

**Trustees**

**Recruitment and Induction
For LGBT+ Groups with Staff**

**LGBT+ Futures Programme Workbook**

As part of the LGBT+ Futures Fund Programme, Consortium and its partners are delivering a range of learning and skills development opportunities.

These online toolkits are designed for LGBT+ Groups and organisations to work through with key volunteers, staff or Trustees to develop key skills, policies, procedures and plans.

As you work through the toolkit you will see a range of **icons** which are designed to alert you to additional information and support at the appropriate time.



**Group Activity:** Get your volunteers, colleagues or Trustees involved in this part of the module



**Additional Resources Available:** Ctrl + click on the icon or nearby link to find more information on the topic



**Webinar Available:** This icon indicates that there is a link for a recorded webinar on the topic



**Additional Support Available:** Email us if you need more support or information



**Important Information:** Don’t be tempted to skip a section with this icon next to it!



This Toolkit is not intended to be a definitive guide or template.
It is designed for LGBT+ groups to work through a series of activities and information in order to build a better understanding of the subject matter.

All the information provided was up to date at the time of creation.

This Toolkit was created by Consortium for the LGBT+ Futures Fund Skills Development and Training Programme 2019.

**External Link or Resource:** Ctrl + Click on this icon or a link to go to an external resource or webpage

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**Your Organisation**

Get your house in order so you can communicate clearly with any new trustees that come on board. You wouldn’t hire staff or take on volunteers without giving them an induction covering what your organisation does and how it works, so make sure you take the same level of care inducting Trustees.

Having the following items all set out is good for your organisation and can help attract new Trustees.



Get your fellow trustees, colleagues or volunteers around the table and talk about how you communicate the following:

**Vision:**  a simple statement that describes the overall goal of your organisation

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**Mission:** a simple statement that outlines how you plan to realise the **vision**

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**What your organisation offers:** a simple statement outlining the core support, services or activities your organisation provides

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**Structure & Purpose:**

The legal structure of your organisation has a direct impact on the legal liability of your Trustees.

If you are unincorporated it is essential that Trustees understand they are legally liable for the actions of the group or organisation. If your organisation’s income or legal obligations are growing it could be time to consider incorporating your organisation to provide Trustees with limited liability.

Don’t let legal liability put you off though. For most small organisations there is little risk as long as the Trustees act with due care and diligence. Setting up a plan to enable clear communication and collaborative work is important.

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Find out more about legal structure [here](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Choosing%20a%20Legal%20Structure.pdf) (Ctrl + Click)

Use the space below to outline which legal structure your organisation has, what this means for individuals becoming Trustees and if you have plans to change at any time in the future.

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**History:** when did your organisation start and why? Has it changed, improved or grown since its creation?

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**Governance**

**The role of the Board**

**Set and maintain vision, mission and values**

The Board of Trustees is responsible for establishing and championing the purpose and mission of the organisation. When Trustees join an established organisation, their role is to act as guardians of the charitable purpose and to ensure that it is reviewed and kept relevant where needed.

**Develop strategy**

**The Board is the body responsible for setting the strategic direction of the organisation and it must work** with the senior management team to develop long-term strategy.

Make a note below of which strategies you have in place and which you might like to work on creating e.g. fundraising plan, growth or strategic plan…

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**Establish and monitor policies**

**The Board should create new policies (where appropriate) and regularly review existing ones, ensuring they are relevant and fit for purpose. When a new Trustee joins the Group, they should be given a copy of key Policy to review and they should agree to uphold any procedures outlined.**

**We have created a list of Policies that all staffed groups should have** [here](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Key%20Policies%20for%20Staffed%20LGBT%2B%20Groups.pdf) (Ctrl + Click)



**Write a list of key policies your Organisation has, which might need to be reviewed/updated and any gaps you might want to address.**

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**Set up employment procedures**

**The Board will support and guide CEO to provide a fair and safe environment for employees. A Trustees should be tasked with line management duties for the CEO.**

**Ensure compliance with governing document**

**Each Trustee is given a copy of the Governing Document and they must make themselves familiar with it. It is under the guidelines set out in the document that all of the charities work must be done and by which Trustees must act in accordance with.**

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**There is a well-recognised code for Trustees set out, which you can read here** <https://www.smallcharities.org.uk/fileadmin/user/files_documents/CodesofConductforTrustees-CTNbooklet.pdf>(Ctrl + Click)

**Ensure accountability**

**The Board should ensure that the organisation is accountable and reports to any regulatory bodies in a timely and effectively manner e.g.**

* **The Charity Commission**
* **Companies House**
* **HMRC**

 **Make a note of any regulatory body you are accountable/report to.**

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**Ensure compliance with the law**

**The Board is responsible for making sure that the charity operates within the law at all times. This could relate to any regularity bodies you are registered with or laws and regulation around fundraising and employment.**

**Maintain proper financial oversight**

**The Board is responsible for managing the organisation's resources. It must ensure that it:**

* **Secures sufficient resources to fulfil the charities mission**
* **Monitors spending**
* **Approves the annual financial statement and budget**
* **Provides insurance to protect the organisation from liability**
* **Seeks to minimise risk**
* **Participates in fundraising (where appropriate)**
* **Ensures legal compliance**

**Recruit, manage and support the Chief Executive Officer**

**The Board should create, review and develop policy covering the employment of the Chief Executive Officer. It should support the CEO and review their performance against agreed measures and milestones**

**Respect the role of staff**

**The role of any board is to govern a charity, where there are paid staff in place it is not the role of the board to make day to day operational decisions (unless there are special circumstances or it has been requested). The Board should respect the role of paid staff with the day to day operations of the charity. It is the role of the Board to monitor the effectiveness of the work of the organisation against pre agreed measures, but not, unless asked, to be directly involved in day to day decisions.
Your Organisations governing document and accompanying policies should give more information on delegated responsibility.**

**Maintain effective board performance**

**It is the role of the Board, with support from senior managers, to be self-monitoring its own performance as a governing body. It should strive to work as an effective body that operate within best practice.**

**Promote the organisation**

Board members should be good ambassadors for an organisation and should enhance and protect the reputation of the organisation.



Start thinking about how specifically Trustees can promote the organisation e.g. attend events, write guest blogs or act as an ambassador for the work of the organisation. Is it useful to delegate specific areas of promotion to individual Trustees?

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**Roles within the Board**

**Chair:** The Chair has a leadership role and is delegated the line-management of the Executive Director (if applicable) on its behalf.

Key duties can include:

* ensuring meetings are run efficiently, and discussion and decision-making is democratic and fully participative
* holding the casting vote in the event of a split decision
* ensuring that AGMs and EGMs are carried out according to the governing document.
* The Chair may also represent the organisation at external events and meetings, act as a cheque signatory, and take part in staff recruitment.

**Secretary:** The Secretary is responsible for many specific tasks, from taking minutes to producing documents for AGMs.

Key duties include:

* convening meetings and arranging dates
* being a cheque signatory
* preparing agendas for meetings (in consultation with the Chair)
* taking the minutes of meetings and ensuring back-up information is available where required.

**Treasurer:** It’s important that all Trustees collectively play their part in financial monitoring and decision making. The treasurer’s primary role is to assist and advise the board in overseeing the finances

Key tasks can include:

* controlling and accounting for the organisation’s finances
* issuing receipts for cash received, keeping records of cash paid out, and being a counter signatory to any major banking transaction
* overseeing bookkeeping
* presenting financial reports, raising issues and answering questions at regular meetings and the AGM
* liaising with the auditors or financial examiners for the annual review of accounts
* ensuring statutory returns are made to any relevant regulators



List which specific Trustee role you have already and which you need to fill.

When thinking of which roles you need to fill, take time to note what key skills or knowledge it would be useful for them to have in regard to your specific organisation.

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**Delegation and Working/Subgroups**

As Trustees hold ultimate legal responsible for the organisation they need to be clear about how they intend to delegate authority to staff and/or volunteers.

Its useful to have something that references what authority the Board of Trustees has delegated to committees, other volunteers or staff under the powers of the governing document.

This information might be in your governing document but its useful to have it laid out in a simple way so that new Trustees have a clear understanding about their role, and the role of the CEO.

A simple Scheme of Delegation can be drawn up to show what can be done by whom.



Find out more about Delegate Authority and download a template Scheme of Delegation [here](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Scheme%20of%20Delegation.pdf) (Ctrl + Click) to ensure that you have a clear structure in place for this to happen.

From time to time and where deemed useful and appropriate, Trustees can set up and lead working/subgroups in order to focus on specific areas of work or tasks.

List any areas of your work or governance that you think could benefit from having a focussed working group:

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Trustees of organisations where staff are in place should be encouraged to get involved in working/subgroups in addition to their regular board duties where they have relevant skills or experience.

Trustee of groups that are volunteer led should be encouraged to work alongside the general volunteers in the delivery of work.

Terms of References can be created and put in place for any working/subgroups so that clear lines of delegation, power and decision making are understood by all involved.

It is important to put a process in place whereby Trustees leading workgroups report back to one another about the work so that all Trustees maintain an oversight of the work of the organisation.

**Board Meetings**

Its vital that you have regular Board meetings. Each Board Member is sent papers in advance of each meeting including:

* Agenda
* Minutes of the previous meeting
* Executive Directors reports (operational)
* Risk Register
* Any other relevant documents pertaining to items on the agenda
* Any policy due for review

It important to ensure that Trustees understand their responsibilities. A proper induction and induction pack like the one you are creating through this workbook can help with this.

Trustees should be expected to have read all board papers in advance of meetings and to come prepared with questions or contributions relating to scheduled items. A clear process around attendance should be laid out in your Governing Document



You can find some resources around running effective meetings and effective meetings [here](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Effective%20Meetings.pdf) (Ctrl + Click)

**Board Management**

**Recruiting trustees**

Recruiting Trustees is not easy. Groups and Organisations often take anyone wiling to chip in, and whilst there is a lot to be said for willing people who are generous with their time there is also a lot to be said for recruiting the Trustees your group *needs* such as Trustees that can lead, develop and even grow the group or organisation.

The idea of Skills Auditing your board might strike horror into you and your board of Trustees but done in the right way it can really help you better utilise the Trustees you already have and identify which new skills or experience you need to bring on board. Find Guidance around skills auditing [here](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Trustee%20Skills%20Audit%20Guidance.pdf) (Ctrl + Click) and you can download a template skills audit [here](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Individual%20Trustee%20Audit.xlsx) (Ctrl + Click)

Treasurers and Trustees with Fundraising experience can be tricky to find, but its worth persevering to find someone who has the skills you need. Once you know who you are looking for you can work out the best route to find them.

Advertising for Trustees

Ask yourself where the people with the skills you are looking for might look for opportunities.

Direct Approach

Making direct approaches to individuals or organisation can be a really fruitful way to find Trustees.



Utilise Networks

Consortium is often approached by individuals looking for Trusteeship opportunities, so as well as advertising your vacancies there may be a good candidate waiting in the wings.

**Legal Requirements and Liability**

**Liability**

Depending on the legal structure of your organisation, your Trustees will need to be made aware of their legal liability.

If your organisation is unincorporated (e.g. not registered as a company, or Charitably Incorporated Company (registering as a charity alone does not mean your group is incorporated)), Trustees will be legally liable for the actions of the organisation. However, don’t let this put people off, for as long as a good reporting structure is in place and people act with due care and diligence, even if something goes wrong it doesn’t mean the worst.

If your organisation is incorporated Trustees enjoy limited liability because the organisation has its own distinct legal personality. It’s by no means a get out of jail free card though, Trustees can still be liable in similar circumstances to those where a Company Director faces personal liability, for example where they have acted recklessly, negligently or outside powers granted to them within the constitution

It’s a good idea to be clear about this to potential Trustees so that they are aware of what they are signing up to.

**Conflicts of Interest**

Trustees have a legal duty to act only in the best interests of the organisation or group. They must not put themselves in any position where their duties as a Trustee may conflict with any personal, professional or financial interest they may have. A conflict of interest exists even where there is the possibility that a Trustees personal or wider interests could influence their decision making for the charity.

Conflicts of interest should be dealt with using the following steps, in line with any Conflicts of Interest Policy and should include:

* Identify conflicts of interest
* Prevent the conflict of interest from affecting any decision
* Record the conflict of interest

**Termination of Office**

Your Organisation or Groups Governing Document should lay out the conditions/procedures that will remove a Trustee from your board. It’s a good idea to ensure that potential Trustees understand what would happen if their role was terminated.

**Inducting Trustees**

A well inducted Trustee is a Trustee that will stick around, engage and enjoy volunteering their time. Not giving a new Trustee the relevant information will fail to make them feel included and confident about their role.

Inviting a potential Trustee to observe a board meeting or two is a jolly good idea. It gives them a realistic taste of what sort of things will be expected of them and if they will feel comfortable as part of the team.

Having a standard induction pack to hand to them is also a jolly good idea.

As you and your group have worked through this toolkit, you have compiled most of the information you need to include:

**Section 1: The organisation**

* Mission & Vision
* Objectives & Purpose
* Structure
* History

**Section 2: Governance**

* Role of the Board
* Duties of the Board
* Delegated Authority
* Working/Sub committees

**Section 3: Management**

* Board Members (introduce people and their roles)
* Staff (introduce people and their roles)
* Delegation and Line Management

**Section 4: Legal & Regulatory information**

* Conflicts of interest
* Termination of trusteeship
* Liability (depending on your legal structure)

**Accompanying Documents**

* Governing Document
* Strategic Plan
* Set of Recent Board Meeting Minutes
* Last 2 Annual Report and Accounts
* Terms of reference for any sub committees
* Policy Documents

As you have worked through this Toolkit you will have gathered all the information you need to create your own plan, policy or information pack.

If your group needs any further support around the topic covered in this workbook please get in touch with our Engagement Team via email admin@lgbtconsortium.org.uk.

To find out more about Joining Consortium, visit our website for more information.