

# POLICY AND PROCEDURE



SoLO  
Life  
Opportunities

38 Walnut Close  
Chelmsley Wood  
Birmingham  
B37 7PU

Charity No. 1102297  
England Company No.  
5025939

## Trustee Recruitment and Induction

**Category:** Human Resources/Trustees

### Policy Statement

SoLO Life Opportunities (SoLO) is committed to ensuring governance arrangements that are robust to ensure that the organisation is managed in accordance with the current legislation, as well as adopting procedures that are examples of good practice and improve the effectiveness of the organisation.

### Introduction

The Charities Act 1993 defines charity trustees as the people responsible under the charity's governing document for controlling the administration and management of the charity. For SoLO, the charity trustees are the Board of Directors of the Organisation and are known as the SoLO Trustee Board.

From time to time certain people are invited to attend and participate in board meetings for their areas of special interest. These people are not trustees, have no voting rights and are asked to absent themselves from certain parts of a meeting. They will be recruited and inducted in the same manner as trustees and are required to adhere to the same code of conduct as trustees.

The new Code of Governance for the Voluntary and Community Sector includes as part of its principles that 'trustees should have the diverse range of skills, experience and knowledge needed to run an organisation effectively' and that 'trustees should ensure that they receive the necessary induction, training and ongoing support they need to discharge their duties'

In addition to this, disclosure is now required in SORP 2005 of the methods adopted for the recruitment and appointment of new trustees and the policies and procedures adopted for the induction and training of trustees.

Policy Name: Trustee Recruitment and Induction  
Organisation: SoLO Life Opportunities  
Last Reviewed: 10.11.2015  
Next Review Date: November 2017

1

## **Diversity**

SoLO will ensure that it engages effectively with the community it serves, responds effectively and equitably to the needs of its users and increases its accountability and public confidence in its work by:

- ensuring that the mix of Trustees reflects the local area and includes people from ethnic minorities and those with disabilities.
- ensuring that the needs of children and adults with learning disabilities are represented by the inclusion of parents and carers within the Board.
- working with the SoLO Voice Group to ensure that the needs of adults with learning disabilities are kept central to the organisational priorities.

If representation on the board does not reflect the areas of need, active recruitment to redress this balance will be carried out.

## **Role of the Board of Trustees**

At its simplest, the role of the Trustee Board is to receive assets from donors, safeguard them and apply them for the charitable purposes as declared in the objects of SoLO. The Trustee Board must always act in the best interests of SoLO, exercising the same duty of care that a prudent person of business would in looking after the affairs of someone for whom he or she had responsibility. The Trustee Board must act as a group and not as individuals.

## **Rules governing the appointment of Trustees**

In the governing documents of SoLO (memorandum and articles of association) there is no maximum number of Trustees set, but there should, at any one time, be in place a minimum of three Trustees which represents the quorum. A Trustee must be over 18 years of age.

The Trustees form the membership of the Board, and are entitled to vote.

A third of the Trustee board retires at each Annual General Meeting, but can be re-elected if there is a proposer, seconder and majority vote in their favour.

## **Eligibility to become a Trustee**

It is a criminal offence for an individual to serve as a Trustee if disqualified from doing so. Rigorous checks will be carried out to ensure that all persons applying to become a Trustee are eligible. These checks will include:

- Two references (one from a current employer and one from an individual who has known the applicant for over two years and is not a relative). If the potential trustee is retired, one reference should come from someone who has known them on a professional level.

Having a criminal record will not necessarily prohibit a person from becoming a Trustee, but will necessitate a risk assessment to be carried out to determine suitability. In line with the new directive from the Disclosure and Barring Service, there is no requirement to screen trustees through this process unless they also volunteer in any unsupervised capacity on a SoLO Project.

## **Process for appointment of Trustees**

Potential Trustees can be recruited through:

- Recommendation
- Referral from a recruiting organisation (e.g. Sustain)
- Self-Referral
- Advertisement, following a skills audit which identifies gaps

Potential Trustees will, in the first instance, be met by the CEO and given an overview of the organisation from an operational perspective. They will be given background written information about the organisation and invited to meet with two representatives of the Board.

The subsequent meeting with two members of the Board will ascertain the following information:

- Skills
- Background
- Experience of working within a governance role
- Experience of working with people with learning disabilities.

It is a two-way process and the discussion should present the prospective trustees with an opportunity to find out more about being a trustee for SoLO and decide whether or not they are still interested.

They will be asked to complete, at this stage, an application form if they wish to continue the process of appointment.

Two references will be followed up, directly following this meeting.

Following this meeting and on receipt of the references, recommendations will be made to the board of trustees and, if agreed, the new candidate will be invited to attend the next available board meeting.

At this point, the new trustee will be asked to:

- Complete and sign the declaration of interest form, to be retained by the company secretary.
- Sign a declaration that they are eligible to serve as a Director (Appendix three)
- Agree and sign two copies of the code of conduct, one to be retained by the Trustee and the other by the Company Secretary.

The new trustee will be elected at a Board meeting and the trustee will be notified.

The Company Secretary will notify Companies House of the appointment.

## **Expectations of Trustees**

A purpose statement and role profile outlines the duties of the Trustee and details the experience and qualities needed to fulfil the role ((Appendix one)

Trustees are expected to attend all board meetings. Board meetings are held every calendar month during the year (with a slightly longer break during August to allow for holidays). Each meeting lasts for up to 3 hours, is usually in the evening, and papers are provided by email five days before the meeting with a hard copy available at the meeting. Occasional day time meetings are held for Board Development.

Board meetings are usually held at the SoLO Base.

## **Reimbursement of Expenses**

Trustees can claim reasonable out of pocket expenses in relation to travelling and other expenses (refreshments).

Under the terms of SoLO's governing documents, Trustees will not be paid for carrying out their duties on behalf of the organisation, although they may be paid for professional services if agreed by the board.

## **Induction Programme**

All Trustees should receive:

- An organisational chart
- Outline of current boards skills and experience
- A copy of the previous year's annual report and financial report
- A copy of the memorandum and articles of association
- A copy of the previous board meeting minutes (once agreement for appointment has been made by the Trustees)
- A copy of the business plan
- Charity Commission CC3 – The essential trustee: What you need to know
- Charity Commission CC60 – The Hallmarks of an Effective Charity
- Current Newsletter
- Volunteer Handbook
- Copies of all the current up to date policies (once agreement for appointment has been made by the Trustees)

All new Trustees will be invited to attend:

- Vulnerable Adults Training
- Safeguarding Children's Training
- Staff and Volunteer Induction Training

All new Trustees will be encouraged to visit at least one of the leisure projects provided by SoLO and will be invited to meet the staff at the registered office.

## **Ongoing Support and Training**

Trustees will be offered ongoing training opportunities and be kept up to date with Charity Commission guidance and policy news through the board meetings and via email.

They will be invited to attend relevant training pertinent to their role, such as:

- Health and Safety
- Employment Law
- Financial Management
- Diversity and equal opportunities

This training may be in a collective setting, individual and may be provided either in-house or from other reputable training providers.

Trustees will be kept up to date, by email, on updates from the Charity Commission, Companies House, Trustee Network, or other national support organisations.

## **Review of Trustee Performance**

On a regular basis (preferably annually) the Chair will speak to individual Trustees to consider their contribution to the organisation and identify any areas where the trustee would benefit from additional training or support.

The Trustee Board will collectively review its performance at regular intervals, again preferably annually. It should also review the performance of the Chair person.

The Trustee Board will use resources available from Government Governance Support Agencies to support this process.

The policy is also linked to:

- SoLO Recruitment Policy
- Grievance Procedures for Volunteers
- Equal Opportunities Policy
- Recruitment of Ex-Offenders Policy
- Trustee Code of Conduct and Conflict of Interest



## SoLO Life Opportunities Purpose Statements and Role Profile

**Job Title:** Trustee

**Purpose :** To ensure that SoLO Life Opportunities delivers and develops quality services that meet the needs of people with learning disabilities and adds value to their lives

ROLE AND CONTEXT	NEED TO DO	NEED TO KNOW	NEED TO BE
<p><b>KEY ACCOUNTABILITIES</b></p> <ul style="list-style-type: none"> <li>Assure compliance with charity regulations</li> <li>Ensure a sound organisational frame-work is in place to meet the purpose of Solihull Life Opportunities</li> <li>Safeguard good name and values of the organisation</li> <li>Clear management of risk</li> <li>Achieve and maintain financial stability</li> <li>Ensure delivery of quality services</li> <li>Involvement in appointment of Chief Executive</li> <li>Protect and manage the property of the charity and to ensure the proper investment of the charity</li> </ul> <p>Policy Name: Trustee Recruitment and Induction                      Organisation: SoLO Life Opportunities                      Last Reviewed: 10.11.2015</p>	<p><b>KEY PERFORMANCE INDICATORS</b></p> <ul style="list-style-type: none"> <li>Meeting financial targets</li> <li>Meeting service delivery targets.</li> </ul> <p><b>RELATIONSHIPS:</b></p> <p><u>Internal</u></p> <ul style="list-style-type: none"> <li>Chair of Trustees</li> <li>Chief Executive and appropriate relationships with members of staff</li> </ul> <p><u>External</u></p> <ul style="list-style-type: none"> <li>Service Users</li> <li>Statutory Bodies/Stakeholders</li> <li>Funders</li> </ul> <p><b>DECISION MAKING</b></p> <ul style="list-style-type: none"> <li>making decisions that affect the strategic direction of the organisation</li> </ul>	<p><b>QUALIFICATIONS/EXPERIENCE</b></p> <p>Education and experience to be able to meet skills and competency requirements</p> <p><b>KNOWLEDGE:</b></p> <ul style="list-style-type: none"> <li>Understanding of the needs of people with Learning Disabilities and their Carers</li> <li>Understanding of the charity sector</li> <li>Awareness of the role/function of public sector bodies</li> <li>Understanding of different roles within an organisation</li> <li>Willingness to acquire this knowledge through induction and training if required</li> </ul> <p><b>SKILLS AND COMPETENCIES</b></p> <ul style="list-style-type: none"> <li>Strategic vision</li> <li>Ability to scrutinise board papers</li> <li>Willingness to share expertise</li> <li>Contribute to implementation of change.</li> <li>Willingness to devote time and effort.</li> <li>Problem-solving, decision-making and judgement skills.</li> <li>Willingness to speak their mind</li> <li>Understanding and acceptance of the legal duties, responsibilities and liabilities of being a Trustee</li> <li>Good communication skills.</li> <li>Ability to distinguish between strategic Board role and operational management role</li> <li>Ability to work effectively as a member of a team</li> </ul>	<p><b>OUR BEHAVIOURS</b></p> <ul style="list-style-type: none"> <li>Enthusiasm</li> <li>Creative</li> <li>Can do attitude</li> <li>Innovative</li> <li>Engaging</li> <li>Confidentiality</li> <li>Respect for our members</li> </ul> <p><b>INTEGRITY</b></p> <ul style="list-style-type: none"> <li>Working at all times lawfully and in accordance with Charity Commission regulatory, compliance and financial requirements</li> <li>Working at all times in accordance with charity's policy and processes</li> <li>Adhering to the Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership</li> </ul>

Next Review Date: November 2017

Policy Name: Trustee Recruitment and Induction  
Organisation: SoLO Life Opportunities  
Last Reviewed: 10.11.2015  
Next Review Date: November 2017

Pages in this document 7