

Recruitment, Induction and Support for Trustees

Pre-election / co-option information (Appendix to Policy)

Welcome and many thanks for your interest in becoming a Trustee for Springboard Opportunity Group.

This pack should provide you with the information you need to understand us and our work, and the responsibilities of a Trustee. Please feel free to ask us for further information at any stage.

Our Trustees carry out an important and highly valued aspect of our work and we need to create a Board whose skills and experiences reflect the range of our work and responsibilities. Towards this aim, Springboard will actively recruit appropriate new Trustees, and may decline offers from others, although alternative ways of supporting the organisation will be mutually agreed wherever possible.

We aim to provide Trustees with the information they need to make informed decisions about our work – this means that you will need to allow time for reading background information and becoming familiar with the issues prior to Board or sub-group meetings.

The amount of time this takes does vary but we expect it to average out at around 4 – 6 hours a month.

Before we all come to a decision about whether or not this is a role you would like to take on, please read this document carefully. You will be invited to meet:

Beth Manning, Chair of Trustees and/or Ruth Glover (CEO)

To discuss:

- Your application form and skills audit.
- Springboard organisational structure, board membership, responsibilities and sub-group structure.
- Our governing documents and limited liability of members.
- Aims, objectives and range of work – strategic business/management plan.
- Key partners, how we are funded.
- Policies.

A visit to a Springboard setting may be arranged, to meet staff and volunteers, and you will be given an opportunity to observe a Board meeting and/or a sub-committee meeting.

There is a lot of information on the Charity Commission and Gov.uk websites about the roles, responsibilities and liability of trustees. Please familiarise yourself with this:

www.charitycommission.gov.uk

www.gov.uk

Springboard is a long-standing and continually evolving organisation – please familiarise yourself with our work by looking at our website:

www.springboardweb.org.uk

Becoming a Trustee – the first AGM

This will be the occasion on which you are elected to the Trustee Board. As soon as possible after this, the Trustees meet to complete the following tasks:

- Elect Chair, Vice Chair, Treasurer
- Complete Trustees' Declaration
- Agree sub group membership
- Agree schedule of Full Board and sub group meetings
- Agree Link Role responsibilities
- Agree schedule for Policies Review
- Receive updates on:
 - The Strategic Business Plan
 - Financial situation
- Identify informal opportunities for meeting staff, volunteers, families and other trustees

Your election to the Board of Trustees will be conditional on completion of the following process. This should be done as soon as possible, and always within one month of election/co-option. You will be supported with this process by the Business Managers and Chair of Trustees.

You must:

- Provide 2 satisfactory references, as requested on your application form, ideally before AGM/co-option to the Board.
- Begin the process of registering as a Springboard Director with OFSTED, and complete DBS check.

Springboard will:

Check your name on the Disqualified Directors List and the Register of Removed Trustees. Register you as a Springboard Director with Companies House, within 14 days of election. Add you as a Springboard Trustee with the Charity Commission.

If any part of this process is not clear, please contact Nikki Tams, Business Manager nikki@springboardweb.org.uk

Being a Trustee

What qualities do Trustees need?

- Honesty and integrity
- Commitment to the aims and mission of the organisation
- Willing to act the organisation's interest, not their own
- Willing and able to devote time to their duties
- Reliability
- Good judgement
- Sensible and prudent
- Willing to play an active role
- Willing to be a good team member and use other's skills

- Willing to undertake training

What are the roles and responsibilities of a Trustee?

The Board / Committee is accountable for all Springboard's activities – the buck stops with you.

Day to day responsibility for running Springboard is delegated to the CEO and the team Trustees need to understand the difference between governance and management, as well as having efficient procedures for appropriate delegation.

Trustees must be active in governing Springboard, act in the best interests of the organisation, pursue its goals actively and use funds only for those purposes.

Give Direction and Leadership to the Organisation

- Provide leadership and support to keep Springboard's vision alive.
- Be active in making sure the organisation is making progress towards its goals.
- Make sure that Springboard pursues its objectives (set out in our governing documents and Strategic Business Plan)
- Ensure Springboard follows the rules in our governing documents
- Make sure the purpose and direction of the organisation are understood, shared and communicated to others
- To safeguard our reputation and values

Ensuring Work is Properly Managed

- To be aware of the range of Springboard activities and issues.
- To contribute to all discussions at Board meetings.
- Ensure the organisation is run efficiently.
- Monitor the progress of the organisation in achieving its aims.
- Select, support and supervise the Chief Executive
- Ensuring that Human Resources are effectively managed – ensure that staff are appointed, supported in their work and supervised
- Ensure the Board / Committee itself is up-to-date and skilled

Sound Financial Management

- Make sure the organisation spends its money only on pursuing its objectives, and ensure safeguards against unnecessary or inappropriate spending and fraud are in place.
- Make sure the organisation is financially stable.
- Actively ensure Springboard is financially healthy, regularly monitoring income and expenditure and planning ahead.
- Ensure the proper investment of the charity's funds

Complying with the Law

- There are many laws affecting charities that trustees need to be aware of and make sure the charity complies with: including charity law, health & safety law, employment law, equal

opportunities legislation, data protection rules, human rights legislation, and child/vulnerable adults/public protection.

Ensure Public Accountability

- Ensuring the reporting requirements are met (e.g. Annual Report and Accounts)
- Trustees must act 'prudently' and 'reasonably' in all matters.

Maintain Independence

- Making sure the charity is independent of influence.

Ensure the On-going Health of the Board of Trustees

- Making sure the Trustees collectively have the skills and knowledge needed
- Actively planning for recruitment, renewal and diversity in the Board
- To use individual skills, knowledge and experience to assist the Board of Trustees in reaching sound decisions; this may involve scrutinizing Board papers, leading discussions, participating in sub-committees and working groups, providing advice and guidance, or any other relevant issues in which the trustee has special expertise.
- Trustees are expected to request and participate in training when appropriate to enable them to fulfil their duties and to develop both individually and collectively.

Full Board and Sub-Group Meetings

- These are an important part of the structure, ensuring Board members, staff and others have the opportunity to explore all aspects of Springboard's operations.
- All meetings are minuted – Board minutes are public documents and may be referred to e.g. to demonstrate probity and good decision making.
- Sensitive issues may be discussed at these meetings and it is imperative that unless otherwise stated, the content of such discussions are not imparted to anyone who is not a Board member, without express permission of the Board.
- Normally the Chief Executive will be the only staff member present, however a member of staff may be invited to give a service presentation or attend for a specific issue.
- Relevant papers will normally be circulated beforehand and should be read before the meeting to ensure familiarity with the contents.

Specific roles and responsibilities

Chairperson

The role of the Chair is crucial. The committee is a team and the Chair needs to be a good team leader. They should be good organisers who take the lead, but who also give different tasks to other committee members. They should make sure no-one is overburdened, and that people's various skills are used.

Main duties:

- Provide supervision and support to the CEO and ensure the organisation is effectively managed
- Be available to liaise with staff as may be required or requested.
- Liaise with the CEO at least one week before each meeting to set and circulate the agenda.
- Chair the Board meetings.
- Ensure the committee's decisions are implemented.
- Represent the organisation when needed – to the public, at meetings etc.
- Enthuse and support the rest of the committee.
- Ensure that Springboard runs legally and is provided with firm strategic direction.

Vice-Chair

To act for the Chairperson in their absence.

Sub-committee Chair

There is one sub-group:

- Finance and Resources

The meeting is led by a Chair – others attending may vary according to the topics under consideration, but may include other staff, volunteers, families or colleagues from other settings. It is the responsibility of the sub-group Chair to liaise with the identified staff member at least one week before each meeting to set and circulate the agenda.

The Treasurer

This is a responsible position but the treasurer alone cannot decide how money is used. Decisions on spending must be made in accordance with the Financial Controls Policy

The Treasurer plays an important role in overseeing the financial situation of the organisation, and needs to be able to present a financial report to the Committee, AGM, members and others, in terms that are clear to non-financial people

Main duties:

In liaison with relevant members of the staff team:

- Oversee the management of the finances.
- Make sure funds are available for any planned expenditure.
- Make regular financial reports to the committee.
- Support the preparation of estimates and budgets for the year to come.
- Ensure that annual statements of accounts are prepared, and where required, submitted to the Charity Commission and / or Companies House.
- Present the annual accounts to the public at the AGM and give a summary of the financial position of the group.

Minutes Secretary

This is undertaken on a rotation basis by members of the trustee board. The Chair of Trustees and the Chair of a sub-committee is not responsible for minute taking.

- Take minutes at Full Board and/or sub-group.
- Take minutes at other Board/Sub-Committee meetings as required.
- Send minutes to the Chair / CEO for approval.

Volunteers' Rep

- This is to ensure the volunteer perspective is expressed at Board meetings
- There is no responsibility to consult with Springboard volunteers but there is an expectation that the Rep will be in contact with a number of volunteers and be aware of the issues of concern to them.
- The monthly staff and volunteers newsletter – and other methods of communication – may be used to inform volunteers of matters of interest or concern and may be used to elicit their views and comments

Parents' Rep

This is to ensure the parent / carers' perspective is expressed at Board meetings.

There is no responsibility to consult with parents and carers but there is an expectation that the Rep will be in contact with a number of parents and carers and be aware of the issues of concern to them.

Link Roles

Each Trustee will be linked to a particular aspect of Springboard's activities and will be expected to remain informed about this work through practical engagement with it on a regular basis e.g. visiting the playroom, observing Family Support / Inclusion work.

Roles will be subject to an annual rotation to allow Board members to become familiar with different aspects of Springboard's work.

Any parent / carer Board member will not be the link for their child's playroom.