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**LGBT+ Futures Programme Workbook**

**Trustees**

**Recruitment and Induction  
For LGBT+ Groups without Staff**

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 (we use the term organisation to mean both in this Toolkit) 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.

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

**Additional Resources Available:** Click on the icon to find more information on the topic

**Webinar Available:** Click on the icon to find 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!



**External Link or Resource:** clicking on this icon or a link by it will take you to an external resource or webpage

This Toolkit is not intended to be a definitive guide or template.   
It is designed for LGBT+ Organisations 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.

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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 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 new trustees.



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

**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 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.

**[](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Choosing%20a%20Legal%20Structure.pdf)**

Find out more about the different types of structures (Ctrl+Click) [here](https://www.consortium.lgbt/wp-content/uploads/2019/07/Types-of-Groups-and-Legal-Structures-1.pdf)

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** 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 organisation, they should be given a copy of the policies to review and they should agree to uphold any procedures outlined.**

[](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Key%20Policies%20for%20LGBT%20Groups%20with%20No%20Staff.pdf)

**We have created a list of essential policies any LGBT+ group should have (ctrl+click)** [here.](https://www.consortium.lgbt/wp-content/uploads/2019/07/Key-Policies-for-LGBT-Groups-with-No-Staff-1.pdf)

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

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**Set up employment procedures**

**If your organisation is considering employing staff in the future, the Board should work together to provide a fair and safe environment for employees. If you already have staff, try our** [Trustee Toolkit for Organisations with Staff instead.](https://www.consortium.lgbt/trustee-toolkit-for-staffed-groups/) **(ctrl+click)**

**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 charity’s work must be done and by which Trustees must act in accordance with.**

[](https://www.smallcharities.org.uk/fileadmin/user/files_documents/CodesofConductforTrustees-CTNbooklet.pdf)

**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>

**Ensure accountability**

**The Board should ensure that the organisation is accountable and that it reports effectively to any regulatory body it is registered with 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. If your organisation is a registered charity the board must ensure that it operates in line with any laws, restrictions or**

**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 charity’s 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**

**If your organisation if considering taking on staff or growing, the Board should create, review and develop policy covering the employment of the Executive Director. It should support the Executive Director and review their performance against agreed measures and milestones.**

**Maintain effective board performance**

**It is the role of the Board to self-monitor 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 transactions.
* 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.

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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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**Working / Subgroups**

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.

Trustees should encourage general volunteers to work alongside them in working groups.

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 working groups report back to one another about the work so that all Trustees maintain an oversight of the work of the organisation.

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**Board Meetings**

It is vital that you have regular Board meetings and that each Board Member receives any papers in advance of each meeting, including:

* Agenda
* Minutes of the previous meeting
* Any other relevant documents pertaining to items on the agenda
* Any policy due for review

It’s 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.

[](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Effective%20Meetings.pdf)

You can find some resources around running effective meetings (ctrl+click) [here.](https://www.consortium.lgbt/wp-content/uploads/2019/07/Planning-and-Conducting-Effective-Meetings-1.pdf)

**Board Management**



**Recruiting Trustees**

Recruiting Trustees is not easy. Organisations often take anyone willing 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 organisation *needs,* such as Trustees that can lead, develop and even grow the organisation.

[](http://www.lgbtconsortium.org.uk/files/lgbt/downloads/Trustee%20Skills%20Audit%20Guidance.pdf)The idea of Skills Auditing your board might strike horror into you and your as trustees but done in the right way it can really help better utilise the Trustees you already have and identify which new skills or experience you need to bring on board.

Download our [Trustee Audit tool](https://www.consortium.lgbt/wp-content/uploads/2019/07/Individual-Trustee-Audit-2.xlsx) and [guidance](https://www.consortium.lgbt/wp-content/uploads/2019/07/Trustee-Skills-Audit-Guidance-3.pdf) here (ctrl+click) or from the Toolkit homepage.

Treasurers and Trustees with Fundraising experience can be tricky to find, but it’s 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.

[](mailto:admin@lgbconsortium.org.uk?subject=Recruiting%20Trustees%20)

**Advertising for Trustees**

Ask yourself where the people with the skills you are looking for might look for opportunities. Consortium has a page dedicated to advertising Members paid and voluntary positions and often has a bank of names looking for trustee positions.

**Direct Approach**

Making direct approaches to individuals or organisation can be a really fruitful way to find Trustees. Ask what connections your current Trustees have, or approach any local businesses or corporate bodies you have a relationship with.

**Legal Requirements and Liability**

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**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, a Community Interest Company or a Charitably Incorporated Company) 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 income exceeds £5000 per year, you should be registering with the Charity Commission. Remember though, that registering as a charity does not mean that your organisation is incorporated.

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 the 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 and understand any legal responsibilities.

**Conflicts of Interest**

Trustees have a legal duty to act only in the best interests of the organisation. 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 Trustee’s 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’s 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.

**Trustee Induction**

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 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 good idea.

As you and your organisation have worked through this toolkit, you will 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
* Working/Subgroups

**Section 3: Management**

* Fellow Board Members (introduce people and their roles)
* Key Volunteers (introduce people and their roles)

**Section 4: Legal & Regulatory information**

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

**Accompanying Documents**

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

Now that you have worked through this Toolkit, you should have everything you need to produce your own Trustee Induction Pack.

If your organisation needs any further support around the topics covered in this workbook, please get in touch with our Engagement Team via email [admin@lgbtconsortium.org.uk](mailto:admin@lgbtconsortium.org.uk).

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