

# Trustee Recruitment Toolkit

by Ruth Lesirge, Rosalind Oakley and Joanie Speers

© National Council for Voluntary Organisations

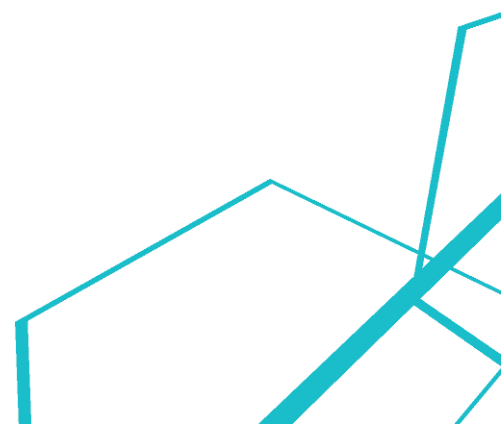
First published April 2006

Published by NCVO on behalf of *The National Hub of Expertise in Governance*

Web: [www.governancehub.org.uk](http://www.governancehub.org.uk)

Email: [governance.hub@ncvo-vol.org.uk](mailto:governance.hub@ncvo-vol.org.uk)

Designed and printed in the UK by d4b design for business





# Trustee Recruitment Toolkit

By Ruth Lesirge, Rosalind Oakley and Joanie Speers

Centre for Charity Effectiveness

Cass Business School



**Cass Business School**  
City of London

## Acknowledgments

This toolkit has been developed with input and ideas from the following people:

Tesse Akpeki

Linda Laurance

Denise Fellows

Sally Hiscock

Pat Jones

We are grateful for all their help.

We are also grateful to all those who helped us with case studies:

Louise Ginsberg, Shelaine Green, Judith Lovelace, Nicholas Johnston, Rajay Naik, Colin Nee, Sarah Philips, Rosemary Watt Wyness and Dan Wood.

Some of the material included in this toolkit has been adapted from NCVO and Charity Commission resources. The Hub is grateful for permission to use and adapt this material and has indicated the sources used in the text.

### **Reproducing and adapting the toolkit**

The contents of this toolkit may be reproduced free of charge in any format or medium, provided that it is reproduced accurately and not used in a misleading context. The material must be acknowledged as NCVO copyright and the title of the publication specified.

While all reasonable care has been taken in preparing this publication, the publishers cannot assume any responsibility for any errors or omissions.



# Contents

Trustee recruitment toolkit	iii
Introduction	I
Step 1 Plan the process	7
Step 2 Check the legals: what you can and cannot do	9
Step 3 Prepare the board for a new trustee	13
Step 4 Plan for diversity	19
Step 5 Describe the role of the trustee	23
Step 6 Promote your vacancy	31
Step 7 Select your trustee	43
Step 8 Complete the formalities	49
Step 9 Induct your trustee	53
Step 10 Evaluate the recruitment process	57
What next?	59
Further resources	60
Trustee recruitment toolkit feedback	63



## Section I Introduction

### What is this toolkit for?

To help and guide trustees who are seeking the best people to govern their community or voluntary organisation.

### Who is this toolkit for?

This toolkit is for any voluntary or community organisation, regardless of size or type which wants or needs to recruit new trustees. It can be used by:

- Trustees or members of boards and management committees
- Chairs of organisations
- Staff who work with boards, trustees, management committees, including staff who provide governance support, and also advisers, trainers and development workers who advise or assist boards
- Infrastructure organisations who want to promote trusteeship

### How to use the toolkit

The toolkit presents a 10 step process for recruiting trustees. It starts with the initial stages of planning and concludes with the final evaluation of the process. It explains **what** is involved in each step and **why** it is needed. It then provides practical guidance on **how** to do it. A number of **resources** are provided to help you. These range from model documents to checklists to questionnaires, which can all be downloaded from the Governance Hub website, [www.governancehub.org.uk](http://www.governancehub.org.uk).

This toolkit uses the following easy-to-recognise symbols to help you find information more easily:



What needs to be done



Why do this



Further resources



How to

You can either work through the entire toolkit, or you can select the items of most relevance to you. A detailed milestone plan is included in Step 1: Plan the process to help you think of every last detail.

Voluntary organisations come in all shapes and sizes. You may need to tailor the advice in this toolkit to your particular circumstances. For small organisations in particular we suggest you select one or two areas you want to improve to begin with and focus on these, and gradually add improvements as your resources allow.

Bear in mind that your recruitment options may be limited in part by your governing document (see Step 2: Check the legals for more information). You may be required to use one or more of the following selection methods:

- Appointment of new trustees by existing members of the board (sometimes known as co-option)
- Election by members or other voters
- Nominations by other organisations
- Ex officio appointment (people who sit on your board because they hold another position)

The extent to which the board can influence these different methods varies, but in all cases there are steps the board can take to optimize the chances of recruiting a trustee well suited to the organisation and its needs. This toolkit helps you do that.

Where appropriate, a case study has been included, and suggestions of further resources are given both at the end of each step and at the end of the toolkit.

## Why are trustees important?

Trustees are essential to the well being and effectiveness of the voluntary and community sector. In voluntary and community organisations throughout the country, whether it is a small group of volunteers working locally or a large complex national charity with paid staff, there is a small group of people who are responsible for the organisation. These are the trustees<sup>1</sup>.

Trustees have key responsibility for an organisation. They are in law the guardians of its purpose and are expected to direct the strategy (working with staff where they exist); they have financial oversight, are responsible for resources, and are expected to ensure the organisation stays within the law.

In the charity sector alone, trustees oversee 190,000 charities with a combined income of £36 billion. Good trustees therefore have an essential role in the effectiveness of organisations. When problems occur in voluntary and community organisations it often stems from poor governance.

Finding and keeping trustees is a vital task for all voluntary and community organisations. With over a million trustee places in England and Wales plus potentially another million management committee members of non-registered community organisations, it is also a demanding task.

<sup>1</sup> They may also be known as board members or management committee members – we use the term trustee to refer to those people who are legally responsible for an organisation.



## Progress made to date on trustee recruitment

There are many examples of good practice in the recruitment of trustees, with recent research by the Charity Commission showing increasing evidence of this. For example most registered charities now provide new trustees with information as part of an induction process. 61% now provide new trustees with a copy of the organisation's governing document. There is also increasing use of techniques such as job descriptions, skills audits and the establishment of a dedicated committee to oversee recruitment and more charities are checking that prospective trustees are not legally barred from being trustees.

## A work in progress?

Whilst some of the basic requirements of good governance are being met by an increasing proportion of the sector, there are areas that require improvement. For example;

- 39% of charities have experienced difficulty in finding trustees
- Only 0.5% of trustees are under 24
- 30% of charities surveyed find it difficult to find young trustees
- 81% of charities rely on word of mouth and personal recommendation to find new trustees
- 66% of large charities and 72% of very large charities are having difficulty finding trustees with the appropriate skills<sup>1</sup>

In addition, research by NCVO<sup>2</sup> indicates that black and minority ethnic groups are under-represented on boards of trustees. The research further suggests that only 3.3% of trustees were African and African Caribbean and only 1.4% were Asian.

## Increasing diversity

It is clear that key groups are under-represented in the governance of voluntary and community organisations, which is to the detriment of the organisation and the people it serves. This toolkit therefore includes advice on using recruitment methods that reach a wider group of people as well as dealing specifically with the issue of diversity.

## Promoting trusteeship more widely

Reliance on word of mouth limits the range of people who are recruited as trustees. There are many different ways organisations can reach potential new trustees. By using a broad selection of methods organisations can reach out to a much wider group of people. The particular approach you use will depend on your circumstances. Smaller organisations may choose to adopt just a few of the suggestions in this toolkit. Alternatively you may wish to take a staged approach – gradually developing more varied approaches to your recruitment. By adopting this method you can enhance the chances of finding suitable trustees, and are more likely to build diverse boards that better understand and reflect the communities they serve.

<sup>1</sup> RS10 Start as you mean to go on: *Trustee Recruitment and induction* Charity Commission July 2005

<sup>2</sup> Recent trends in charity governance and trusteeship, Chris Cornforth Open University NCVO 2001

# The Context for this Toolkit

## ***Good Governance: a Code for the Voluntary and Community Sector***

*Good Governance: a Code for the voluntary and community sector* is a statement of best practice in governance in the sector.

The Code was launched in July 2005 by the newly formed national Governance Hub, a new partnership of voluntary and community sector organisations. The Governance Hub wants to motivate more people to become trustees whilst providing support to enable them to rise to the responsibilities and the challenges of being a trustee. The Governance Hub has also published a summary version of the Code and *Learning to Fly* as a companion to the Code, specifically to introduce the Code to smaller community groups.

The Code sets out a statement of best practice in governance. The Code highlights the importance of recruiting trustees with ‘a diverse range of skills experience and knowledge’. It is clear on the need for trustees to understand their duties and responsibilities. It also urges that ‘all new trustees should undergo a full induction, in which they receive all the information and support they need to carry out their new role, and can meet key staff, users and beneficiaries and other stakeholders’. Using this toolkit will help organisations to comply with the Code.

The Governance Hub has produced a toolkit to accompany the Code. It is available to download from [www.governancehub.org.uk](http://www.governancehub.org.uk) or can be purchased from the Hub for £15.

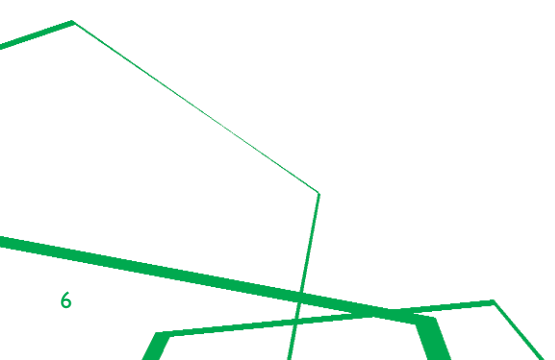
## ***National Occupational Standards for Trustees and Management Committee Members***

The National Occupational Standards for Trustees have been specifically developed for trustees by trustees and others involved in governance. They are based on extensive research and a sector wide consultation with nearly 200 respondents. The Trustee Standards describe the knowledge and skills trustees need to have to carry out their specific task roles and responsibilities. They focus on what needs to be done, not how it should be done. National Occupational Standards also exist for many different roles and occupations across the UK. For example, there are standards for administration, management and leadership, community work, training and development, and advice and guidance. This toolkit takes account of the trustee standards in Step 5: Describe the role of the trustee and Step 9: Induct your trustee.

The Governance Hub has produced a toolkit to accompany the Trustee Standards. It includes guidance and exercises on using the Trustee Standards in recruitment. It is available to download from [www.governancehub.org.uk](http://www.governancehub.org.uk) or can be purchased from the Hub for £15.

## What is in the toolkit?

Step	Key activities	Resources to help you
Step 1	Plan the process	<ul style="list-style-type: none"> <li>• Milestone plan</li> </ul>
Step 2	Check the legals: what you can and cannot do	<ul style="list-style-type: none"> <li>• Check your governing document</li> <li>• Understand who cannot be a charity trustee</li> </ul>
Step 3	Prepare the board for a new trustee	<ul style="list-style-type: none"> <li>• Skills assessment matrix</li> <li>• Diversity perception questionnaire</li> <li>• Board readiness questionnaire</li> </ul>
Step 4	Plan for diversity	<ul style="list-style-type: none"> <li>• Obstacles to diversity</li> </ul>
Step 5	Describe the role of the trustee	<ul style="list-style-type: none"> <li>• Sample trustee role description</li> <li>• What are you looking for in your trustee – template</li> <li>• Create a portrait of your ideal trustee</li> </ul>
Step 6	Promote your vacancy	<ul style="list-style-type: none"> <li>• Ways to promote your vacancy – short guide</li> <li>• Create a promotion strategy</li> <li>• Good reasons to be a trustee</li> <li>• Create an application pack – checklist</li> <li>• Do's and don'ts for writing an advertisement</li> <li>• Sample advertisements</li> </ul>
Step 7	Select your trustee	<ul style="list-style-type: none"> <li>• Tips for different selection methods</li> <li>• Shortlist scorecard</li> <li>• Interview questions and criteria</li> </ul>
Step 8	Complete the formalities	<ul style="list-style-type: none"> <li>• Sample trustee declaration of eligibility</li> <li>• Checklist of whom to inform/what documents to change</li> </ul>
Step 9	Induct your trustee	<ul style="list-style-type: none"> <li>• Induction programme planner</li> <li>• Key induction documents</li> </ul>
Step 10	Evaluate the process	<ul style="list-style-type: none"> <li>• Induction effectiveness questionnaire</li> </ul>



## Step 1: Plan the process



### **What needs to be done**

Agree and plan the process.



### **Why do this?**

The board needs to work together with a common goal in mind – to find a new trustee to help you deliver the objectives of your organisation in the best way possible. This takes careful planning and organisation to avoid missing any important aspects.



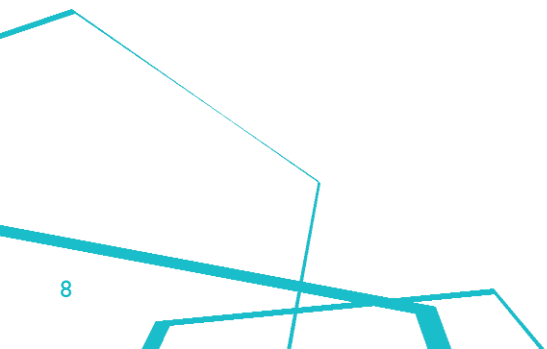
### **How to plan the recruitment process**

#### *Allocate responsibility*

You may wish to delegate authority to a sub group of the board. Make sure you identify someone to manage the process. It is also helpful to identify who will deal with practical tasks like sending out information. (Of course that may be the same person). You will also need to decide who will sit on the shortlist and interview panel and to ideally identify and agree on a budget for the whole recruitment process, since there are almost always some expenses.

#### *Plan and schedule your activities*

There is a lot of work involved in any recruitment process. It is easy to overlook an important detail. To help you, a sample **milestone plan** is included. It suggests activities to be undertaken, who might be involved or responsible and how long it might take. It also includes references to resources in this toolkit, so that you can easily access additional help. Crucial steps appear in heavy type. At first, the plan may seem daunting, but remember, this is purely a model. What you select to do will depend on the type and size of your organisation and what kind of resources are at your disposal. Small organisations may be able to complete the whole process much more quickly, whereas more complex organisations may need longer. It is up to you and your board to adapt or tailor the plan to reflect your needs.



## Step 2: Check the legals: what you can and cannot do



### **What needs to be done**

You need to check whether there are any legal restrictions on how you recruit.



### **Why do this**

How you recruit trustees, and even whether you can recruit trustees depends on your governing document. It may contain unexpected restrictions. So start by checking your governing document. (It might be called by another name, such as a constitution, trust deed or memorandum and articles of association). The law also sets limits on who can serve as a charity trustee – so you need to be aware of these restrictions.



### **How to proceed**

*Check your governing document*

Use the table below to help you identify clauses in your governing document that may affect your recruitment options. Make a note of any restrictions you identify and note any action you have to take as a result.



<b>Clauses that may affect your recruitment options</b>	<b>What needs to be done?</b>
A maximum number of trustees	
Procedures for nomination, election or re-election	
Representation of different interests on the board	
Powers to appoint or co-opt trustees	
Maximum terms of office	
Age limits	
Other eligibility criteria e.g. concerning users of your services	
Places reserved for people holding a particular position e.g. the chief executive of a local health trust	
Places reserved for nomination by another organisation such as a local authority	

If you find the provisions in your governing document present real difficulties in allowing you to recruit appropriate trustees, you can contact the Charity Commission for advice.

### **Understand who cannot be a charity trustee**

People who are legally barred from being charity trustees include:

- Anyone under the age of 18 (unless the charity is a registered company)
- 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

There are also additional restrictions concerning trustees of children's charities, and in some circumstances trustees of charities working with vulnerable adults. A model statement of eligibility is included at Step 8: Complete the formalities.

You should include this information in your recruitment information so that applicants are aware of these restrictions. You should also ensure that new trustees sign a statement declaring that they are eligible to serve. Advice on how to conduct eligibility checks, including checks with the Criminal Records Bureau, are set out in Step 8: Complete the formalities.

### *Involving users on the board*

You may want beneficiaries or users of your service to be on your board, or your governing document may require it. User trustees can bring enormous benefits to the board: they can draw on their direct experience, and can enhance the credibility of your organisation with other stakeholders. Having users on your board does however raise particular issues that need to be carefully managed. A key issue is to manage potential conflicts of interest. Ordinarily conflicts of interest are avoided by the requirement that trustees cannot receive any benefit (which includes services, facilities, and funds – except reasonable expenses) from their organisation unless they have express legal authority to do so. Trustees who are also users of your organisation's services are potentially in a position of conflicting interests and should be mindful of the need to identify any conflicts. Ways to manage this include:

- Keep a register of interests
- Develop a policy on conflicts of interest
- Require trustees to withdraw from discussions which pose a conflict of interest for them

Some user members may have specific support or development needs. See Step 4: Plan for Diversity for more information on ensuring trustees with different needs are properly supported.



## Payment to charity trustees – an explanation

### *Payment*

The law states that without explicit legal authority no trustee may receive from their charity any benefit in return for any service they have provided. 'Benefit' is defined as money, or property, goods or services that have a monetary value. This legal authority comes from your organisation's governing document, a court of law, or the Charity Commission.

The basis of this rule is the principle that there should be no conflict between a trustee's duty to their charity and their own personal interests, unless the conflict is transparent. 'Transparent' means that there is explicit authority for the benefit and that any possible conflict of interest is managed properly and openly.

### *Expenses*

Trustees may be reimbursed for reasonable out-of-pocket expenses, which means refunds for payments which the trustee has had to meet personally in order to carry out his trustee duties, for instance:

- travel expenses to and from board meetings
- overnight accommodation while attending board meetings
- cost of childcare while at board meetings
- cost of special support needed for trustee with a disability
- cost of postage and telephone calls when on charity business

In some cases, the board may have the power (stated in their governing document) to employ one of the trustees to supply a service, but then the specific trustee must not be involved as a trustee in the arrangement.

If the power to pay trustees is not contained in the governing document, and the board feels this power is necessary, the board should contact the Charity Commission.

*The most relevant document for the board to refer to in all of these instances is the Charity Commission's CCI 1 – Payment of Charity Trustees, which can be downloaded from their website: [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)*

## Case Study

### Users on the board – in practice: Royal National Institute of the Blind

RNIB was founded as a self-help group and has a long history of involving users in its governance. Its belief in involving users on the board was re-affirmed in 2001 when it agreed new governance arrangements that guarantee a majority of its governing body are blind or partially sighted people. Of the 24 board members 18 are elected by its Assembly and 6 are co-opted. The Assembly has 90 stakeholders broadly representative of the visual impairment sector, and the majority are blind and partially sighted.

In the unlikely event that the elections do not return a majority of blind and partially sighted people the board has the power to co-opt members or to restrict the elections to blind and partially sighted candidates.

RNIB has in place a policy on conflict of interests, a code of conduct and a register of interests. All members of the board are aware of their legal duties as trustees.



### Further resources

The Charity Commission provides clear advice on a number of legal issues. You may find this helpful even if you are not a registered charity as an indicator of good practice

CC30 *Recruitment, selection and appointment of charity trustees* Charity Commission (Forthcoming)

OG41 *Disqualification for acting as a charity trustee* Charity Commission 2003

OG42 *Waiver of disqualification for acting as a charity trustee* Charity Commission 2003

CC11 *Payment of charity trustees* Charity Commission 2004

CC24 *Users on board: beneficiaries who become trustees* Charity Commission 2000

*Preparing for the Future Involving users in the Running of Voluntary Organisations*  
Marilyn Taylor ACEVO 2002 £10.

AskNCVO [www.ncvo-vol.org.uk/askncvo/](http://www.ncvo-vol.org.uk/askncvo/) is an extensive online resource for the UK voluntary and community sector. You can quickly find these resources if you type their title into the search box on the website: planning trustee recruitment

## Step 3: Prepare the board for a new trustee



### **What needs to be done**

Analyse what skills the trustee board needs, and ensure the board is ready to welcome a new trustee.



### **Why do this**

*Good Governance: a Code for the Voluntary and Community Sector* recommends that 'before new trustees are appointed, the Board should determine what new attributes and knowledge are needed' (principle E7). Before looking for a new trustee, you need to be clear about the **skills, knowledge or experience** the current board needs. You may be aware already of skills you need, but there may be others that are less obvious. For example, your external environment may be placing new demands on your organisation; your strategy requires that you move into new areas and develop new skills.



### **How can a board prepare itself**

#### *Undertake a skills assessment*

A skills assessment will help the Board to identify its limitations. This could be specialist knowledge about finance, or it could be experience in dealing with big internal changes, or a sudden spurt of growth due to funding success. A skills assessment of the board will enable it to identify the specific needs of your organisation. There are also some generic skills trustees need. These are covered in Step 5: Describe the role of the trustee.

#### *Carry out a diversity perception questionnaire*

One aspect to consider is whether the board is sufficiently inclusive and diverse. An organisation that is competent and also reflects the diversity of the community it serves is more likely to understand the range of perspectives and needs and is more likely to retain the confidence and support of local people. Diversity is not just about visible differences such as age, gender and race. It encompasses other aspects like difference of education, marital status or sexual orientation, and religion. You can use our diversity perception questionnaire to explore whether your board reflects the diversity of the community it serves.

#### *Complete a board readiness questionnaire*

This questionnaire is designed to help the board to reflect on its readiness to recruit a new trustee and to consider whether it is sufficiently **inclusive and diverse** to take on and welcome a new member.



## Skills assessment matrix

There are three stages in this process:

1. Consider the organisation's priorities for the next few years; you may have already set these out in a strategic or business plan or you may need to agree them now.

Insert the priorities in the column headed priorities. Now identify the skills, experience and knowledge needed at board level to help you achieve them. Record these on the matrix provided below. For example if you are employing a member of staff for the first time you may want to ensure someone on the board has experience of being an employer. Note this need in the first of the columns under skills.

Consider your changing external environment and whether this requires new skills of the board. If you are not yet clear about your priorities, you should ask whether you are ready yet to recruit new trustees. If your organisation is in major transition it may be appropriate to bring in new trustees to help you with that process, but it is generally better to have a clear idea of where you are going so you can recruit people with the skills that are most useful.

2. Once you have completed Stage 1 above, assess which of these skills existing board members have. Ask existing trustees to fill in copies of the matrix indicating whether their skills for the area are strong, adequate or weak.

3. Put all the individual results on one matrix. You will be able to see where you are already strong and where you have gaps in skills, knowledge or experience. These are the skills you should be looking for in your new trustee.

Our priorities	Skills, knowledge and experience needed by the board to achieve the organisation's priorities and to adapt to the external environment						
	1 Experience as an employer	2	3	4	5	6	7
1 Appoint first staff member							
2							
3							
4							
5							
6							
7							



## Diversity perception questionnaire

Use this form to think about the diversity of your board and whether it reflects the community it serves. You may not be able to answer all the questions, particularly about your own board. That may be appropriate since some dimensions of diversity are not obvious and are personal. Everyone is entitled to privacy and that should be respected. Even if the information you gather is not complete, the exercise may help you understand how the board appears to others. It will also help you identify where there is a big gap between the community you serve and the make-up of the board. Step 4: Plan for diversity will help you consider what action you can take if you need to improve the diversity of your board



	<b>How diverse is the community you serve?</b> Mark your answer on a scale 1-5 where 1 = highly diverse and 5 = not at all	<b>How diverse is your board?</b> Mark your answer on a scale 1-5 where 1 = highly diverse and 5 = not at all
Race	1 2 3 4 5	1 2 3 4 5
Culture	1 2 3 4 5	1 2 3 4 5
National origin	1 2 3 4 5	1 2 3 4 5
Regional origin	1 2 3 4 5	1 2 3 4 5
Gender	1 2 3 4 5	1 2 3 4 5
Sexual Orientation	1 2 3 4 5	1 2 3 4 5
Disability	1 2 3 4 5	1 2 3 4 5
Politics	1 2 3 4 5	1 2 3 4 5
Marital Status	1 2 3 4 5	1 2 3 4 5
Age	1 2 3 4 5	1 2 3 4 5
Religion	1 2 3 4 5	1 2 3 4 5
Ethnicity	1 2 3 4 5	1 2 3 4 5
Socio-economic differences	1 2 3 4 5	1 2 3 4 5
Family structure	1 2 3 4 5	1 2 3 4 5
Health	1 2 3 4 5	1 2 3 4 5
Values	1 2 3 4 5	1 2 3 4 5
Employment status	1 2 3 4 5	1 2 3 4 5
Educational achievement	1 2 3 4 5	1 2 3 4 5





## Board readiness questionnaire

You know where the gaps are, and what sort of person you are looking for. Now it is valuable to determine how ready, or open, the board is to being inclusive and diverse in order to respond better to the organisation's and the community's needs.

The purpose of this exercise is to alert the team to the issues that might need to be addressed. You may want to address just some of these questions. Board members could answer these questions individually, or the board could discuss and answer them together. You may also wish to add some different questions relevant to your organisation.

Suggested points of discussion	Yes	No	What implications does this have for trustee recruitment?	What action is required?
1. The board has the right networks to be aware of the changing external environment				
2. The board has a clear strategy				
3. The board thinks the aims and objectives are still relevant to the mission				
4. The board's policy documents are up to date especially regarding conflicts of interest, code of conduct, expenses policy				
5. The board's make-up reflects the diverse community the organisation serves				
6. The board is representative of relevant stakeholders e.g. beneficiaries				
7. The board is open to reconsider times and venues for board meetings				
8. The board is open to consider paying for or offering child care arrangements				
9. The board has the ability to offer appropriate support to people with disabilities e.g. sign language interpreters, large print , Braille				
10. The board doesn't think diversity and inclusion are issues for the organisation				



## Case Study

### The Multiple Sclerosis Society



The Multiple Sclerosis Society was aware its board needed to change. It was big and unwieldy. The board didn't attract the right skills and diversity for a large complex national charity. Nor did it reflect the profile of people affected by multiple sclerosis. Its selection process was unclear.

The board appointed a Governance Development Committee to focus specifically on these issues. A member of staff was allocated to work on this, a budget was identified and the support of a volunteer HR expert secured.

The GDC reviewed their recruitment processes including how trustees' roles were defined, how the election process worked and how to identify the skills the board needed.

The result of the review was a clearly structured and rigorous recruitment process. All trustees have written role descriptions. The GDC interviews prospective candidates to ensure they meet defined criteria before putting them to the membership for election. The process cannot guarantee every skill or attribute is represented. But it has certainly helped. The MS Society now has a much better balanced board with more younger people, including young women.



### Further resources

*Good Governance: a Code for the Voluntary and Community Sector* The Governance Hub 2005

*The Good Trustee Guide* Peter Dyer NCVO 2004 £25

CC30 *Recruitment, selection and appointment of charity trustees* Charity Commission (Forthcoming)

CC60 *The Hallmarks of an Effective Charity* Charity Commission 2004

RS10 *Start as you mean to go on: Trustee Recruitment and induction* Charity Commission 2005

*Tools for Tomorrow*, by C. Copeman, I. Bruce, A. Forrest, R. Lesirge, P. Palmer, A. Patel, NCVO July 2004 £35

The Institute of Chartered Secretaries and Administrators (**ICSA**) [www.icsa.org.uk](http://www.icsa.org.uk) has a number of model policies and documents in the Guidance notes and good practice section of its website. These include: a model code of conduct, a model declaration of eligibility and a model register of interests.

AskNCVO [www.ncvo-vol.org.uk/askncvo/](http://www.ncvo-vol.org.uk/askncvo/) is an extensive online resource for the UK voluntary and community sector. You can quickly find these resources if you type their title into the search box on the website: planning trustee recruitment, board self-assessment, what is a skills audit?





## Step 4: Plan for diversity



### **What needs to be done**

Plan for diversity and inclusion in your board.



### **Why do this**

One of the areas considered in the previous Step is whether your board is sufficiently diverse to do its job well. A diverse board is able to reflect and consider the delivery of its mission – i.e. the job it is there to do – with an understanding of the needs and wishes of groups of people that form in its local community. *Good Governance: a Code for the Voluntary and Community Sector* recommends that boards should have a diverse group of trustees, broadly representative of the community and membership it serves (principle E8). Recruiting a trustee is not enough. The presence of one or more individuals does not make your board or organisation diverse. Building a diverse and inclusive organisation should be a continuing process that is supported by the entire board, and should be reflected throughout the organisation. Indeed if a trustee feels out of place and unsupported they may not stay with you.

This Step helps you assess your readiness to support and welcome a trustee from an under-represented group and so enable them to be effective.



### **How to work towards a more diverse board**

*Identify and address obstacles to diversity*

Use the examples given of barriers and how to address them, to think about the obstacles potential candidates may face in getting involved with your organisation. Consider whether you are ready yet to welcome and support a trustee from an under-represented group. You may need to take other steps first. If for example you want to involve young people you can consider youth-led projects, youth advisory committees, youth membership schemes, and youth consultation. You will need to tailor the action you take according to the size and resources of your organisation. Make use of the resources highlighted in this section to develop your plans.

## Identify and address obstacles to diversity

It helps to understand what is preventing people from joining your board and then to consider what you can do about it. The table below gives examples of some of the obstacles and what can be done.

Conduct the exercise for yourself – what are the particular obstacles for your organisation and what solutions would work best for you?

Finally, ask yourselves: are we ready to recruit a trustee yet, or do we need to improve ourselves first? Remember trusteeship is only one way of involving people – you may want to start with other forms of involvement first.

What prevents a broader range of people from joining our board?	What can we do to overcome these obstacles?
Lack of awareness of the organisation and its relevance	<ul style="list-style-type: none"> <li>• Go on a publicity drive specifically with this group of people.</li> <li>• Organise events, or attend events held by minority ethnic groups, young people or people with disabilities (depending on who it is you are trying to recruit).</li> </ul>
Lack of interest in our organisation	<ul style="list-style-type: none"> <li>• Build relationships with the under-represented group to demonstrate that your organisation is relevant to them.</li> <li>• Consider partnerships with organisations that do have good links already.</li> </ul>
Time and place of meeting (inconvenient and inaccessible)	<ul style="list-style-type: none"> <li>• Review the time and place of meetings and be willing to change.</li> </ul>
Use of jargon	<ul style="list-style-type: none"> <li>• Adopt a Plain English approach.</li> </ul>
Lack of confidence among potential candidates	<ul style="list-style-type: none"> <li>• Offer training, getting to know us sessions.</li> <li>• Invite people to get involved in other activities first.</li> <li>• Offer to provide a mentor.</li> </ul>
Lack of appropriate support (e.g. information in large print, availability of interpretation, lack of Plain English in our documents)	<ul style="list-style-type: none"> <li>• Seek advice from organisations like RNID, RNIB and People First on the services available.</li> <li>• Remember however not to make assumptions about what any individual needs – ask them.</li> </ul>
We don't know what prevents people	<ul style="list-style-type: none"> <li>• Ask them.</li> <li>• A well-considered consultation exercise with a community can be an excellent way to build relationships, provided you are committed to following through on the results (more ideas on this below).</li> </ul>

### A few more ideas on consultation

- Set up face to face meetings with members of groups you want to know you better
- Set up interview sessions for each of the trustees to run with representatives of hard to attract communities
- Invite group leaders of these groups or communities to a brainstorm session on inclusion
- Ask if some of your trustees could attend one of their meetings and give a presentation about your charity
- Invite these groups to tell you more about their work
- Invite members of these groups to events that you have already planned and ask them for feedback afterwards
- Contact organisations that work with diverse groups of people for advice, introductions or even training

### Case Study

This case study illustrates the experience of one teenager in getting elected onto the board of the British Youth Council, an organisation run by and for young people, with comment from the chair of the BYC trustees.



Rajay, 18, knew about vacancies on the board of the British Youth Council through e-mails sent to youth organisations he was already involved with and through the popular youth journal, Young People Now. He filled in a written application giving personal details, what experience he could bring to the role, what he wanted to achieve, and what his other experiences were, emphasising his skills in communication and media. He was then interviewed by the search group which had created a shortlist from the applications scoring against their trustee role description and person specification. The interview was informal, relaxed and non-confrontational. The group, comprised of a BYC trustee and leaders from other youth organisations all in their 20s with experience of governance and trustee recruitment. They put forward nominations for the vacancy to the Council at the AGM. Rajay's nomination became successful when he was elected to the board at the AGM attended by member organisation's delegates. He received a day's training (along with the other 10 new trustees) from an accountancy firm in financial and auditing matters so that he could perform his role more responsibly. The BYC board meets on Saturdays so as not to compete with commitments to jobs or education.

Dan Wood, Chair of The British Youth Council, says: "Rajay's experience highlights amongst other things the emphasis we place on reaching the widest possible network of potential trustees. The recruitment pack and entire process clearly set out the expectations and nature of the role. The style and tone of the communications and interview is designed to be accessible to help us see candidates at their best in different settings and scenarios. It's also a chance for them to interview us! The process assesses against the criteria in the role and person specification and seeks to configure a balanced board of potential trustees. Induction and ongoing training and support, building on a skills/needs audit, bolster confidence and skills and build the team. Meetings in the right format, place, and time to suit lifestyle help elicit the best from our trustees. To find out more about our board visit [www.byc.org.uk](http://www.byc.org.uk)"



## **Further resources:**

### **Diversity in general**

*Making Diversity Happen* NCVO 2003 £15

*Development through Diversity: A Step by Step Toolkit for Community Organisations* Bassac £10

*Cultural Diversity Guide* Elaine Johnson (Editor) Meridian Broadcasting 2003 £6.99

Equality Direct is a confidential advice service on equality, offering practical and specific advice. You are charged only for the cost of the phone call. The helpline is available across England for the cost of a local call: 0845 600 3444

### **People with disabilities**

RNIB can provide further information about large print, braille and audio transcriptions. They also offer advice on accessible website design.

People First can provide further information about producing easy to read publications.

RNID can provide further information on communication services for deaf and hard of hearing people.

Disability Rights Commission **[www.drc-gb.org](http://www.drc-gb.org)**

### **Black and Minority Ethnic People (BME)**

*Recruiting and supporting BME trustees* Tesse Akpeki NCVO 2001 £10

Council of Ethnic Minority Voluntary Organisations (CEMVO) **[www.emf-cemvo.co.uk](http://www.emf-cemvo.co.uk)**

CEMVO provides services and support to minority ethnic voluntary sector organisations and communities. It is active in recruiting volunteers to act as trustees.

Black Training and Enterprise Group (BTEG) **[www.bteg.co.uk](http://www.bteg.co.uk)** is a national organisation working to improve opportunities and outcomes for black people and communities.

Commission for Racial Equality **[www.cre.gov.uk](http://www.cre.gov.uk)**

### **Young people**

*Involving young people* Tesse Akpeki NCVO 2001 £7.50

The following organisations and websites provide a range of advice on young people's participation:

British Youth Council **[www.byc.org.uk/yatt.html](http://www.byc.org.uk/yatt.html)** BYC's *Youth at the Table* programme focuses on children and young people's involvement in governance.

National Youth Agency **[www.nya.org.uk](http://www.nya.org.uk)** The NYA initiative Hear by right focuses on involving children and young people.

National Council for Voluntary Youth Services **[www.ncvys.org.uk](http://www.ncvys.org.uk)** NCVYS is a network of over 160 national voluntary youth organisations and regional and local youth networks.

Participation works **[www.participationworks.org.uk](http://www.participationworks.org.uk)** Participation Works is a partnership of organisations working to share information on involving children and young people in decision making.

Carnegie UK Trust **[www.carnegieuktrust.org.uk](http://www.carnegieuktrust.org.uk)** The Carnegie Trust has a specific initiative on young people.

AskNCVO **[www.ncvo-vol.org.uk/askncvo/](http://www.ncvo-vol.org.uk/askncvo/)** is an extensive online resource for the UK voluntary and community sector. It includes various resources on diversity.

## Step 5: Describe the role of the trustee



### **What needs to be done**

Describe the role of the trustee and the skills and experience you are looking for.



### **Why do this**

It is important that a potential or new trustee knows what is expected of them. They will have a better chance to assess whether they have relevant expertise to offer and whether they should apply or not.

Taking this time to consider what you are looking for in a new trustee also helps you recruit the right person – and to recognise them when they apply! Take the time to draw up a **role description** which explains the responsibilities and duties of a trustee and a **person specification** which lists the skills and experience you are seeking.



### **How to proceed**

#### *Prepare a role description*

There are some legal responsibilities that you should include in a role description. The most important and up-to-date resource to use in preparing your description can be found in the Trustee Standards. You can download this from [www.governancehub.org.uk](http://www.governancehub.org.uk). In addition, a number of organisations have produced a model role description, which provides a useful starting point. NCVO's model role description is provided as an example. You can find details of other examples in the Further Resources section. Do amend the model document to reflect the needs of your organisation.

#### *Prepare a person specification*

What qualities, knowledge, skills or experience do you need in your new trustee? Are there any specialist skills you are missing? Use the planning template to help you identify what you are looking for in your new trustee. You also might like to run a more informal exercise to create a portrait of the sort of person you are looking for – your ideal trustee.

#### *Include an eligibility question in the application form*

As explained in Step 2: Check the legals – some people are not eligible to serve as charity trustees. Ensure you include a question in the application form asking trustees to confirm that they are eligible to be a charity trustee; your application pack should include guidance on the eligibility criteria. (A sample declaration of eligibility statement is provided at Step 8: Complete the formalities.) This will both ensure that applicants understand what the restrictions are and that you have confirmation that they are able to be a charity trustee. Bear in mind that some charities may have additional restrictions for example children's charities may require a Disclosure from the Criminal Records Bureau. (See Step 8: Complete the formalities for more information).



# NCVO sample trustee role description

## ***Trustee role description***

### *The statutory duties of a trustee*

1. To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
2. To ensure that the organisation pursues its objects as defined in its governing document
3. To ensure the organisation uses its resources exclusively in pursuance of its objects: the organisation must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are
4. 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
5. To safeguard the good name and values of the organisation.
6. To ensure the effective and efficient administration of the organisation
7. To ensure the financial stability of the organisation
8. To protect and manage the property of the charity and to ensure the proper investment of the charity's funds
9. If the organisation employs staff, to appoint the chief executive officer and monitor his/her performance

### *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

*This role description appears on the NCVO website and is reproduced with kind permission of NCVO.*





## Create a portrait of your ideal trustee

Ask yourself or all of board together the following questions

Questions	Answers
1. Where does this person live?	
2. What kind of work does this person do?	
3. What does this person do for fun?	
4. What could this person contribute to the trustee team (e.g. specific skill or energy, sense of humour etc)?	
5. What sort of contacts does this person have (e.g. personal and business)?	
6. What kind of networks might this person be part of?	
7. Your question	
8. Your question	
9. Your question	
10. Your question	

Now see if you can include this in your person specification





## Further resources

*An Essential Guide to recruiting a Chief Executive, Chair or Trustee* Gundersen Bucher Rugman  
ACEVO £12.50

CC30 *Recruitment, selection and appointment of charity trustees* Charity Commission (Forthcoming)

National Occupational Standards for Trustees Toolkit ([www.governancehub.org.uk](http://www.governancehub.org.uk))

The Institute of Chartered Secretaries and Administrators (ICSA) [www.icsa.org.uk](http://www.icsa.org.uk) has a number of model policies and documents in the Guidance Notes and Good Practice section of its website. These include: a model job description for charity trustees and specific job descriptions for the chair, secretary and treasurer.

AskNCVO [www.ncvo-vol.org.uk/askncvo/](http://www.ncvo-vol.org.uk/askncvo/) is an extensive online resource for the UK voluntary and community sector. You can quickly find these resources if you type their title into the search box on the website: planning trustee recruitment, board self-assessment, what is a skills audit?



## Step 6: Promote your vacancy



### **What needs to be done**

Promote your vacancy enthusiastically and widely.



### **Why do this**

This step is about attracting good candidates for this role. All your hard work so far will be wasted if nobody knows that you are looking for a new trustee.

Many charities report difficulties in finding trustees, but many of them rely solely on asking people they know. This section highlights a range of other ways. You can decide which are appropriate for your organisation given your resources and other circumstances. Whichever ones you choose, promoting the trustee opportunity is paramount!



### **How to proceed**

*Use the short guide to understand the ways you can promote your vacancy*

This short guide outlines a number of different ways you can promote your vacancy. It demonstrates that there are many options, and may inspire you to think of more.

*Create a promotion strategy – planning tool*

This simple three stage planning process will help you generate and prioritise ideas to promote your particular vacancy.

*Identify good reasons to be a trustee of your organisation*

Have you thought about what motivates someone to become a trustee? Reflect on your own experience. What are the opportunities and benefits of being a trustee? Use our list as a starting point to understand how you can make your vacancy sound attractive.

*Create an application pack – checklist*

Pull together a pack of useful information for people who are interested. You might also consider holding an open information session at a specific time when people can come and find out more. You may want to use an application form. An example is included which you can adapt for your use. Remember to allocate someone to deal with the interest you generate – it can be quite time consuming!

*Do's and don'ts for writing an advertisement*

Whatever promotion strategy you choose you're going to need a short snappy upbeat statement to tell people about your vacancy. Use our Do's and Don'ts to create a good ad or notice.



### **Further resources**

See the Governance Hub's website for further information on trustee recruitment services.

# Ways to promote your vacancy – a short guide

## Advertising

Newspaper advertising may spring to mind, but there are other ways to advertise too – many for free. Consider a card in a shop window, on a notice board in a supermarket, at the local GP surgery, a place of worship or at a community centre, place your ad in a local newsletter or get it aired on hospital or community radio. On a national scale publications such as Third Sector and the Guardian attract a lot of readers interested in the sector. The latter has a new special section for board members. But don't forget to consider other national, local and specialist publications. Ask yourself what is our ideal trustee reading?

## Advertorials

Try and get 'advertorials'. This is when a publication writes a story about your organisation and advertises your message – in this case the message is 'we're looking for trustees'. Think which publications are read by the kind of people you want as trustees. It could be a local sports club newsletter, a Rotary club circular, the local freesheet for the area, or the town's newspaper. Whatever the publication, make contact and explain why their readers should be interested in your organisation – and see if they will write a few lines or even a whole feature. They'll be more interested if there is a newsworthy angle for example a 'human interest' story that appeals to people's emotions, a local link, something topical, something new or something slightly quirky.

## Networks

Think of the networks your ideal trustee might be involved in. It could be a local chamber of commerce, professional network such as a lawyers group, a local bookclub or a keep fit club. Local faith communities are also a valuable resource. See if the network can distribute information for you. It could be an announcement at a meeting or information in a mailing or e-mail.

Don't forget to ask your **members and supporters to apply and/or publicise the vacancy**; there may be an ideal candidate in their ranks. If not they may know someone who would be well suited. Ask them to spread the word.

Make use of voluntary and community organisation networks. If your organisation is a local branch of a national organisation – ask 'head office' or a neighbouring branch if they know anyone or can send out information for you. Consider working with other organisations who may also be looking for trustees.

## Volunteer agencies

There are a number of volunteer agencies who can help you find trustees. It is worth asking if they are planning a recruitment drive that you can tie in with. Volunteers' Week, held every June is a good time to recruit, and an easier time to get publicity. See [www.volunteersweek.org.uk/](http://www.volunteersweek.org.uk/) for more information.

### *Volunteer centres and bureaux*

Contact Volunteering England for details of your nearest Volunteer Centre or Volunteer Bureau. There are around 500 Volunteer Centres or Bureaux throughout the UK, putting people in touch with organisations who need volunteers. Organisations need to register with their local centre, which might also be able to provide advice and support on working with volunteers.

### *Councils for voluntary service*

The National Association for Voluntary and Community Action NAVCA (previously known as the National Association of Councils for Voluntary Service NACVS) is a network of 350 CVS and other local voluntary and community infrastructure organisations throughout England. You can contact NAVCA for details of your nearest CVS. (You may find your local CVS goes under the name of Voluntary Action or Voluntary Service Council.) See [www.navca.org.uk](http://www.navca.org.uk)

### **World Wide Web**

The internet provides lots of opportunities. If you have a website advertise your vacancy there. You can place your ad with an online directory that specialises in volunteer vacancies. For example:

- **www.do-it.org.uk** is a database of 450,000 volunteering opportunities which has a special section for trustee vacancies. The majority of opportunities on do-it come from local Volunteer Centres in England.
- **www.getonboard.org.uk**. Get on Board is a joint campaign from Time Bank and the Charity Commission which helps put people in touch with trustee opportunities.
- There are also commercial job noticeboards such as **www.charityjob.co.uk** and **www.jobsincharities.co.uk**, some of which will advertise your volunteer vacancies for free.

### **Recruitment agencies**

If you have a significant budget and a specialist need, you may want to use a recruitment agency. Agencies provide a range of different services: some maintain a database of people interested in trustee vacancies, others can seek out appropriate people on your behalf. Recruitment agencies can be invaluable in helping find well-qualified trustees especially if you need some hard to find or much sought after qualities. Recruitment agencies usually charge for their services. Fees vary but are likely to be £2,000-4,000. You also need to build in additional time, typically 2-3 months, sometimes more. Specialist charity recruitment agencies include CFA appointments, CR Search and Selection, Charity People and ProspectUs.

### **Trustee brokering services**

There are an increasing number of organisations who offer trustee recruitment services. Some will match up vacancies with a list of their members who are interested in becoming a trustee; some will provide interviewing and selection; some only recruit in certain geographical areas or for certain types of organisation. Such services can be very helpful in reaching specific groups often with specialist skills but again they may take time. Trustee introduction services are offered by

- City Women's Network
- Bar in the Community
- National Housing Federation
- NHS Leadership Programme for CEOs
- Council of Ethnic Minority Voluntary Organisations
- Institute of Chartered Secretaries and Administrators
- Charity Finance Directors Group
- REACH a network of older people willing to volunteer time.

See the Governance Hub's website for further information on these and other brokering services.



## Create a promotions strategy

Use this three stage process to decide on your approach. It works best if you do this in a group. It's helpful to use a flipchart to capture people's ideas.

### 1. Who are you trying to attract to be a trustee?

You have drawn up a person specification – so you have a good idea of your ideal candidate. Now focus on the most important aspects. Ask group members to suggest three of the key words from the person spec. Once you have the suggestions highlight those that come up most often and use them when you write or talk about the vacancy.

*For example you may end up with 'someone who lives locally who is interested in the environment and knows about finance'.*

### 2. Have a brainstorm: think of all the different ways you could make contact with the kind of person you have described above.

Call out ideas, as many as you can think of. It doesn't matter how wacky some of the ideas seem – the more creative the better. Keep going till you run out of steam.

*For example:*

- *chat to local allotment holders*
- *post a card at the local garden centre*
- *see if there is an environment class at the local FE college – ask if the lecturer will make an announcement*
- *contact local accountants*
- *contact the local Rotary or Lions' Club*
- *contact the local volunteer bureau*
- *put a notice in the local pub*

### 3. Now review the ideas and choose the ones that you think will work best and are feasible to do. Ask yourself:

- Have we enough resources to do this:
  - Time
  - Money
  - Energy
- Can we do it in the time available?



## ***Identify good reasons to be your trustee***

There may be candidates ideally suited to your role out there – but why should they give up their time to help? What would motivate them to get involved?

Charity trustees cannot benefit materially from their role, e.g. be paid or receive services – except in a few exceptional circumstances – but there are lots of less obvious rewards from being a trustee.

Think about what a new trustee will gain from getting involved.

Being a trustee offers opportunities to

- Use skills and experience effectively
- Make new contacts and friends
- Improve personal networks
- Develop new skills
- Improve career prospects
- Get involved in the local community
- Make a difference
- Have fun

Do these apply to your organisation – can you add any more?



## Checklist for an application pack

Item	Include?
1. Information about your organisation	
2. Background information about the role of a trustee	
3. Role description	
4. Skills and experience you are looking for – the person specification	
5. Who to contact for more information	
6. Details of open information session (if being held)	
7. Copy of the advertisement	
8. Details of how to apply e.g. application form, deadline, who to respond to	
9. Details of current board members	

### TIPS:

- If you are using an application form look at the example on the next page to give you ideas. A lot of organisations simply use the application form they use for any paid staff. But this may be overcomplicated and ask for unnecessary information. This can be off-putting for candidates. You might want to try something a bit more informal.
- To keep your work load down it's a good idea to say that candidates who have not heard by a certain date should assume they have not been short listed.



## Case study

PACE is London's leading charity promoting the mental health and emotional wellbeing of the lesbian, gay, bisexual and transgender community. Their application form for trustees is clear and uncluttered. It asks for necessary information without being daunting for candidates. You could adapt for your use – for example you may want to ask for references.



### APPLICATION TO JOIN THE PACE BOARD OF TRUSTEES

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: (h) \_\_\_\_\_ (w) \_\_\_\_\_

Gender: \_\_\_\_\_ Ethnic background: \_\_\_\_\_

Do you consider yourself disabled in any way/have any particular requirements regarding access, etc?

\_\_\_\_\_

1. Do you positively identify as lesbian or gay, and what is your experience of the lesbian and gay communities?

\_\_\_\_\_

2. Why do you want to join PACE as an organisation?

\_\_\_\_\_

3. What experience and expertise would you bring to the Board of Trustees at PACE? (Please refer to the person specification.)

\_\_\_\_\_

4. Which area of PACE particularly interests you?

\_\_\_\_\_

5. Do you know of any reason which would prevent you from becoming a company director or a charity trustee, e.g. undischarged bankruptcy, unspent conviction for deception or dishonesty or previous removal as a charity trustee on these grounds?

I declare this information to be true.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Please return to PACE, 34 Hartham Rd, London N7 9JL.  
(Please send signed application form, do not e-mail.)

Thank you for taking the time to complete this application form.



## Do's and Don'ts for writing an advertisement

Do	Don't
Keep it brief	Be too formal
Describe your organisation and what you do	Use acronyms
Describe the role, especially what the time commitment is	Assume people know about your organisation or what you do
Make clear it's voluntary	Include unnecessary detail
Be clear about the qualities you are looking for	Forget to include how to respond and by when
Stress the benefits of getting involved	Oversell – be realistic about any benefits
Sound welcoming and use upbeat words like 'opportunity' and 'inspiring'	Forget to include details of your open session if you decide to hold one
Get someone to proof read it for you	Disguise the commitment required
Put your ad or notice in places your 'target' audience is likely to see	
If you are a registered charity, make sure you include your registered charity number	





## Case study

One of the promotion methods chosen by Charities Evaluation Services was to place an advertisement in a national newspaper. Their advertisement is reproduced below with their permission as an example.



helping you do better what you do best

# TRUSTEES

(unpaid – out of pocket expenses reimbursed)

*Charities Evaluation Services is the UK's leading provider of training and consultancy to the voluntary sector on evaluation and quality systems. We jointly lead the ChangeUp national performance improvement hub, a partnership involving a number of key national umbrella networks.*

*CES is itself an expanding and dynamic national charity. Based in London ECI, we employ eighteen staff. Our annual turnover is approximately £1.5 m.*

**We wish to recruit three new members to join our nine-strong governing body, the board of trustees.**

We need people who can help direct CES towards achieving its mission and ensure the organisation is effectively managed. You would need to be able to make a commitment to CES and devote the necessary time; have strategic vision, independent judgement, an ability to think creatively and a willingness to speak your mind. Ideally, the new trustees will also have skills and experience in one or more of the following areas:

- networking and relationship building with senior policymakers at the national level
- experience of charity regulation at a national, strategic level
- expanding service delivery through electronic publishing and e-learning
- qualified accountant with substantial experience of the voluntary and community sector.

*We are particularly keen to achieve a more diverse board of trustees, and we welcome applications from all sections of the community.*

**We will pay trustees' travel expenses and provide an induction into CES' work.**

**You will be expected to contribute roughly a day and a half of your time each quarter.**

Please download the application pack from CES' website ([www.ces-vol.org.uk](http://www.ces-vol.org.uk)). For an informal discussion about the role of trustee, contact the chief executive on 020 7713 5722.

*The closing date for applications is 1 February. Interviews will be on 8 February.*

**CES a registered charity 803602**

The advert attracted a good response and CES were able to fill one of their vacancies, and identify other potential future trustees.

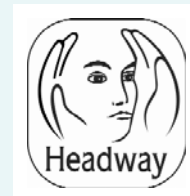
This is only an example – it may not suit your organisation. For example if your organisation is not well-known you may have to work harder to explain the benefits of becoming a trustee.

## Case study

This advertisement from Headway East London appears on their website, and is another example of a clear and effective advertisement. Potential candidates are invited to talk informally.

### Trustees

Headway East London is a small but growing voluntary organisation with ambitious plans for future expansion of its services. It is a registered charity operated as a company limited by guarantee. The board of directors of the company are also trustees of the charity.



To help us grow we need experienced members of the public to join our Board. We are particularly keen to recruit members of the local community in East London who have one or more of the following skills:

- Experience of caring for a person with a disability.
- Work experience in a Primary Care Trust or Local Authority.
- Work experience in Health or Social Care.
- Local community involvement in East or North London.
- Expertise in Marketing, PR or Event Management.

Board meetings are held every two months at the Headway House, usually on Thursday evening between 6.30pm and 8.30pm. The Board is responsible for setting the strategy and policies of Headway East London and guides and supports the Chief Executive and her staff.

Board members are encouraged to become part of a Sub-Committee, but this is not mandatory. Sub-Committees are more closely involved in a particular aspect of the management of Headway East London, like Fund-raising or Communications.

To find out more about joining the Board, please contact Shelaine Green by leaving a message on **020 7739 7777** or emailing **[info@headwayeastlondon.org](mailto:info@headwayeastlondon.org)**

## Case study

This case study illustrates how recruitment agencies work.

CFA appointments offer a trustee search service. They have a confidential register of people who are interested in serving charities as trustees. They can also advertise on behalf of clients and can conduct pro-active searches. They have a lot of experience in tracking down 'hard to find' candidates, introducing them to the organisation and encouraging them to commit to being a trustee.



CFA's starting point is to get a really clear brief of the kind of person the organisation is looking for. This involves working closely with the client, and exploring their assumptions. Sometimes clients assume that it's unrealistic to find someone with the ideal profile.

In CFA's experience, there are plenty of well-qualified candidates, but it may take some time to locate them. One organisation providing education services to underprivileged girls had quite a demanding brief. It took a number of months before CFA were able to completely meet the client's need. But, drawing on their expertise in diversity, they did so: three diverse new trustees were appointed with a variety of ethnic and professional backgrounds.

Apart from finding the candidates, CFA helped them get to know the organisation before asking them to become trustees. While this took longer, it meant that there was a very good match. The trustees have all settled in well.



## Step 7: Select your trustee



### **What needs to be done**

You need to choose the right person from all those who have put themselves forward.

Organisations have different rules about how they choose their trustees; this toolkit cannot cover them all in detail. However, the key is to think creatively about how you select; aim to refresh the process, to question the 'we've always done it in this way' attitude so that you can choose the most appropriate person.



### **Why do this**

New trustees are an important board resource – and they will be with you for several years! So you need to make sure that the selection processes give you the best chance of recruiting the right people.



### **How to proceed**

*Make the most of the selection methods you use*

Our tailored tips provide some hints for different selection methods

#### *Draw up a shortlist scorecard*

Using the criteria you identified in Step 5: Describe the role of the trustee prepare a **short listing scorecard**. Think about your criteria for making your choice about which candidates you want to interview.

#### *Plan the interview*

Decide what the interview will consist of (just questions or perhaps a presentation too). If you have chosen to hold an **open session**, plan and schedule this into the board diary.



## Tailored tips for different selection methods

Appointment by existing trustees (sometimes known as co-option) is perhaps the most well-known and common selection method and gives the board the greatest scope to select the members it wants. This box provides some tips on how to manage other selection processes to help you get the trustees best suited to the needs of the organisation.

### Elections

If you recruit your trustees by election then you do not have the final decision about who is chosen. However there is still much you can do to help your voters select an appropriate candidate and to ensure a board fit for purpose.

1. Consider creating a nominations committee. The Committee can seek out people with the necessary skills and time and encourage them to stand for election
2. Consider a pre-selection process before the election. This will help you to screen potential candidates so that those that are most appropriate are put before the electors. You can use a selection process along the lines suggested in this toolkit. You may want to make recommendations to electors.
3. Provide clear information to the voters on the role description and person specification. Highlight to the voters any particular skills that you are looking for – this will help them choose between the candidates. Ask candidates to explain how they meet the criteria; you can provide a format and ask for “no more than XX words”.
4. Check whether you also have powers to co-opt members. Some organisations mix election and co-option. Co-option can be very useful to use to fill skill or diversity gaps on your board that were not filled during the election process.

### Nominations

It may be that your governing document requires that some or all of your trustees are nominated by other organisations. This gives you less opportunity to influence who is selected – but there are still practical things you can do.

Make sure those who are nominating your trustees understand what you need in your trustee – the role description and person specification are very important here. Ensure the trustee once appointed understand their role and responsibilities.

Consider whether you can have a probationary period. This provides a useful way of assessing how the nominated trustee is performing their role. (You will however, need to work out what constitutes a satisfactory probation.)

### Ex officio

This selection method is the most difficult to influence. However it remains important that the ex-officio trustee understands what their role is. The role description is essential; it is also important that the trustee understands and complies with the eligibility criteria, the code of conduct, and the conflict of interest policy.



## Create a shortlist scorecard

Use your results from Step 5: Describe the role of the trustee to create a **shortlist scorecard**.

Provide the members of the panel with a copy of the criteria (what they are looking for) when they read the applications, so that each applicant can be considered on the same basis. Using a scorecard will simplify the process of identifying those applicants you will call for interview.



### Shortlist scorecard

Name:		Date:
<b>Skills</b>	<b>Score</b> 5 (excellent) – 1 (non existent)	<b>Comments</b>
1.		
2.		
3.		
<b>Total score:</b>		
<b>Experience</b>		
1.		
2.		
3.		
<b>Total score:</b>		
<b>Qualities</b>		
1.		
2.		
3.		
<b>Total score:</b>		



## ***Plan the interview***

Think about how formal you want the interview to be. People generally communicate better when they are relaxed. Plan what you will say to them before you start to question them to try and put them at their ease for example don't forget to welcome them, introduce them to the panel members, and outline the format of the interview.

Decide what **questions** you are going to ask in the interview. Be clear how each question will help candidates to show how they meet the criteria set by the board; and who will ask each question. It also helps to remember that they are assessing you and your organisation as much as you are assessing them. Aim for dialogue rather than interrogation. Make it an opportunity to explore the role of the trustee.

The best questions are open ones, where the answer is not just 'yes' or 'no'. Your questions and criteria should be linked to the shortlist scorecard and also the qualities identified from the exercise 'What are you looking for in your trustees' from Step 5: Describe the role of the trustee.

The scorecard here is a template which gives you some **sample** questions; your Board/selection panel will need to decide what questions it should ask.





## Interview questions and criteria

Name:

Time:

Date:

Who to ask	Questions	Criteria	Score 5 (excellent) - 1 (poor)	Comments
	1. Would you describe to us what you think we do, how we work and who benefits from our work?	Does s/he show interest in the organisation and know the purpose, objects and values of the organisation?		
	2. Can you give us an example of your experience of working in a team, and what role you played?	Is s/he sensitive to other's opinions and does s/he listen?		
	3. What do you think being a trustee involves?	Does s/he understand the trustee role and what the tasks will be?		
	4. How will you prepare for board meetings?	Does s/he show commitment to attending meetings and being informed?		
	5. How do you see the trustees' role in relation to that of chief executive?	Is s/he aware of the boundaries between governance and executive functions?		



You might also ask the candidates to prepare a **brief presentation** or complete an **exercise**. This depends on what you are looking for. You may decide that a presentation from the candidate shows you how they think and would be more informative; if this is the case, be clear about what you expect so that people can prepare. For example you could ask them to talk about why they are interested in your organisation, what they know about it, what they see as the future of the organisation and what skills and experiences they will bring to the board.

Remember to strike a balance between a good recruitment process and putting people off!



### Further resources

CC30 *Recruitment, selection and appointment of charity trustees* Charity Commission (Forthcoming)

AskNCVO [www.ncvo-vol.org.uk/askncvo/](http://www.ncvo-vol.org.uk/askncvo/) is an extensive online resource for the UK voluntary and community sector. You can quickly find these resources if you type their title into the search box on the website: trustee recruitment do's and don'ts, trustees election and selection.

## Step 8: Complete the formalities



### **What needs to be done**

Once the candidate has been selected, make the necessary checks and inform those that need to know who you are appointing.



### **Why do this**

Completing the formalities is a way of ensuring that your decision is the right one and nothing has been overlooked. You should check any legal aspects, take up references, confirm eligibility, check any conflicts of interest. When this process is complete you can confirm the appointment, making clear to your new trustee that s/he is a much valued new member of the team.



### **How to proceed**

After informing the successful candidate of your choice, you will need to go through a number of formalities, which are set out in our formality checklist.

When you have completed all the necessary checks, do remember to **thank the unsuccessful candidates**. You want to leave them feeling positive about your organisation and the experience. For some, making the step to apply for a trustee position is not an easy one, and being unsuccessful could be a blow. It might help if you can outline why they were not successful e.g. there was someone more experienced, any selection criteria that they did not meet etc. You may be able to suggest other ways that they might like to help the charity – volunteer work, fundraising help, joining an advisory group or the membership scheme, for example. You may know of some training or mentoring scheme that might help them gain the skills that would be useful should they apply at a later date, or you may be able to refer them to another charity for which their skills are better suited.

*You can now confirm the appointment with the knowledge that you have done everything you can to get the right person on to the board.*

**Making the most of the appointment:** An announcement to the press or on your website or in your newsletter might be not only a compliment to the trustee but also might give you an opportunity to publicise the organisation's work.

Include the trustee in your mailing list, on your letter head (if you list your board), on your website and in your newsletter. There are some institutions that also need to have this information. See our sample checklist for ideas.



## Formality checklist

Things to do	Have you	Done	To do
Take up references	made sure that references have been included		
	if there are none, chase up the applicant		
	made a phone call to the referee in order to discuss the new trustee and clear up any questions or concerns		
Check that the candidate is eligible to be a trustee	made sure the candidate has signed the form confirming that s/he is eligible		
	searched the register of disqualified directors at Companies House (if appropriate)		
	requested to see the Charity Commission register of those removed as charity trustees (if appropriate)		
	obtained a disclosure from the Criminal Records Bureau if your organisation works with children or vulnerable adults (disclosures for volunteers, such as trustees, are free)		
Confirm the appointment in writing	included information and dates on the induction programme		
	sent an induction pack (see Step 9: Induct your Trustee for details)		
	sent an eligibility declaration form to be signed and returned to you		
	indicated that the appointment is probationary <b>if appropriate</b>		
	<b>or</b> indicated that the appointment is to observe in the first instance		
	<b>or</b> indicated that the appointment is for full trustee position		





### Sample trustee declaration of eligibility\*

I declare that:

- I am over age 18.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission.
- I am not under a disqualification order under the Company Directors' Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent).
- I am, in the light of the above, not disqualified by the Charities Act 1993 (section 72) from acting as a charity trustee.
- I undertake to fulfill my responsibilities and duties as a trustee of [name of organisation] in good faith and in accordance with the law and within [name of organisation]'s objectives / mission.
- I do not have any financial interests in conflict with those of [name of organisation] (either in person or through family or business connections) except those which I have formally notified in a conflict of interest statement. I will specifically notify any such interest at any meeting where trustees are required to make a decision which affects my personal interests, and I will absent myself entirely from any decision on the matter and not vote on it.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

*\*This eligibility statement appears on the NCVO website and is reproduced with kind permission of NCVO.*





## Checklist for whom to inform/what to change

- Inform the organisation's professional advisors:
  - Accountants
  - Auditors
  - Solicitors
  - Bank manager
  - Insurance provider
  - Other
- Update the bank mandate if the trustee is to be a signatory
- Transfer any property into the name of the new and existing trustees
- Inform the Charity Commission on the Trustee Detail Update form
- Inform Companies House, if the charity is a charitable company
- Inform the organisation's stakeholders:
  - Staff
  - Volunteers
  - Users
  - Funders
  - Supporters
  - Partners
  - Other
- Add the trustee's name to relevant publicity material:
  - Website
  - Newsletter
  - Brochure
  - Organisation's address book
  - Mailing list
  - Letterhead
  - Other



### Further resources

Companies House [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk)

Criminal Records Bureau [www.disclosure.gov.uk](http://www.disclosure.gov.uk)

CC30 *Recruitment, selection and appointment of charity trustees* Charity Commission (Forthcoming)

AskNCVO [www.ncvo-vol.org.uk/askncvo/](http://www.ncvo-vol.org.uk/askncvo/) is an extensive online resource for the UK voluntary and community sector. You can quickly find these resources if you type their title into the search box on the website: trustee recruitment dos and don'ts; trustee eligibility and disqualification.



## Step 9: Induct your trustee



### **What needs to be done**

Plan and induct your new trustee.



### **Why do this**

You really want your new trustee to feel welcome so s/he is encouraged to identify with and be committed to the organisation. Careful planning **beforehand** and then running a thorough and thoughtful induction programme can make a huge difference not only to the trustee but to the board and the entire organisation.

This is a good opportunity for everyone to be involved, get to know the trustee and to demonstrate their own enthusiasm and passion for the organisation. Sign up as many staff, volunteers, board members, members and users as is practical.

Ask for suggestions of events, presentations, activities that the new trustee can observe or participate in. Make it a celebration.



### **How to proceed**

#### *Organise an induction programme*

You will need to put together a programme to familiarise the new trustee with the board and the workings of the organisation (the people behind it, supporting it and benefiting from it). We have made a planner with suggestions of what you might consider doing. Tailor it to your needs. It may seem long, but you don't need to do it all at once – spread it out over a month or longer. When planning your induction be sure to refer to the Trustee Standards. The Trustee Standards toolkit includes an exercise specifically about induction which you can download from [www.governancehub.org.uk](http://www.governancehub.org.uk).

#### *Put together an induction pack*

The new trustee will also need to have all relevant information about the board and how it works, and the organisation's aims and objectives, its structure, its culture, how it operates, and so forth. The best way of providing this is to put together a pack of documents and information. Once again, apart from the key documents, the content is very much up to you to choose, but we have compiled a list to get you started.

#### *Consider a trustee mentor*

Think about appointing an existing trustee as a mentor to the new trustee. It can be a great help for the new trustee to have someone s/he can call on with questions and concerns who has experienced being a new trustee at some point.

This will also help ensure that the atmosphere in the board room is welcoming and familiar. Having a mentor may be particularly appropriate if the new trustee has never sat on a board before or needs additional support.



## Induction programme planner – select whichever activities suit your organisation best

Activity	When	Where	Who is involved	Who is leading	Preparation
Tour of headquarters					
Introduction to other trustees					
Introduction and talks with staff					
Informal presentations by staff					
Introduction and talks with volunteers					
Introduction to members					
Introduction to professional advisers					
Meeting with the CEO					
Visit to key project					
Visit to branch					
Observation of project					
Observation of service delivery					
Introduction to beneficiaries					
Introduction to funders					
Introduction to partners					
Introduction to supporters					
Invitation to staff retreat					
Invitation to trustee away day					
Invitation to fundraising event					
Invitation to PR/presentation event					
Screen CD/DVDs about the organisation or a past event					







## Induction pack checklist – select those relevant to your organisation

Key documents	Must include
Governing document	✓
Latest report and accounts	✓
Minutes of recent board meetings	✓
Copy of the Charity Commission's Responsibilities of Charity Trustees	✓
Good Governance: a Code for the Voluntary and Community Sector	✓
Other documents/information	Include
Key policies, e.g. code of conduct, conflict of interest, financial controls and human resources	
History of the organisation	
Organisational structure	
CEO job description	
Statement of ethos and values	
Business, strategic or work plans	
Newsletters, publicity material	
Board and committee structures	
Dates and agendas of forthcoming board meetings	
Names and contact details of other board members	
Others	



## Case Study

Victim Support is planning to produce a comprehensive induction pack for all new personnel with a special section for trustees of each local charity. The full pack includes distance learning materials and online activities to accompany the learning process. Along with explanatory text, the trustees are given nine activities to complete, some of which refer back to the main personnel pack. The activities for new trustees include:



- reading the governing document
- understanding the purpose, values and principles of the organisation
- knowing who their stakeholders are
- understanding the requirements of their role as trustee
- reading their annual report
- finding out about the communication strategy of the organisation
- finding out who supervises their most senior employee
- reading the latest monthly accounts and understanding them
- reading the current strategic plan.

They also provide links to the relevant Charity Commission information, and conclude with print and web resources.



## Further resources

*RS10 Start as you mean to go on: Trustee Recruitment and Induction* Charity Commission July 2005

*Enhancing Trusteeship Through Mentoring* Tesse Akpeki and Arthur Brown NCVO July 2001 £7.50

National Occupation Standards for Trustees Toolkit ([www.governancehub.org.uk](http://www.governancehub.org.uk))

The Institute of Chartered Secretaries and Administrators (ICSA) has a number of model policies and documents in the Guidance notes and good practice section of its website. These include a sample induction pack.

Ask NCVO [www.ncvo-vol.org.uk/askncvo/](http://www.ncvo-vol.org.uk/askncvo/) is an extensive online resource for the UK voluntary and community sector. You can quickly find these resources if you type their title into the search box on the website: new trustees induction pack, new trustees pack, overview, purpose of trustee induction.

## Step 10: Evaluate the recruitment process



### **What needs to be done**

Review the process and identify any improvements that could be made next time.



### **Why do this**

Taking time to review what you have done and how it could be improved is essential to any process of learning and trustee recruitment is no different. It will help you identify what worked well, and what could be improved. It can help you be more efficient and effective next time.



### **How to proceed**

The time you take on this should be proportionate to your organisation and resources. As a minimum ask all those directly involved in the recruitment process for their feedback on what worked well and what didn't; ask for their suggestions for improvement. Most importantly ask the new trustee for their perspective on the process.

You may want to pinpoint a particular part of the process and review this in more depth e.g. whether you have filled the skills gaps you identified in Step 3: Prepare the board for a new trustee, whether certain promotion methods worked better than others, did the induction process meet the needs of the new trustee?

Record the learning points that emerge to feed into the process next time.

#### **Induction effectiveness questionnaire**

- Did you receive an induction pack?

---

- Did you think any information was lacking? If so what would have been useful

---

- Was there a programme of induction activities? Did it meet your needs?

---

- Do you have a copy of the governing document?

---

- Are you clear about your responsibilities as a trustee?

---

- Have you had adequate support in your role as a new trustee?

---

- Do you have any suggestions for improvement?

---



## Section 3 What next?

The successful appointment of your new trustee is the beginning, rather than the end of the process. A new trustee needs ongoing support to become an effective member of the board.

*Good Governance: a Code for the voluntary and community sector* sets out seven key principles of good governance. These are:

- A Board leadership
- B Board in control
- C High performance board
- D Board review and renewal
- E Board delegation
- F Board and trustee integrity
- G An open board

The Code recommends that the board of trustees regularly reviews its own performance and that of individual trustees, and acts to address areas of weakness.

You should ensure that the board adopts a strategy for supporting and developing not just the new trustee but all the trustees. This could include:

- a mentoring programme
- training
- taking part in trustee or specialist networks
- away days, training days or retreats
- appraisals
- performance review
- benchmarking

Trustees should expect to learn, develop, and to be able to take on different responsibilities within the board.

Sources of information and advice on developing your board are included in the Resources section.



## Further resources

We have noted resources throughout the toolkit to help you with each step.

This section highlights key organisations, publications and websites that offer resources on recruiting and welcoming trustees. It also highlights resources that you may find useful with other aspects of governance, particularly diversity and equality, and board development and training. The resources listed are free unless stated otherwise.

<b>On trusteeship and governance generally</b>	Governance Hub <b>www.governancehub.org.uk</b>	<i>Good Governance: a Code for the Voluntary and Community Sector 2005</i> and supporting toolkit 2006 Governance Hub website has a comprehensive signposting service to governance resources and support, plus an e-learning facility
	The Charity Commission <b>www.charity-commission.gov.uk</b>	<i>CC3 The Essential Trustee 2005</i> <i>CC30 Recruitment, selection and appointment of charity trustees (Forthcoming)</i> <i>CC60 The Hallmarks of an Effective Charity 2004</i> <i>RS10 Start as you mean to go on: Trustee Recruitment and induction 2005</i> Other titles cover issues such as users on board and payment of trustees
	National Council for Voluntary Organisations NCVO <b>www.ncvo-vol.org.uk/askncvo</b>	<i>The Good Trustee Guide</i> Peter Dyer NCVO 2004 £25 The AskNCVO website has an extensive array of resources on all aspects of trusteeship and governance
	Directory of Social Change <b>www.dsc.org.uk</b>	<i>The Charity Trustee's Handbook</i> Mike Eastwood DSC Publications 2001 £9.95 <i>Managing without Profit</i> Mike Hudson DSC 2004 £16.99

	SAVO's Trustee Pathway (Suffolk Association for Voluntary Organisations) <b>www.savo.co.uk</b>	The Trustee pathway CD-ROM offers a new approach to developing Trustees. The CD-ROM contains, checklists, self-assessments, examples of best practice and audio clips. SAVO £5
	Community Matters <b>www.communitymatters.org.uk</b>	Offer information and resources to community organisations
	Institute of Chartered Secretaries and Administrators <b>www.icsa.org.uk</b>	<i>The ICSA Charity Trustee's Guide</i> Jane Arnott 2003 £19.95 ICSA offer free guidance notes and model documents covering job descriptions, appointment letters and other aspects of good practice.
	Governance magazine <b>www.charitygovernance.co.uk</b>	The website of Governance magazine has a useful list of board vacancies where you can advertise.
	Charity Trustee Networks <b>www.trusteenetworks.org.uk</b>	CTN aims to improve governance of the charitable sector by enabling trustees to access help, support and advice by sharing knowledge and experience with each other. Resources include <i>Recruiting Trustees: Avenues for support</i>
	Workforce Hub <b>www.ukworkforcehub.org.uk</b>	<i>National Occupational Standards for Trustees and Management Committees</i> £10 and supporting toolkit £15, from Governance Hub.

<p><b>On board training and development</b></p>		<p><i>The Good Governance Action Plan</i> Sandy Adirondack NCVO 2002 £10</p> <p><i>The Good Governance Action Plan Workbook</i> Tesse Akpeki NCVO 2005 £7.50</p> <p><i>Tending your Board: A seasonal guide to improving the way your board works</i> Bassac/Governance Hub 2005</p>
	<p>Association of Chief Executives of Voluntary Organisations ACEVO <a href="http://www.acevo.org.uk">www.acevo.org.uk</a></p>	<p>Recruiting a Chief Executive, Chair, Trustee ACEVO 12.50</p>
<p><b>On diversity</b></p>	<p>Commission for Racial Equality <a href="http://www.cre.gov.uk">www.cre.gov.uk</a></p> <p>Disability Rights Commission <a href="http://www.drc-gb.org">www.drc-gb.org</a></p> <p>Equal Opportunities Commission <a href="http://www.eoc.org.uk">www.eoc.org.uk</a></p> <p>Council of Ethnic Minority Voluntary Organisations <a href="http://www.emf-cemvo.co.uk">www.emf-cemvo.co.uk</a></p> <p>British Youth Council <a href="http://www.byc.org.uk/yatt.html">www.byc.org.uk/yatt.html</a></p> <p>Participation works <a href="http://www.participationworks.org.uk">www.participationworks.org.uk</a></p>	<p><i>Making Diversity Happen</i> NCVO 2003 £15</p> <p><i>Recruiting and supporting BME trustees</i> Tesse Akpeki NCVO 2001 £10</p> <p><i>Involving young people</i> Tesse Akpeki NCVO 2001 £10</p> <p><i>Youth at the Table</i> programme (British Youth Council)</p> <p><i>Development through Diversity: A Step by Step Toolkit for Community Organisations</i> <a href="http://www.bassac.org.uk">www.bassac.org.uk</a> £10</p>
<p><b>On volunteering</b></p>	<p>Volunteering England and Volunteering Hub <a href="http://www.volunteering.org.uk/">www.volunteering.org.uk/</a></p>	<p>The Routes to Opportunity series includes five books on involving volunteers from different sections of society: unemployed people, older people, black people, young people and people with disabilities.</p>
	<p>National Association for Voluntary and Community Action NAVCA (Previously known as National Association of Councils for Voluntary Service NACVS) <a href="http://www.NAVCA.org.uk">www.NAVCA.org.uk</a></p>	<p>Councils for Voluntary Service can provide support, advice and information for local voluntary groups.</p>



## Trustee recruitment toolkit feedback

Share your learning by sending your feedback to us in the Governance Hub; tell us which parts of this toolkit you found useful and which you want to see improved or added to. If you have pioneered a new approach that really works – let us know!

Activity	Toolkit resource	Comments
1. Plan the process	<ul style="list-style-type: none"> <li>• Milestone plan</li> </ul>	
2. Check the legals	<ul style="list-style-type: none"> <li>• Check your governing document</li> <li>• Understand who cannot be a charity trustee</li> </ul>	
3. Prepare the board for a new trustee	<ul style="list-style-type: none"> <li>• Skills assessment matrix</li> <li>• Diversity perception questionnaire</li> <li>• Board Readiness questionnaire</li> </ul>	
4. Plan for diversity	<ul style="list-style-type: none"> <li>• Obstacles to diversity</li> </ul>	
5. Describe the role of the trustee	<ul style="list-style-type: none"> <li>• Sample trustee role description</li> <li>• What are you looking for in your trustee – template</li> <li>• Create a portrait of your ideal trustee</li> </ul>	
6. Promote your vacancy	<ul style="list-style-type: none"> <li>• Ways to promote your vacancy – short guide</li> <li>• Create a promotion strategy</li> <li>• Good reasons to be a trustee;</li> <li>• Create an application pack – checklist</li> <li>• Do's and Don'ts for writing an advertisement</li> <li>• Sample advertisement</li> </ul>	

7. Select your trustee	<ul style="list-style-type: none"> <li>• Tips for different selection methods</li> <li>• Shortlist scorecard</li> <li>• Interview questions and criteria</li> </ul>	
8. Complete the formalities	<ul style="list-style-type: none"> <li>• Sample trustee declaration of eligibility</li> <li>• Checklist of whom to inform/what documents to change</li> </ul>	
9. Induct your trustee	<ul style="list-style-type: none"> <li>• Induction programme planner</li> <li>• Induction pack checklist</li> </ul>	
10. Evaluate the process	<ul style="list-style-type: none"> <li>• Induction effectiveness questionnaire</li> </ul>	

Please return to Governance Hub

c/o NCVO, Regent's Wharf, 8 All Saints Street, London, N1 9RL

**[governance.hub@ncvo-vol.org.uk](mailto:governance.hub@ncvo-vol.org.uk)**