing document\*
- Conflict of interest declaration\*
- Strategic and Business plans
- Offer trustee training
- Observe board meeting/s
- Welcome meetings with other trustees and CEO
- Role descriptions for Chair, Treasurer, CEO
- Share meeting dates / away days for rest of year
- Annual individual and board-wide skills audit
- Copy of Charity Commission guidance The Essential Trustee: What you need to know (CC3).
- How to claim expenses
- Code of Conduct and key policies
- Details of any subcommittees
- A trustee 'buddy'
- Visits to projects



# Trustee Roles and Responsibilities

## 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

## Duty of Prudence

Financial: solvent, 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.

## Duty of Care

Reasonable care and skill, external professional advice where charity may be at risk or trustees in breach of duties. Well managed charity – do no harm.



## The Chair

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. 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

## 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

## 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)

Some groups decide to use additional named and/or deputy roles, depending on the size of the board of trustees and the organisation's activities. For example: deputy Chair, Secretary and Treasurer, Fundraising Officer, Publicity Co-ordinator. The duties of deputy roles are to support, assist, and stand in when necessary.

## Trustee decision-making

- 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.
  - From "It's your decision: charity trustees and decision making (CC27)."



# Delegation

Are we financially strong enough to continue to provide services for our beneficiaries?

Have we reviewed any contracts to deliver public services?

Do we have adequate safeguards in place to prevent fraud?

What is our policy on reserves?

Are we an effective trustee body?

Are we making the best use we can of our property?

Do we know what impact the social and/or economic climate is having on our donors and support for our charity?

Are we making the best use of the financial benefits we have as a charity?

If we have a pension scheme, have we reviewed it recently?

Have we reviewed our contractual commitments?

How can we make best use of any permanent endowment investments we hold?

Have we considered collaborating with other charities?

What effect is the current economic climate having on our charity and its activities?

Are we making the best use of our staff and volunteers?

Are we satisfied with our banking arrangements and our current and future investment policy?

15 questions trustees should ask

CHARITY COMMISSION

## 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:

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





# Effective Trustee Meetings

## Recording Decision Making

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

CLICK FOR: NCVO top tips on holding effective board meetings

CLICK HERE



CLICK FOR: The Charity Commission video on Conflicts of Interest

CLICK HERE



CLICK FOR: Government guidance on managing Conflicts of Interest in charities

CLICK HERE



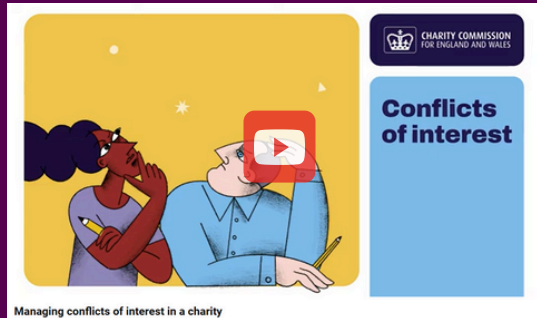
## Example

A chair is considering which items to include on the agenda for the next meeting. The chair asks themself 'What exactly are we asking the board to do in this meeting? Which items are substantial?'

Any items which don't include actions for the board or which aren't substantial are listed as 'for information'. These will be reviewed quickly, saving time for more complex discussions.

## Managing Conflicts of Interest:

Watch the 2 minute Charity Commission video on how to best manage conflicts of interest in a charity:



Managing conflicts of interest in a charity

# 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)

## 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!

## 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 (eg avoid it, transfer it, insure against it, accept it)  
Review, monitor and assess periodically

## Financial Literacy

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 conflicts 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 and practical tips – see the guide below.

CLICK FOR: The Charity Finance Group's  
Countering Fraud Guide

CLICK HERE





# Centering Lived Experience

CLICK FOR: Thinktank NPC's thorough guide on centering lived experience in leadership

CLICK HERE



CLICK FOR: NCVO analysis of current issues facing inclusion of lived experience in voluntary sector governance

CLICK HERE



CLICK FOR: PDF of original research on lived experience in the social sector, 'The Lived Experience' project

CLICK HERE



Did you know that people with lived experience can also be called 'Experts by Experience' or 'Expert Citizens'?

## 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



## 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

## Enablers

- Use time and effort to build trust
- Build a collaborative foundation to continue planning
- Eliminate financial and practical barriers
- Diversify target groups
- Share accessible and clear information about participation



# Safeguarding

## 10 actions trustee boards need to take to ensure good safeguarding governance

Safeguarding should be a key governance priority for all charities

Ensure your charity has an adequate safeguarding policy, code of conduct and any other safeguarding procedures. Regularly review and update the policy and procedures to ensure they are fit for purpose	Identify possible risks, including risks to your beneficiaries or to anyone else connected to your charity and any emerging risks on the horizon	Consider how to improve the safeguarding culture within your charity	Ensure that everyone involved with the charity knows how to recognise, respond to, report and record a safeguarding concern	Ensure people know how to raise a safeguarding concern
Regularly evaluate any safeguarding training provided, ensuring it is current and relevant	Review which posts within the charity can and must have a DBS check from the Disclosure and Barring Service	Have a risk assessment process in place for posts which do not qualify for a DBS check, but which still have contact with children or adults at risk	Periodically review your safeguarding policy and procedures, learning from any serious incident or 'near miss'	If you work overseas, find out what different checks and due diligence you need to carry out in different geographical areas of operation



**CHARITY COMMISSION  
FOR ENGLAND AND WALES**

CLICK FOR: [NCVO page on safeguarding for Trustees](#)

[CLICK HERE](#) >>

CLICK FOR: [Government DBS overview](#)

[CLICK HERE](#) >>

### 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



# Test Your Knowledge and take the Quiz!

CLICK FOR: 3 minute  
Charity Commission  
quiz to test Trustee's  
knowledge and  
understanding

CLICK HERE



# Useful Resources and

## Contacts

CLICK 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.

CLICK HERE 

CLICK 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.

CLICK HERE 

CLICK FOR: The new GM [Workforce and Recruitment Hub](#). HR, recruitment, diversity, leadership, wellbeing and networking resources. Plus, post your new VCSE vacancies in the hub to attract new talent.

CLICK HERE 

CLICK 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

CLICK HERE 

CLICK 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

CLICK HERE 





# Macc

Manchester's local  
voluntary & community  
sector support organisation

## 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
- Have good communications skills
- Have good listening skills
- Are proactive
- Are solutions focused
- Are able to challenge without creating conflict
- Can accept challenges without receiving them too personally or being defensive
- Are able to come to collective decisions for the good for the group.

## Unhelpful Trustees...

- Don't listen to others
- Ramble/Talk too much, don't get to the point, veer off topic not being mindful or respectful of time.
- Are not involved or don't participate
- Have poor people skills
- Have poor communication skills
- Are not impartial
- Deviate from the question
- Take control of the direction of conversation
- 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

Capacity Building: [info@MCRCommunityCentral.org](mailto:info@MCRCommunityCentral.org)

Volunteer Centre: [info@volunteercenremanchester.co.uk](mailto:info@volunteercenremanchester.co.uk)