Skylark
Charity Support Network

Voluntary Action Reigate & Banstead

Tandridge Voluntary Action

Becoming An Effective Trustee

14 October 2021

Skylark
Charity Support Network

Good Governance – the legal bits

Voluntary Action Reigate & Banstead

Tandridge Voluntary Action

Six main duties of a trustee

Source: The essential trustee: 6 main duties
www.gov.ul/government//publications

Skylark
Charity Support Network

Six main duties of a Trustee - expanded

Voluntary Action Reigate & Banstead

Tandridge Voluntary Action

It's about knowing:

- what your charity can and can't do within its purposes
- how your charity is fulfilling its purposes and benefiting the public
- what difference your charity is really making

It's about being:

- familiar with your governing document
- up to date with filing accounts, returns and any changes to your charity's registration details
- aware of other laws that apply to your charity

It's not about being:

- an expert - but you do need to take reasonable steps to find out

It's about:

- making balanced, informed decisions
- recognising & dealing with conflicts of interest
- ensuring trustee benefits are allowed
- being prepared to question and challenge
- accepting majority decisions

It's not about:

- preserving the charity for its own sake
- serving personal interests

It's about:

- managing risks, protecting assets (reputation) and people
- getting the resources your charity needs
- having and following appropriate controls and procedures
- dealing with land and buildings
- responsibility for, and to, staff and volunteers

It's about:

- using your skills and experience
- deciding when you need advice
- preparing for meetings
- getting the information you need (financial, management)
- being prepared in case something does go wrong

It's about:

- meeting legal accounting and reporting requirements
- being able to show that your charity complies with the law and is effective
- being accountable to members and others with an interest in the charity
- ensuring that staff and volunteers are accountable to the board
- welcoming accountability as an opportunity not a burden

Source: The essential trustee: 6 main duties
www.gov.ul/government//publications

Skylark
Charity Support Network

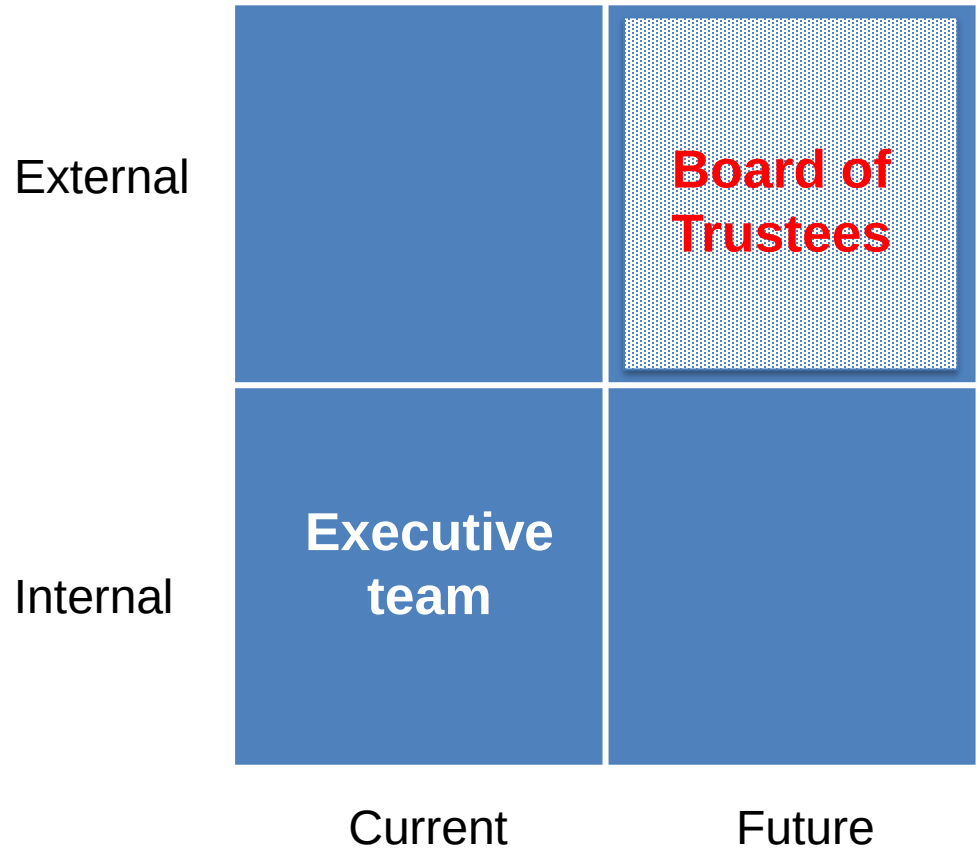
Horizon Scanning

Voluntary Action Reigate & Banstead

Tandridge Voluntary Action

Stay informed

- Don't just read the board papers
- Understand the charity sector you are in
- Stay up to date with developments that affect your charity
- Understand the external landscape

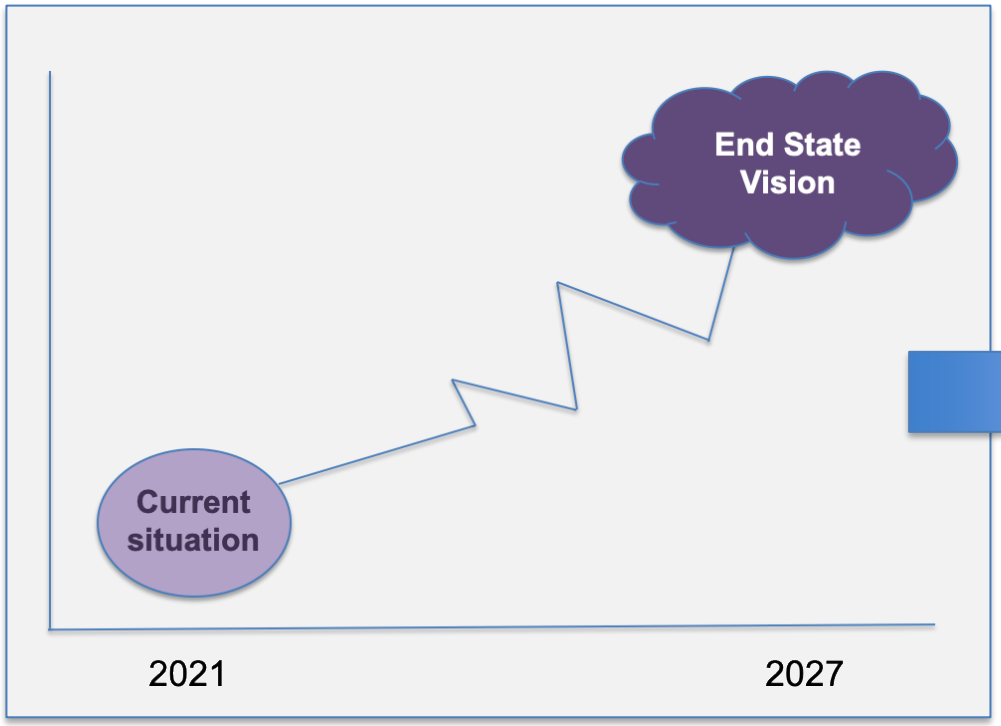


Strategic Planning and the Bottom line

Skylark
Charity Support Network

Voluntary Action Reigate & Banstead

Tandridge Voluntary Action



- Signed off by the Trustees
- Trustees monitor adherence to the business plan monthly

End State Vision → **Strategy** → **Business Plan**

Owned by the Trustees

Owned by the Exec team

Leadership

Skylark
Charity Support Network

Voluntary Action Reigate & Banstead

Tandridge Voluntary Action

What type of trustee do you want to be?

…… the best type is a supportive challenger

- Build relationships between meetings
- Be objective
- Be constructive
- Ask for feedback from the chair, fellow trustees or the CEO
- Actively support good meeting management

Running Effective Meetings

Skylark
Charity Support Network

Voluntary Action Reigate & Banstead

Tandridge Voluntary Action

Step I	Step II	Step III
Prepare the Agenda	**Run the Meeting**	**Follow-up**
• Meeting objectives and theme • Purpose of items ➢ Decision ➢ Communication; 1:1 vs 1:many ➢ Review, critique, support ➢ Create options ➢ Follow-up & close ➢ Formal sign-off • Priority of items ➢ Important vs urgent ➢ Strategic vs tactical ➢ Regular calendar ➢ Specific issues • Time for each item • Who will lead on the item?	• Contract through the agenda • Timekeeping • Contributions – encourage and control • Keeping on the point – car park • Clarity of outcome ➢ Action, who, when ➢ Committee vs executive ➢ Further work? ➢ Can it be closed?	• Allow time ➢ Immediately after ➢ Scheduled • Agreeing minutes and actions ➢ Wording ➢ Responsibility & involvement • Informal discussion ➢ Chairs of committees ➢ CEO ➢ Individual – including Vice Chair • Seek feedback