

Trustee Recruitment Policy - Model

Thanks to Bournemouth Council for Voluntary Service for their policy examples.

1. Statement

Explain why an effective board of trustees is important and why you need to recruit new trustees.

Some example wording:

[Charity] recognises that an effective board of trustees is essential if the charity is to be effective in achieving its objects.

The board must seek to be representative of the people with whom the charity works and must have available to it all of the knowledge and skills required to run the charity.

Individual trustees must have sufficient knowledge, both of trusteeship in general and of the Charity's activities, to enable them to carry out their role and to represent the Charity at meetings and other events.

This policy sets out how [Charity] intends to recruit a robust and effective board of trustees.

2. Governing Document

Check your governing document and write down any general rules or procedures that you must follow.

E.g. [Charity] seeks to have at least 12 trustees on its board, 7 elected at AGMs and 5 co-opted by the board.

It might also be worth reminding yourselves of the legal requirements e.g.

- *No one under 18.*
- *No one serving a conviction.*
- *No one recently filed for bankruptcy.*

An example:

Relevant sections from the Articles of Association of the Charity as at 31 December 2006.

32. No person other than a trustee retiring by rotation shall be appointed or reappointed a trustee at any general meeting unless:

- (1) He is recommended by the trustees; or*
- (2) Not less than fourteen nor more than thirty-five clear days before the date appointed for the meeting, notice executed by a member qualified to vote at the meeting has been given to the Charity of the intention to propose that person for appointment or reappointment stating the particulars which would, if he were so appointed or reappointed, be required to be included in the Charity's register of*

trustees together with a notice executed by that person of his willingness to be appointed or reappointed.

33. No person may be appointed as a trustee:

- (1) Unless he has attained the age of 18 years; or*
- (2) In circumstances such that, had he already been a trustee, he would have been disqualified from acting under the provisions of Article 38.*

34. Not less than seven nor more than twenty-eight clear days before the date appointed for holding a general meeting notice shall be given to all persons who are entitled to receive notice of the meeting of any person (other than a trustee retiring by rotation at the meeting) who is recommended by the trustees for appointment or reappointment as a trustee at the meeting or in respect of whom notice has been duly given to the Charity of the intention to propose him at the meeting for appointment or reappointment as a trustee. The notice shall give the particulars of that person which would, if he were so appointed or reappointed, be required to be included in the Charity's register of trustees.

3. Recruitment/Appointment Panel

Check whether your governing document specifically states the need or make-up of an appointments panel. If not then you can provide information about one here.

Some example wording:

When a need has been identified to recruit trustees the Finance and Personnel sub-committee will manage the process. This will include the Vice-Chair and at least one other trustee together with any other people deemed appropriate by the trustees. The sub-committee will have responsibility for ensuring that the remainder of the recruitment and induction process is carried out. Responsibility for recruiting trustees will not be delegated to employees although employees may be given specific administrative tasks by the sub-committee.

4. Skills Audit

Explain why an audit of the needs of the charity (both individually and organisationally) is important and include suggestions around how it should be carried out.

Some example wording:

Whenever a trustee departs a skills audit of the board will be done. Efforts at recruiting a replacement will take account of the skills audit and of the skills being lost by the departure. Consideration must also be given to any specific roles or duties that the individual leaving the board was undertaking.

5. Recruitment

State some general guidance around the recruitment process and outputs. These include:

- Role Description.
- Advert.

- Role Pack.
- Where to advertise.
- How to encourage board diversity.

Some example wording:

Once the ideal skill/experience profile has been identified a recruitment plan will be formulated. This will identify the most appropriate resources from which applicants might be found. Preference should be given to advertisement in the media, volunteer bureau, and direct approaches to professional bodies and to other voluntary organisations over approaches to personal contacts as the intention is to promote diversity and to avoid conflicts of interest.

[Charity] seeks to ensure diversity in its board of trustees as well as in its staff base and consideration will be given to ways in which groups that are under-represented on the board might be reached and encouraged to apply. However, at the point of selection the board will not discriminate unfairly on any of the grounds listed in the Equal Opportunities Policy.

People enquiring to become trustees will be sent appropriate documentation about the charity, introductory material about trusteeship and will be asked to complete an application form. Arrangements will be made to assist any potential applicant with specific needs in relation to completion of the form or access to the supporting materials.

6. Interview, Selection & Appointment

Include information about the process, any specific rules from your Governing Document and remind yourselves of things you need to send or request from candidates.

Some example wording:

Applicants who appear suitable will be invited to attend a trustee meeting as an observer and will receive further information regarding the role of being a trustee. In the event of there being a large number of applicants those most closely matching the skills required will be approached at this stage in preference to less suitable applicants however, consideration will be given to appointing more than one suitable applicant. As a minimum, and if not sent earlier in the process, applicants will be provided with:- a copy of the latest accounts of the charity; Charity Commission Publication CC3- 'Responsibilities of Charity Trustees'; a copy of the charity's governing document; a copy of the minutes of the last three board meetings (edited to conform with the principles of data protection if necessary); a trustee 'job description'; relevant policies including those regarding equal opportunities and conflicts of interest; a copy of this policy.

The applicant will then be interviewed by the recruiting panel and efforts will be made to answer any questions that they may have. The applicant will be asked to declare any conflicts of interest and will be required to provide two references which will be taken up prior to the next board meeting. The applicant will be required to sign a declaration that they are not disqualified from being a trustee as per section 72 (1) of The Charities Act 1993. The requirement to attend trustee induction sessions will be described. It is the responsibility of the trustees on the

recruiting panel to ensure that references are obtained and all other relevant checks are completed.

The applicant will be asked whether or not they wish to be appointed and will be given the opportunity to attend a further meeting as an observer should they wish to do so.

The observations and recommendations of the panel will be put to the following board meeting and a vote taken in accordance with the procedure for appointing co-opted trustees detailed in the governing document.

7. Recruiting from your membership (Elections)

Your governing document should have specific rules about how you recruit from your membership. Include the detail here.

Some example wording:

The board recognises that it has only limited control over the election of trustees at the AGM. It is accepted that members should be able to elect people to the board who they believe will best represent their interests however the existing board members also have a responsibility to try to ensure that the needs of the organisation in terms of governance are met by those people elected. The board will seek to do this by adopting a system of recommending trustee appointments to the membership using the steps detailed below. The membership will then be able to choose to elect a recommended candidate or to appoint another person to the board.

One third of the elected board members must retire by rotation at each AGM along with any trustees co-opted during the previous year. Where the existing members seek re-election the other trustees will vote on whether or not to approve the re-election. If a simple majority approve the re-election then this person will be recommended to the membership for election.

Where an elected trustee is retiring by rotation and does not seek re-election, or the re-election is not supported by a majority of the other trustees, the trustees will consider whether or not to recommend any trustee who has been co-opted during the previous twelve months. If a simple majority approve the election then this person will be recommended to the membership for election. Where more than one trustee has been co-opted during the previous year it will be necessary to vote to determine which should be recommended.

Should the retiring trustees not wish to stand for re-election, or not be recommended as per 4.1 or 4.2 then a potential vacancy will occur. Where there is sufficient time before the AGM the procedure detailed in sections 3.1 to 3.9 will be followed in order to select a suitable candidate to recommend to the members. Where there is insufficient time to enable this procedure to be followed in full the trustees will decide which steps are achievable and implement those.

Details of the recommended candidates will be sent to the members in accordance with Article 34 of the Articles of Association of the Charity.

Where a member gives notice to the charity of their intention to propose an alternative candidate for election in accordance with Article 32 of the Articles of Association of the Charity the trustees will attempt to communicate with the

candidate in an effort to assess their suitability. Should the trustees believe it is appropriate to do so any or all of the steps 3.5 to 3.8 may be offered to the candidate although there is likely to be limited time before the AGM. Any relevant information gained during this process may be put to the membership at the AGM. Should the person be unsuccessful then the board will, so far as it is able, notify them of any recruitment efforts (as per sections 3.1 to 3.9 or section 4.3) made in the following year in order that they may apply.

8. Induction

Explain what you will do to make your new trustee(s) welcome.

9. Retaining and developing your board

Explain what you will do to ensure you retain and develop your trustees in their roles.