

GF2

TRUSTEE INDUCTION PACK

Purpose:

To provide information about being a Trustee of the Garwood Foundation, the role and responsibilities and process for joining.

Relevant to current and potential Trustees. All amendments to be agreed by Board of Trustees. This policy will be review annually.

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 - 1.1 What are the Foundation's Trustees?
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 - 2.3 Latest Annual Report and Accounts.
 - 2.4 Copies of last two board meetings

Relevant Documents:

Governance Policy (GF)
Business Plan (GF)

1. BECOMING ATRUSTEE

Welcome to the Garwood Foundation. As a Trustee, you are going to embark on a new experience as the primary individual to ensure that we operate as a responsible and effective organisation.

We endeavour to support you as you take on your role as a Trustee, and have prepared this pack to guide you.

1.1 What are the Foundation's Trustees?

- The Foundation's Trustees are the people who form the governing body of a charity. At the Garwood Foundation they are both Trustees and the members and directors of the charitable company which forms the Foundation.
- The Trustees have overall control of the Foundation and are responsible for making sure it's doing what it was set up to do.
- The Trustees are responsible for controlling the management and administration of the charity
- The Trustees are the people who lead the charity and decide how it is run.
- At the Garwood Foundation some Trustees have specific personal roles such as being the Chairman or Honorary Treasurer or having responsibility for monitoring and supporting the work of particular services.
- Trustees do not get paid for their role, (other than to repay necessary out-of-pocket expenses incurred). They act out of a desire to help people and make positive changes. Volunteering as a Trustee should be rewarding and enjoyable.

1.2 What the Trustees do

The Trustees make sure that the Foundation is running well and is doing what it was set up to do. This includes ensuring that it:

- Has the money it needs to operate.
- Spends its money sensibly, on the activities and services it has agreed to provide.
- Follows the law, including preparing reports and accounts to send to the Charity Commission
- Does not break the rules in its governing document (constitution).

- Is run and managed professionally and defiantly ensuring all policies are robust and followed.
- The Trustees should work together as a team, and have collective responsibility for their charity.

Trustees of smaller charities might take on all or most of the work of running the charity. At the Garwood Foundation day-to-day operations are delegated to the staff and senior management. Please refer to roles and responsibilities 1.5. the extent of the delegations to the managers is set out in the Foundation's Scheme of Delegations (GF4)

As a Trustee, you will use your skills and experience to make sure the Foundation runs efficiently. But Trustees are allowed to get advice from external sources like solicitors or other experts if they need to.

All Trustees make decisions about the Foundation collectively, working as a team. Decisions don't usually need to be unanimous, so long as the majority of Trustees agree.

1.3 Why become a Trustee?

Being a Trustee means making decisions that will impact on people's lives. You will be making a difference to your local community and the service users and families we support.

Trustees use their skills and experience to support their charities, helping them achieve their aims.

Being a Trustee can be hard work, but by contributing you should also gain. Trusteeship should be rewarding, providing opportunities for personal development.

As you give your skills to the running of your charity, you will at the same time gather new skills and experience

1.4 Who cannot be a charity Trustee?

People who are legally barred from being charity Trustees include:

- If the charity is a trust or unincorporated association, you must be over 18 to be a Trustee. If the charity is a company or charitable incorporated association (CIO), the minimum age is 16
- Anyone who has been convicted of an offence involving deception or dishonesty unless the conviction is spent
- Anyone who is an undischarged bankrupt, or is the subject of a bankruptcy restriction order or bankruptcy restriction undertaking
- Anyone who has made a composition or arrangement with or granted a trust deed for, his or her creditors and has not been discharged in respect of it
- Anyone who has previously been removed from Trusteeship of a charity by the court or the Commissioners
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986 or is the subject of a disqualification undertaking
- Anyone without a clear enhanced certificate from the Disclosure & Barring Service (DBS) check.

1.5 Roles and responsibilities

Trustee Job Description for the Garwood Foundation:

- 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 articles of association
- 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

- To appoint the Foundation's Director of Services and service managers and to monitor their performances

Other duties

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
- Responding to communications and commenting on papers put forward by staff members

Trustee person specification

- Commitment to the organisation
- Willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgment
- 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

Trustees have, and must accept, ultimate responsibility for directing the affairs of their charity, ensuring that it is solvent and well-run, and delivering the charitable outcomes for the benefit of the public for which it was set up. You need to keep in mind the following areas of responsibility.

In addition to the above, some Trustees have special roles, such as the Chairman and the Honorary Treasurer. They are known as officers.

The Chairman:

- Help plan Trustee meetings and staff events
- Represent the charity at events or meetings
- Work as a link between Trustees and staff
- Supervision of Manager
- HR issues, contracts, recruitment and payroll.

The Honorary Treasurer:

- Makes sure the charity is keeping the proper accounts
- Takes the lead on making policies for finances and investments
- Approving and signing payments
- Attending finance meetings, bank reconciliations
- Reporting to Board on budget performance and funds status

Trustee Governors

- Three Trustees are Trustee Governors of Rutherford School
- The Governing Body of the School acts as a committee of the board of Trustees.
- It is responsible for the strategic management of the School; monitoring its performance; and carrying out roles in relation to staff appointments, grievances and complaints.
- The roles of the Governors and the Head of the School are set out in the Governing Body's constitution

Trustee for Jean Garwood House / Trustee for the Bramley Hill Centre

- These Trustees have personal responsibilities relating to the two service centres
- They are expected to liaise with and support the work of the centres' managers and to provide the Trustees with informed advice on matters relating to the centres.
- They are expected to engage actively in monitoring the performance of the centres and particularly their adherence to any legal or regulatory requirements.

The Foundation's officers in general do not have any extra powers or responsibilities than the other Trustees. All Trustees are equally responsible for finances. The Foundation's approved Scheme of Delegation has granted a number of specific powers to particular office holders to enable swift decision making.

1.6 Legal responsibilities and code of conduct

Trustees must:

- follow the law and the rules in the Foundation's memorandum of understanding and articles of association
- act responsibly and only in the interests of the charity
- use reasonable care and skill
- make well-informed decisions, taking advice when you need to

Ensuring compliance – Trustees must ensure that the Foundation complies with:

- Charity law, and the requirements of the Charity Commission as regulator; in particular you must ensure that the charity prepares reports on its work, and submits Annual Returns and accounts as required by law.
- The requirements or rules, and the charitable purpose and objects, set out in the Foundation's governing document. All Trustees should have a copy of this document, and be familiar with it.
- The requirements of other legislation and other regulators (if any) which govern the activities of the charity; these will vary according to the type of work the charity carries out, and whether it employs staff or volunteers.
- The requirement for Trustees to act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

Duty of prudence – Trustees must:

- Ensure that the Foundation is and will remain solvent; this means that you need to keep yourself informed of the charity's activities and financial position.
- Use charitable funds and assets wisely, and only to further the purposes and interests of the charity.
- Avoid undertaking activities that might place the charity's property, funds, assets or reputation at undue risk.
- Take special care when investing the funds of the charity, or borrowing funds for the charity to use.

Duty of care – Trustees must:

- Exercise reasonable care and skill as Trustees, using personal knowledge and experience to ensure that the charity is well-run and efficient.
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the Trustees may be in breach of their duties.

To fulfil these responsibilities properly, Trustees should make sure that they keep up to date with what the charity is doing. You should give enough time and energy to the business of the charity, and meet regularly enough to make the decisions needed. How this is done will vary between different types and sizes of charity.

Code of Conduct

Every Trustee must sign his or her agreement to observe the Foundation's code of Conduct (GF4)

A big part of a Trustee's role is making decisions. You should research the potential risks carefully before making a decision, especially before the charity enters into any contracts or borrows money:

It is extremely rare for Trustees to become personally liable for the charity losing money. This could happen if Trustees, for example:

- behave irresponsibly or dishonestly, causing the charity to lose money
- do not take appropriate steps to manage serious risks, for example by following safety procedures

1.7 How to become a Trustee for the Garwood Foundation

If you're interested in becoming a Trustee, it is a good idea firstly to find out as much as you can about our organisation and what it does. This pack and documents should provide a good overview but you can also access our website www.garwoodfoundation.org.uk . The Charity Commission also is a good resource for further information and we recommend you take time to visit the website www.charitycommission.gov.uk and review section "Trustees, staff and volunteers".

- Write or email to the Chairman of the Trustees advising them of your interest.
- You will be asked to meet with the Chairman and/or Trustee.
- You may be asked to attend a Trustees' Meetings before deciding.
- Complete skills audit (appendix 2.1) and return to Chairman
- Complete declaration letter (appendix 2.2.) and return to Chairman
- You may be asked to provide details of two referees, one must be your current employer or last employer.
- An induction plan will be devised and agreed by the Chairman.
- Complete and register an enhanced DBS check form.

- Agree to a minimum of 6 month probational period / attend 5 Trustees meetings.

1.8 Board Resignation

- Any substantial breach of any part of the Trustee conduct may result removal from the Trustee board.
- If it is discovered that any circumstances change and you no are eligible to become a Charity Trustee you must inform the Chairman immediately or you will be removed from the Board.
- Should you resign from the board you will inform the Chairman in advance in writing, stating your reasons for resigning and should agree to participate in an exit interview
- You are required to attend Trustee meeting regularly. Missing 3 consecutive meetings may result in removal from the Trustee board.
- You are elected for a 2 year term which are re-elected at the AGM.

2.1 Skills Audit

This is a short questionnaire for you to complete which would be helpful in identifying the areas that you can make the most contribution, as well as the gaps which we might be able to support in due time.

Contact Details

Full Name:
Home Address:

Home Tel:
Mobile:

Home Fax:
E-mail:

Occupation:

Work Name:
Work Address:

Work Tel: E-mail: Can we contact you at work? YES ↑ NO ↑
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<p>Main Interests Areas you have a particular interest in or would like to become more involved</p>

<p>Your Training Needs Do you have any training needs in order to carry out your duties more effectively?</p>

Please indicate your levels of experience/confidence in the following areas using:

☺ = If you have strong experience and can share this with the board.
 Eg. Qualifications and experience.

☹ = If you have some experience but are not confident about using this at board level.

☹ = If you have little or no experience of the area.

	☹	☹	☺
Marketing, promotion and media liaison			
Fundraising and income generation			

Financial Management			
Project Management			
Legal issues affecting organisations in the voluntary sector			
Personnel Management, including legal issues			
Staff supervision development and support			
Partnership working across sectors			
Policy development			
Leadership and strategic management			
ICT and web development and management			
Training delivery			
Monitoring/evaluating quality, services or projects			
Relationship management with funders and key stakeholders			
Influencing and negotiating			
Medical support for disabled children or adults			
Retail management			
Premises or facilities management			
Volunteering			
Other areas of knowledge you consider might be relevant for the work of the Foundation (please specify)			

Using the same options, indicate your level of understanding and experience of the following issues/subjects and how they impact on the volunteering sector

			
BME communities			
Refugees and asylum seekers			
Children with profound and multiple disabilities or complex medical needs			
Adults with physical disabilities			
Adults with learning disabilities			
People affected by mental health difficulties			
Young people (16-25)			
Older people (50+)			
People with low-level or no qualifications			
Employee volunteers			
Lesbian, gay, bisexual and transgender communities			
Faith groups			
Other groups you consider might be affected by the work of the Foundation (Please specify):			

Finally if you wish to make notes on your experience of any of the skill/issue areas identified above then please do so below.

Please provide 2 referees:-

Name:

Address :

.....

.....

Email:

Tel

Relationship:

.....

Monitoring Form			
The information you provide will be treated in the strictest confidence and used for monitoring purposes only – it will not be passed on to any external organization or person. If you would prefer not to answer any of these sections then feel free to leave them blank. The information will be used by us to monitor our effectiveness in reaching all groups of society.			
Age	<input type="checkbox"/> Under 16	<input type="checkbox"/> 40 – 49	<input type="checkbox"/> Prefer not to state
	<input type="checkbox"/> 17 – 39	<input type="checkbox"/> 50 – 59	
	<input type="checkbox"/> 30 – 39	<input type="checkbox"/> 60 and over	
Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> Prefer not to state
Employment Status	<input type="checkbox"/> Employed full-time	<input type="checkbox"/> Seeking work	
	<input type="checkbox"/> Employed part-time	<input type="checkbox"/> Carer	
	<input type="checkbox"/> Self-employed	<input type="checkbox"/> Student	
	<input type="checkbox"/> Retired	<input type="checkbox"/> Incapacity Benefit	

	<input type="checkbox"/> Homemaker <input type="checkbox"/> Other <input type="checkbox"/> Prefer not to state												
Caring	Do you have any childcare or other caring responsibilities? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to state												
Ethnic Group	<table border="0"> <tr> <td>White</td> <td> <input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> European <input type="checkbox"/> Other </td> </tr> <tr> <td>Asian or Asian British</td> <td> <input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Other </td> </tr> <tr> <td>Black or Black British</td> <td> <input type="checkbox"/> Caribbean <input type="checkbox"/> African <input type="checkbox"/> Other </td> </tr> <tr> <td>Chinese or Chinese British</td> <td> <input type="checkbox"/> </td> </tr> <tr> <td>Mixed ethnic group</td> <td> <input type="checkbox"/> </td> </tr> <tr> <td>Other</td> <td> <input type="checkbox"/> Prefer not to state </td> </tr> </table>	White	<input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> European <input type="checkbox"/> Other	Asian or Asian British	<input type="checkbox"/> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Other	Black or Black British	<input type="checkbox"/> Caribbean <input type="checkbox"/> African <input type="checkbox"/> Other	Chinese or Chinese British	<input type="checkbox"/>	Mixed ethnic group	<input type="checkbox"/>	Other	<input type="checkbox"/> Prefer not to state
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Mixed ethnic group	<input type="checkbox"/>												
Other	<input type="checkbox"/> Prefer not to state												
Disability	Would you describe Yourself as disabled? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to State												
Sexuality	<input type="checkbox"/> Heterosexual <input type="checkbox"/> Gay <input type="checkbox"/> Prefer not to state <input type="checkbox"/> Lesbian <input type="checkbox"/> Bisexual												
Language	Is your first language English? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to state If no please state												

2.2 Declaration Letter

{Date}

Dear Chairman,

I write to confirm my acceptance of being appointed as a Trustee of The Garwood Foundation, Croydon, Registered Charity No. 272905 and Limited Company Number, 1285858 Cardiff with effect from and to state that I am able to meet the time commitments required for this position.

I understand that upon successfully completing six months probation, my tenure as Trustee will be confirmed and run until at which point I will be required to stand for re-election or re-appointment for a further period of 2 years.

I am aware that I may be asked to resign should I missed three consecutive Board meetings.

I have read and understood the information provided to me, and I fully understand the responsibilities and duties vested in the position. I can also duly confirm that I am unaware of any impediments that would render me ineligible to serve as a Trustee.

In order to serve the charity and its beneficiaries to the best of my abilities, I appreciate that I may be required to undertake some periodic training, and that I should liaise with the Chairman to discuss further information and training needs, as required.

Yours sincerely,

This Trustee Induction Policy detailed above was agreed and minuted at a meeting of the Board of Trustees on:

Approved by:	Signed:	Date: Review: Annually
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