

THE COMMITTEE

Each person on the committee must have the following understanding:

- To be familiar with the current mission statement
- To be knowledgeable about the organisation's current activities and services
- To fully understand the external environment in which it is operating
- To help the organisation develop a strategic plan and plan adequately for the future
- To focus its attention on long-term significant policy issues rather than short-term administrative matters
- To approve an effective marketing and public relations strategy for the organisation
- To understand the fundraising strategy for the organisation
- To ensure the organisation has developed a sound financial strategy and good financial controls. Does the committee discuss thoroughly the annual budget of the organisation and its implications before approving it?
- To ensure the committee currently contains a sufficient range of expertise to make it an effective governing body
- To ensure the respective roles of the committee and staff are clearly defined and understood
- To ensure the committee holds effective meetings
- To ensure the committee's size and structure is adequate
- To ensure the committee has adopted policies which enhance its effectiveness (for example conflict of interest policies, risk management policies etc)
- To ensure the committee adds value to the organisation

Regular Self Assessment

- How are committee members carrying out their responsibilities?
- What areas need improvement?
- What can be done to make improvements?
- Are the governing and policy documents up to date?
- Are there a sufficient number of committee meetings to take care of the organisation's business?
- Is the current committee structure adequate to handle the work of the committee efficiently?
- Are committee meetings conducted effectively?
- Do meeting agendas cover policy issues rather than administration?
- How can the value of the meetings be enhanced?
- Is there sufficient opportunity for the committee to hear about minority opinions before recommendations are presented for consideration?
- Is the majority of the committee involved in making the committee's decisions?

TRUSTEE (CHARITY)

The statutory duties of a trustee

- To ensure that the organisation complies with its governing document
- To ensure that the organisation pursues its objects as defined in its governing document
- To ensure the organisation uses its resources exclusively in pursuance of its objects: the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are
- To contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds

Trustee person specification

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team
- (Nolan's) seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve:

- Scrutinising board papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the trustee has special expertise

THE CHAIR

General responsibilities

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document
- To ensure the organisation applies its resources exclusively in pursuance of its objects
- To contribute actively to the committee role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds
- If the organisation employs staff, to appoint the chief executive officer and monitor his / her performance

In addition to the above statutory duties, each committee member should use any specific skills, knowledge or experience they have to help the committee reach sound decisions. This may involve:

- Scrutinising committee papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the committee member has special expertise.

Additional duties of the chair

- Planning the annual cycle of committee meetings
- Setting agendas for committee meetings
- Chairing and facilitating committee meetings
- Giving direction to committee policy-making
- Monitoring that decisions taken at meetings are implemented
- Representing the organisation at functions, meetings
- Acting as a spokesperson as appropriate
- Bringing impartiality and objectivity to decision-making
- Where staff are employed:
 - Liaising with the chief executive to keep an overview of the organisation's affairs and to provide support as appropriate
 - Leading the process of appraising the performance of the chief executive;
 - Sitting on appointment and disciplinary panels
 - Liaising with the Chief Executive Officer to develop the committee
 - Facilitating change and addressing conflict within the committee and within the organisation, liaising with the Chief Executive Officer (if staff are employed) to achieve this
 - The vice-chair acts for the chair when the chair is not available and undertakes assignments at the request of the chair

Chair person specification

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team
- (Nolan's) seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Leadership skills
- Experience of committee work
- Tact and diplomacy
- Good communication and interpersonal skills
- Impartiality, fairness and the ability to respect confidences

In most circumstances it would also be desirable for the chair / vice-chair to have knowledge of the type of work undertaken by the organisation and a wider involvement with the voluntary sector and other networks.

THE SECRETARY

The role of the secretary is to support the chair by ensuring the smooth functioning of the committee.

General responsibilities

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document.
- To ensure the organisation applies its resources exclusively in pursuance of its objects (a charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are)
- To contribute actively to the committee role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds
- If the organisation employs staff, to appoint the chief executive officer and monitor his/her performance

In addition to the above statutory duties, each committee member should use any specific skills, knowledge or experience they have to help the committee reach sound decisions. This may involve:

- Scrutinising committee papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the committee member has special expertise.

Additional duties

Either personally or by delegation, the secretary should:

- Receive agenda items from other committee members/staff
- Prepare agendas in consultation with the chair and chief executive
- Circulate agendas and supporting papers in good time
- Make arrangements for meetings:
 - Booking the room
 - Equipment
 - Refreshments
 - Facilities for those with special needs
- Check that a quorum is present
- Minute the meetings and circulate the draft minutes to all committee members
- Ensure that the minutes are signed by the chair once they have been approved
- Check that committee members and staff have carried out action agreed at a previous meeting

- Circulate agendas and minutes of the annual general meeting and any special or extraordinary general meetings
- In organisations which are companies, act as company secretary where this role is not delegated to a member of staff
- Sit on appraisal, recruitment and disciplinary panels as required

Secretary person specification

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team
- (Nolan's) seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Organisational ability
- Knowledge or experience of business and committee procedures
- Minute-taking experience, if this is not being delegated to staff

THE TREASURER

The overall role of a treasurer is to:

- Maintain an overview of the organisation's affairs
- Ensuring its financial viability
- Ensuring that proper financial records and procedures are maintained.

In small charities without paid staff the treasurer may take a greater role in the day-to-day finances of the organisation.

General responsibilities

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document.
- To ensure the organisation applies its resources exclusively in pursuance of its objects (the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are)
- To contribute actively to the committee role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds
- If the organisation employs staff, to appoint the chief executive officer and monitor his/her performance

In addition to the above statutory duties, each committee member should use any specific skills, knowledge or experience they have to help the committee reach sound decisions. This may involve:

- Scrutinising committee papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the committee member has special expertise

Additional duties of the treasurer

- Overseeing, approving and presenting budgets, accounts and financial statements
- Being assured that the financial resources of the organisation meet its present and future needs
- Ensuring that the organisation has an appropriate reserves policy
- The preparation and presentation of financial reports to the committee
- Ensuring that appropriate accounting procedures and controls are in place
- Liaising with any paid staff and volunteers about financial matters
- Advising on the financial implications of the organisation's strategic plans
- Ensuring that the organisation has an appropriate investment policy

- Ensuring that there is no conflict between any investment held and the aims and objects of the organisation
- Monitoring the organisation's investment activity and ensuring its consistency with the organisation's policies and legal responsibilities
- Ensuring the organisation's compliance with legislation
- Ensuring equipment and assets are adequately maintained and insured
- Ensuring that the accounts are prepared and disclosed in the form required by funders and the relevant statutory bodies, e.g. The charity commission and/or the registrar of companies
- If external scrutiny of accounts is required, ensuring that the accounts are scrutinised in the manner required (independent examination or audit) and any recommendations are implemented
- Keeping the committee informed about its financial duties and responsibilities
- Contributing to the fundraising strategy of the organisation
- Making a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent and easily understandable way
- Sitting on appraisal, recruitment and disciplinary panels as required

Treasurer person specification

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team
- (Nolan's) seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Financial qualifications and experience
- Some experience of finance, fundraising and pension schemes
- The skills to analyse proposals and examine their financial consequences
- Preparedness to make unpopular recommendations to the committee
- Willingness to be available to staff for advice and enquiries on an ad hoc basis

SAFEGUARDING OFFICER

The Club Safeguarding Officer's role is to promote and administer the organisation's policy and procedures for the protection of children and vulnerable adults.

This role requires you to undergo standard recruitment checks including completing an application form, references and interview. The role has been risk assessed as being regulated activity of an intensive and frequent nature, which requires ISA registration and an Enhanced CRB disclosure.

ISA/CRB applications can take up to 6 weeks to complete and there is an online tracking facility.

For more information and advice go to www.crb.homeoffice.gov.uk

A confidential checking process is in place for transgender applicants, contact crbsensitive@crb.gsi.gov.uk

Core responsibilities

- To subscribe to the ethos, vision and mission of your club
- Demonstrates duty of care and reasonably complies with Health & Safety guidelines
- Promotes and encourages personal growth and effective communication
- Displays willingness to assist others, shares knowledge openly, cooperates and supports other volunteers (members) & staff
- Regularly meets with the Club Chairman to discuss performance, plans and current issues

General responsibilities

- Assist the organisation to fulfil its responsibilities to safeguard children and young people
- Be the first point of contact for staff, volunteers, parents, children/young people where concerns about a children's welfare, poor practice or abuse are identified
- Be the first point of contact with SLSGB's lead officer for safeguarding children
- Maintain contact details for the local children's social care department, the police and local safeguarding children board
- Ensure appropriate confidentiality is maintained

Safeguarding Officer person specification

Essential:

- Demonstrate core values & principles for safeguarding & promoting the welfare of children & young people
- Own organisation's role and responsibilities to safeguard the welfare of children and young people
- Own organisation's policy & procedures relating to safeguarding children & young people
- Poor practice & abuse behaviour which is harmful to children
- Local arrangements for managing safeguarding children & reporting procedures
- Awareness of equalities issues & protecting children from abuse
- Great organisational skills
- Child-focused approach
- Approachable & friendly
- Good listener/effective communicator

- Enthusiastic & a good motivator
- Tactful when dealing with sensitive issues
- Ability to promote organisation's policy, procedures & resources

Desirable:

- Basic knowledge of core legislation, government guidance and national framework for safeguarding & promoting the welfare of children & young people
- Basic knowledge of the roles & responsibilities of statutory agencies (children's social care, police, NSPCC) and local safeguarding children boards
- Basic knowledge of how abusers target and groom individuals and organisations to abuse children. Best practice in prevention
- Basic advice & support provision
- Ability to provide information about local resources

DRAFT

FUNDRAISING OFFICER

The overall responsibility of the Fundraising Office is to plan and organise fundraising activities in order for the club to be as self-sustaining as possible. This is a pivotal role within the club as it will help increase membership and keep the club financially stable.

Core responsibilities

- Plan and organise fundraising events for the club
- Complete fundraising applications
- Identify appropriate funding opportunities for athletes, coaches, volunteers, officials
- Collect fundraising money and pass it in to the Treasurer
- Monitor and accurately record the success of fundraising activities
- Form a fundraising project team if necessary
- Seek sponsorship opportunities

Safeguarding Officer person specification

- Imaginative and happy to launch new fundraising ideas
- A strong communicator
- Enthusiastic and good at motivating people, both members and non members
- Ideally, marketing literate

Resources

Fundraising Fact Sheets 1 – 5, available on the SLSGB website (Document Store)
www.sls.gb.org.uk/document-store

DELEGATION (sub committees)

The Committee sometimes delegate tasks to others. Individual committee members, such as the chair and other honorary officers, subcommittees, staff members and even members of the public may help the committee, provided there is:

- a proper approval process
- clear role and task definition
- adequate monitoring

Remember: No matter what work is delegated, the committee as a whole are equally and jointly responsible for making decisions for the organisation.

Clarity of roles

Honorary officers play an important role in helping the committee work effectively.

They are ordinary committee members selected by the committee and given limited powers to act on the committee's behalf. They commonly include chairs, vice-chairs, treasurers and secretaries.

The duties of honorary officers vary depending on the size of the organisation.

For example, in a very small organisation the treasurer may be involved in book-keeping, but in a larger organisation this work will be done by staff. All honorary officers should have a written role description and special training in their role if necessary.

Committees need to monitor the work of sub-committees, regularly reviewing the role of them to make sure they are still serving a purpose. No sub-committee should be allowed to usurp the committee's decision-making authority by taking decisions without proper authority.

Monitoring

To maintain accountability committee's need to monitor delegated tasks. They need to keep track of:

- which tasks have been delegated
- who is responsible for doing them
- the progress of delegated work

The committee should receive regular reports from those carrying out delegated tasks. Written terms of reference for sub-committees and role descriptions for individuals should contain monitoring criteria. The committee can use these to check the progress and conduct of delegated work.

Where areas of work are delegated to staff, you should be receiving regular reports from staff as part of your performance reporting system.

What the Code of Good Governance says

Board delegation

The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and should monitor their performance.

The supporting principles are:

Clarity of roles: The Board should define the roles and responsibilities of the chair and other honorary officers, in writing.

Effective delegation: The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budget and other matters.

Terms of reference: The Board should set clear terms of reference for subcommittees, standing groups, advisory panels, etc.

Monitoring: All delegated authorities must be subject to regular monitoring by the Board.

We all know that effective trustee boards are essential for organisational success. There is extensive information on best practice, notably from the Governance Hub, but tackling boardroom challenges can seem a mammoth task. What practical, day-to-day steps can help to improve board effectiveness?

DO'S & DON'T'S

President of Board Builders, Carol Weisman has worked on 29 boards and been president of seven, almost all in the not-for-profit sector. Here are a dozen or so of her best board dos and don'ts. ...

ONE: Find the right people

An effective board needs people with the right skills, perspectives and commitment. Weisman emphasises the importance of using appropriate recruitment methods – be mindful of the preferred communication methods of different age groups, or key publications read by minority ethnic or special interest groups. She also makes a strong case for recruiting board members through networks rather than just advertising, especially when reaching out to new types of stakeholders: 'A lot of people will respond positively if you ask them, and otherwise may not think they're welcome'.

TWO: Have clear expectations:

Weisman identifies two kinds of trustees – those who want to do the same things they do in everyday life and those who want to do something completely different. 'An accountant may not want to do your books and a lawyer may not want to litigate.' Once a year, Weisman suggests asking your board members if their time is being used effectively and what tasks they do not want to do. Find out what they want to do and play to their strengths – they may be good at detail or keen on public speaking.

THREE: Be honest:

Don't tell board members it's OK to miss meetings. And don't lie to existing or prospective trustees – 'Be clear about the shape your organisation is in, and the amount of time you need from them,' says Weisman.

FOUR: Agree ground rules

At the beginning of each year ask board members to agree what they expect of each other. For example, is it more important for the chair to end meetings on time or to ensure that everyone is heard?

FIVE: Have a 'mission moment'

Weisman believes that every board meeting should begin in a way that briefly brings the board face to face with your mission: 'Read a letter from a grateful recipient of your services, or have a frontline staff member address the board. This means that trustees will remain clear about the bigger picture and your organisation's objectives.

SIX: Let your board socialise

'The more diverse a board is, the more bonding they have to do. Board members need to know someone well enough to trust them and respectfully disagree with them in front of others,' observes Weisman. She suggests preceding every board meeting with an opportunity for board members to socialise together, though she advocates having a clear distinction between social and meeting time. 'If the meeting starts at 7pm, get together at 6.30 with light refreshments. This has totally turned around a few groups I work with. One environmental group started this after a board retreat and everybody comes along'.

SEVEN: Keep the simple stuff short

If trustees can deal with procedural matters quickly and efficiently, the board will have more time to be strategic. Flag up agenda items that just need a quick review or approval (rather than discussion), such as committee reports and previous minutes. If appropriate documents are circulated and read in advance, non-contentious agenda items should take up hardly any time. To make this system work, Weisman suggests asking board members about the appropriate time and method to distribute these materials.

EIGHT: Educate the board

'One of the jobs of the board is to be an advocate for your organisation. And every salesperson knows that you can't sell what you don't know.' Weisman stresses the importance of occasionally going beyond a 'mission moment,' sometimes for an entire meeting. She suggests arranging a visit to your delivery or nerve centre, to meet service users and get first-hand information. Alternatively, you could organise a quiz to test your trustees on whatever you want them to know or communicate to the public. This could be the key characteristics of your agency, or how many people are affected by your particular issue.

NINE: Avoid micromanaging

The work of a board is deciding what to do, not how to do it – strategy rather than management. ‘Micromanaging can take up all of a board’s time,’ states Weisman. ‘One board president I know edited a fundraising newsletter written by a professional, even though he had no background in that area.’ She acknowledges this is difficult and requires clarity and discipline: ‘Board members should ask themselves, is this a what or a how?’ Ultimately, the chair must make it clear what is and isn’t appropriate for board discussion. In organisations with few or no staff, detailed discussions should be handled by committee rather than the full board.

TEN: Analyse meetings

‘Do a periodic evaluation of your board meetings. At the end of a meeting, get board members to fill out a piece of paper, saying what went well, what would have made it better etc.’ Things that really bother some board members may not trouble others, explains Weisman: ‘I worked with a hospital board, with a very old average age. When we analysed the meetings we found they didn’t want a one-hour meeting, they wanted a five-hour adventure!’ To attract younger members, who might be put off by whole- afternoon sessions, this board started to sandwich compulsory meetings between optional lunches and relevant talks or tours.

ELEVEN: Don’t tolerate absenteeism

Call trustees who don’t come to meetings, advises Weisman: ‘The conversation goes like this: “We missed you at the meeting”, and then stop talking. They may have a good reason for not attending – it may not be the right time for them to serve because of other things going on in their life or they may not have received the information.’ If you expect people to care about your organisation, you need to care about them. And, if necessary, you need to give them an opportunity to leave on a good note.

TWELVE: Reward the board

Reward your trustees in recognition of specific achievements, during holiday periods and when their term of service is complete. ‘All rewards should be thoughtful and cheap. Decide whether everybody should get the same thing, or whether individuals should get something specific,’ perhaps if they have gone above and beyond the call of duty.