



Improving
Local Lives.

Trustee Handbook



cvac.org.uk



Contents:

An Introduction from the Chair of the Board of Trustees	3
Our purpose.....	4
About VAC and our work	6
Membership Benefits.....	10
Background of the Trustee role	11
Purpose of the Board	12
What we will give you	12
Chair of Trustee role description	13
Vice Chair of Trustees role description.....	15
Duties of a Trustee	16
VAC sub-committees	18
Trustee Skills and Competencies	20
The Recruitment Process for Trustees	26
How to Apply.....	27
Document Control	28

An Introduction from the Chair of the Board of Trustees

Thank you for your interest in becoming a Trustee with Voluntary & Community ([VAC](#)).

VAC is a charity championing, supporting and strengthening the positive impact of the Voluntary, Community & Social Enterprise Sector (VCSE) on local lives, communities and beyond.

Based in Calderdale, VAC is a membership organisation that delivers a range of support and services across Calderdale, Kirklees and further afield to VCSE organisations and groups ranging from infrastructure support through to creating opportunities for organisations to be part of locally funded activity and delivery systems. We have developed the Quality4Health+ Wellbeing Standard (Q4H+W) and support VCSE organisations locally, regionally and nationally to achieve the Q4H+W accreditation; enabling them to be recognised for the quality of support and services that are delivered and all of which, are aimed at ***Improving Local Lives***.

Our mission and vision of supporting and strengthening the VCSE remains at the heart of everything we do. Working with around 400 voluntary and community organisations, VAC aims to create connections, solutions and opportunities for our sector to help build stronger communities.

The VAC Board of Trustees are critical to help shape and drive the organisation's strategic vision and direction. The Board is key to ensuring our charitable objectives and values remain relevant and fulfilled with the best possible outcomes for the individuals and communities we serve.

As we continue to evolve and embrace new ways of working with partners and collaborators, VAC are keen to ensure our Board continue to dynamically lead the charity working collaboratively with our Chief Executive Officer (CEO), VAC team and wider stakeholders.

It is our aim to remain fit for purpose, sustainable and ready for the opportunities and challenges ahead.

This Trustee Handbook is key to giving you further information about us and the work that we do along with details on the Trustee roles and responsibilities.

I, on behalf of the Board welcome you to VAC and look forward to working with you.

Many Thanks,

Tracy Saunders
Chair of the Board of Trustees
Voluntary & Community

Our purpose

Our Mission and Vision

Our **MISSION** is to create connections, solutions and opportunities to build stronger communities.

Our **VISION** is to promote positive social change to improve local lives.

Our Values



Inclusion

We champion diversity, promote equality and create environments where everyone can flourish.



Quality

We work to the highest standards, continuously developing our skills and knowledge.



Solutions

We take ownership and make things happen in a creative and positive way.



Connectivity

We create lasting connections by working collaboratively towards shared goals.



Integrity

We are transparent, honest and fair. We do what we say we will.

Our 5 Strategic Priorities

To **Grow & Retain Membership** of VAC by offering robust membership benefits.

Promoting Positive Social Change through our work to improve local lives.

VAC driving **System Leadership** to advocate for VCS equality and role in local places.

Financial Sustainability through a range of income generation and business development.

Organisational Maturity with a focus on people, quality and agile working practices.



About VAC and our work

VAC is a Charity and Company limited by guarantee. Our Trustees are made up of representatives from local voluntary and community organisations and individuals who support VAC's vision, aims and ambitions.

Our Trustees set VAC's priorities, have strategic responsibility for VAC and are responsible for the overall activities of the organisation, ensuring we meet our legal requirements. They delegate responsibility to the CEO, who works alongside the management team and staff team to ensure that VAC runs effectively and efficiently.

Aligned to our Mission, Vision, Values and Strategic Priorities, VAC has provided **infrastructure support** to local groups, organisations and social enterprise since 2000 and currently operates as the **local hub** for VCSE support through our own building 'The Resource Centre' in Halifax, providing office space as well as training, meeting facilities and a recognised hub for community use.

Voluntary Sector Infrastructure (VSI) Alliance

Since April 2018, we have been part of the **Voluntary Sector Infrastructure (VSI) Alliance** with local partners to deliver a single point of access for **infrastructure support, engagement (Engagement Champions), VCSE system leadership and volunteering** opportunities to all, across the sector in Calderdale. More information can be found at <https://www.vsialliance.org.uk/>

Infrastructure support includes:

- All aspects of set up for new organisations
- Support around policies and procedures
- Support with commissioning and funding
- Support with governance and legal structures
- Business planning and transformation
- Funding and income generation

In Kirklees, we provide a wide range of provision including **engagement (Community Voices), capacity building and organisational development support**.



Engagement

Our **Engagement Champions** and **Community Voices** are individuals working in the **VCS and Social Enterprise** sector who are trained to engage with the local population on the Clinical Commissioning Group's (CCG) behalf and talk to them about changes and developments in their local healthcare provision. They give communities voice and influence to make sure that health services are shaped, designed and developed in response to the needs of local people.



Quality4Health + Wellbeing

VCSE groups and organisations across Calderdale, Kirklees and nationally benefit from our unique quality assurance system **Quality4Health+Wellbeing** Accreditation recognised by Health & Care organisations i.e. Clinical Commissioning Groups, Social Care, etc. This nationally recognised quality standard adds value to VCSE organisations, enabling them to demonstrate the quality standards within their organisations, evidence the quality of the health services they deliver and show how these services make a real difference to their service users in response to local need; to deliver local outcomes.

The standard was co-produced with NHS and VCSE organisations; the standard is owned and trademarked to VAC. This is an exciting growth area for VAC with great potential as part of the future of our sectors inclusion in social prescribing and other health and care developments as part of the Integrated Care Systems and Partnerships being developed. More information can be found at [Quality For Health – Quality assurance system for the VCSE sector delivering health services.](#)



Active Communities

Active Calderdale is a Sports England funded initiative across Calderdale with the intention of Calderdale being the most active Borough in the North. VAC as part of the VSI Alliance is leading on embedding the Active Strategy across the VCSE sector encouraging groups and organisations to establish active working practices as well as promote, host and/or deliver activity which aims to contribute to population health and wellbeing.

We are also working with Newground Together (Part of Together Housing) as part of the Active Communities initiative, on a project called Moving Forward Together. This is funded partly through the European Social Fund and aims to get communities back into volunteering, training and employment using an 'Active First' approach.

CALIPSO

Supported by VAC, **CALIPSO** is a vehicle to promote collaborative tendering for and management of public sector contracts and grants. CALIPSO was registered as a charitable incorporated organisation (CIO) in November 2019 and is led by a consortium made up of founding & CALIPSO member voluntary, community and social enterprise (VCSE) organisations.

CALIPSO is Calderdale's VCSE sector response to the emerging preference on the part of local commissioners, to have fewer or single contracts with larger providers and to encourage more investment and collaboration across the VCSE and wider partner organisations.

Volunteer Opportunities

VAC, alongside the VSI Alliance, offers a number of volunteering opportunities across its projects and priorities. We proactively train and support individuals to have a voice through engagement opportunities and make a real difference for local people across Calderdale and Kirklees through volunteering in residential and community settings.

Quality Voice is a product of VAC and ensures that people's voices are heard to help improve services, promote engagement, support quality and continuous service improvement by gathering customer feedback, listening to people's experiences and collating vital information for organisations about the quality of their services. Local people are trained and supported to ensure a professional and robust approach to seeking feedback, providing assurance and helping to shape the delivery of local provision.



Molly & Bill (Making Our Lives Lively & Being Involved in Local Life) was a wonderful project that ended in September 2019, working with several residential care homes to provide an activity programme for their residents through the use of local volunteers. The Molly & Bill project by design became embedded into care homes and is now established through the work of VAC.



Through the learning from Molly & Bill we have developed a model of support for local people called **Time2Gether**. The project aims to ensure people with health conditions in their own homes and residential care settings to ensure their life remains enriched and they do not become isolated. Through the support of locally based volunteers can talk about their interests and through their interests reconnect locally. Time2Gether is about matching local people to local people. It's introducing older people to like-minded volunteers who share similar hobbies and interests. Time 2gether also encourages wider connections, brand new passions or long-lost ones and a sense of being part of your community.

This project is funded by Calderdale Council's Adult Social Care and Wellbeing with a focus on social change, community connections and community resilience to enable people to 'live a larger life' despite their condition.

Project Portfolio

As VAC, we continue to transform and evolve our portfolio to ensure support to the VCSE sector and wider stakeholders remains relevant and responsive to local needs and demands.

Therefore, although the above is a snapshot of the nature of some of our work, this is not exhaustive as the organisation (working collaboratively with partners and VCSE organisations) is in an exciting period of creating sustainable solutions, creating positive social impact and adding strength to the VCSE in local provision, economic resilience and growth.



Membership Benefits

Through a network of members, VAC can create a strong and vibrant sector, championing the VCSE and ensuring the sector has a voice and is represented across local and regional platforms to support local community based investment and provision.

As a member organisation, we are committed to ensuring our membership gain something positive in return for being a member of VAC. Infrastructure support (referenced above) is free and supported by the VSI Alliance team which VAC is a part of and provides essential support and services. The VAC membership offer aims to provide enhanced support, opportunities to connect with peer members and create financial benefits for our members delivering sustainable solutions to ensure membership enables members to become even more resilient.

Our membership offering is currently under review, but is likely to consist of two levels; one free and one with a minimal charge. Further details will be included as the offering is developed and ready to be launched.



Background of the Trustee role

Our Trustees work with the CEO overseeing our work, taking overall responsibility for VAC, acting collectively and effectively in its interests by giving strategic direction to deliver our mission and vision.

Trustees make decisions required for assurance and management of the charity, ensuring we remain compliant; we have good governance and adequate financial resources in place to carry out our work and protect our people, assets and property.

Trustees also ensure we manage risks carefully, act as a responsible employer, and uphold the principles of equality and diversity.

The Board currently comprises of 10 Trustees. We ensure our Trustees have a passion for the sector and a wide skill base in areas of leadership, quality assurance, social care, HR, finance and business.

Our Board and the CEO working with the wider team have co-produced a clear strategic direction (the strategic plan is enclosed in the pack). The plan is ambitious with a focus on VAC using commercial principles to enable our social purpose and reduce the dependence on grant funding through a mixed model of strategic relevance, income generation which not only benefits VAC but also our members and wider stakeholders.

New Trustees will be joining an evolving Board with energy and expertise in many areas, who work with and support the Senior Management Team to achieve the sustainability and growth required to meet the needs of the VCSE.

For first time Trustees on a Board, VAC are committed to ensuring support and training are available to ensure the experience is both positive and productive.

Time Commitment: Board meetings take place six times per year. Additional specialised sub-committees or specialised function on the Board may require further meetings between three to four times each per year. We estimate that, including preparation time and meeting attendance, this should be around eight days per year in the role of Trustee. If taking on the role of Chair/Vice Chair, we estimate this to be approximately 10 to 12 days per year.

Terms of Office: At each Annual General Meeting, one-third of Trustees shall retire from office. In the event that the number is not divisible by three, then the proportion to retire shall be that which is nearest to one-third.

The Trustees to retire shall be those longest in office since they were last elected or appointed. Where there are Trustees who have been in office for the same length of time then, in the absence of agreement, those to retire shall be selected by lot.

A retiring Trustee is eligible for re-election or further appointment.

Training & Development: There are numerous publications, conferences, training, seminars, webinars and wider information in relation to the not-for profit sector.

We want to encourage our Trustees to be in touch with the developments linked to the sector by attending events (free and paid for), supporting Trustees to develop their knowledge and expertise through dialogue and debates which will inform our work and direction - you may even feel as a Board we wish to blog on a range of matters affecting or influencing the sector.

We encourage Trustees to share opportunities for training and development with peers and the staff team as relevant. If you are interested in an opportunity, please raise this with the Chair/Vice Chair or CEO who will review any requests made in line with resources available.

Purpose of the Board

The Board of Trustees is responsible for overall governance, strategic direction, sustainable operation and growth of VAC. The Board must ensure they work in accordance with our governing document, legal and regulatory requirements.

What we will give you

We want the role of Trustee to be a satisfying one for you. Our aim is for Trustees to see the positive social change that our decisions make to improve the lives of people within communities. This is the main reward added to the fact that you will be part of a team and exciting journey as we do not believe in standing still but continually reflecting and evolving to ensure we remain relevant, responsive and fit for the future.

In addition, being on a Trustee Board allows you to develop skills in analysis and strategy as well as opening up areas of work and insight that you may not have encountered such as financial planning and scrutiny, the use of buildings and digital communication.

We are a learning board and provide regular development sessions and away days to build our skills, knowledge and awareness. A willingness to improve and share is vital to this role as well as getting involved and engaged in aspects of our work to ensure you have opportunities to continually develop.

As a team we are also committed to ensuring we have opportunities to get together informally. This is essential to build strong and dynamic relationships and ensure we remain connected beyond formal meetings.

As well as expenses, you will get support from staff members and a board clerk who is on hand to answer your queries. The following also provides an outline of the roles and responsibilities on Boards to enable you to become familiar with these:

Chair of Trustee role description

The Chair of the VAC Board of Trustees provides leadership for VAC and for the Board. The Chair is the main ambassador for the charity, directs the operations of the charity through the CEO and working with the Company Secretary (where there is one in place) ensures effective governance.

Key responsibilities

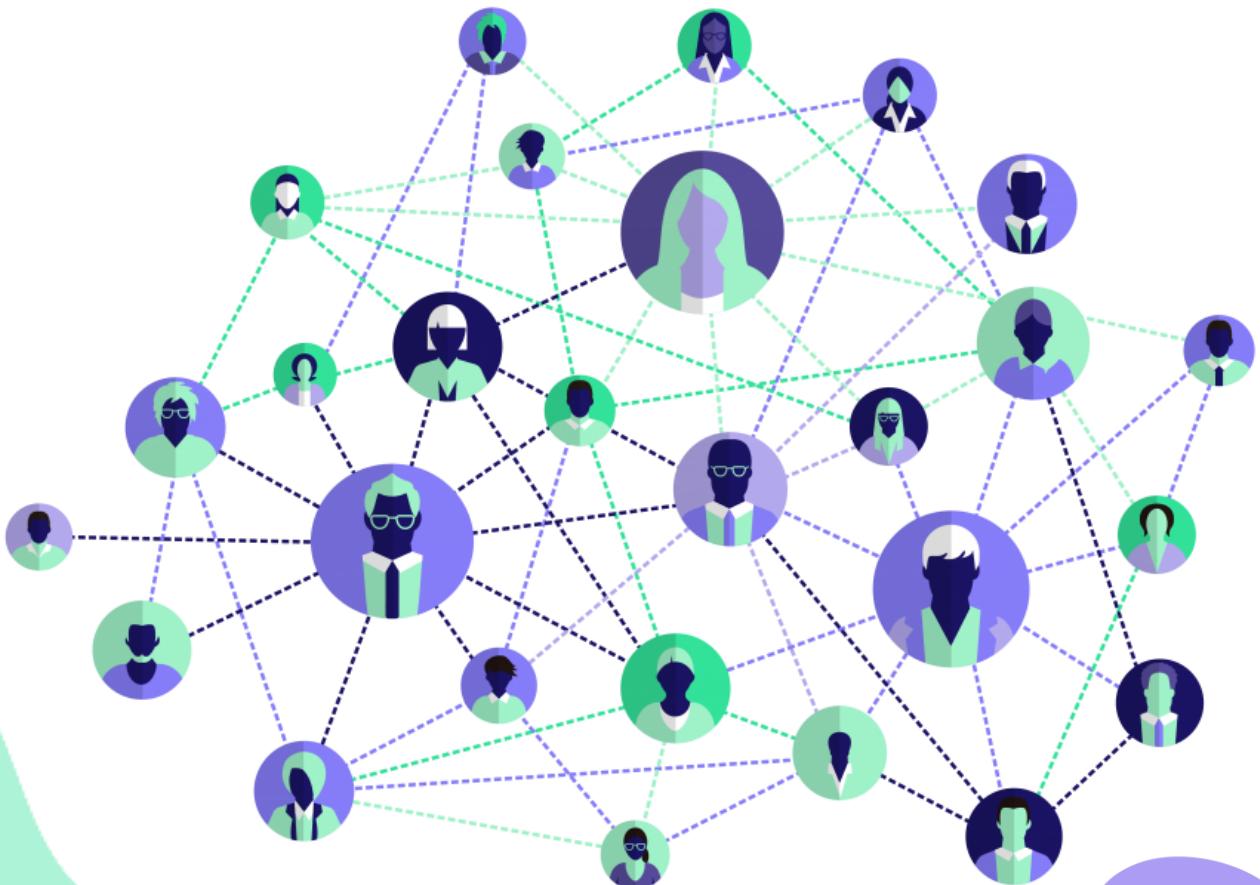
The Chair of the VAC Board of Trustees has the same responsibilities as other Trustees, as well as the additional responsibilities specific to the post outlined below. The Chair:

- helps develop working relationships among the Trustees and with the CEO.
- leads the recruitment, appraisal and development of the CEO.
- acts as the liaison point for between the CEO and the Board and, where necessary, makes leadership decisions where quick guidance is needed.
- leads the recruitment and selection of future VAC Trustees.
- takes on the lead ambassadorial role for VAC.
- contributes towards creating and sustaining what's known as a 'learning Board' by participating in or leading Trustee induction and Board development activities.
- offers support, guidance, mentoring and coaching for other Trustees, particularly those new to the VAC Board.
- Coordinates and chairs meetings of the Board.

Person specification

In addition to the general person specification required of any Trustee, the Chair of the VAC Board should ideally have or seek to develop the following characteristics:

- Management experience, ideally at a senior level.
- Exceptional commitment to the work of VAC and the charitable sector in Calderdale, Kirklees and the wider communities.
- Strong communication skills with the ability to present to a variety of audiences of various sizes.
- Highly developed diplomatic and negotiation skills.
- Ability to build partnerships and develop strategic relationships and an enthusiasm to do so.
- A very high commitment to VAC's mission, vision and values.
- Experience of chairing meetings.
- Knowledge of charity governance.



Vice Chair of Trustees role description

The Vice Chair of the VAC Trustee Board provides support for VAC by deputising for the Chair, taking a lead role in board development and building connectivity between Board members.

Key responsibilities

The Vice Chair of the VAC Board of Trustees has the same responsibilities as other Trustees, as well as the additional responsibilities specific to the post outlined below. The Vice Chair:

- deputises for the Chair where needed, including chairing meetings and acting as Interim Chair if the position is vacant.
- leads on creating and sustaining what's known as a 'learning Board' by participating in and leading Trustee induction and Board development activities.
- offers support, guidance, mentoring and coaching for other Trustees, particularly those new to the VAC Board.
- where needed acts as a liaison between the Trustees and the Chair when the rest of the Board want to understand or scrutinise decisions the Chair has made.

Person specification

In addition to the general person specification required of any Trustee, the Vice Chair of the VAC Board should ideally have or seek to develop the following characteristics:

- Exceptional commitment to the work of VAC and the charitable sector in Calderdale and Kirklees.
- Strong communication skills with the ability to present to a variety of audiences of various sizes.
- Highly developed diplomatic and negotiation skills.
- Ability to build partnerships and develop strategic relationships and an enthusiasm to do so.
- A very high commitment to VAC's vision and values.
- Willingness to challenge and scrutinise decisions.

Duties of a Trustee

- **Establishes and maintains vision, mission and values** - The Board of Trustees is responsible for establishing and maintaining the vision and aligning it with the strategic objectives. Trustees are required to make themselves familiar with and uphold VAC's statement of values that underpin all aspects of the organisation's activity.
- **Develops strategy** - The Board of Trustees and the Chief Executive Officer are responsible for developing the long-term strategy and keeping it under review through regular updates at Board meetings and taking necessary action to keep the organisation on track. Trustees have an important individual and collective role in working with the Chair, the Chief Executive Officer and the Senior Management Team to evolve the strategic direction of VAC and to ensure delivery of the organisation's goals.
- **Establishes and monitors policies** - The Board of Trustees agrees a range of policies which govern organisational activity, the systems for monitoring and reporting the implementation of those policies and a code of conduct for Trustees. Trustees are responsible for monitoring performance and asking challenging questions.
- **Ensures accountability** - Trustees are responsible for ensuring the charity is solvent and run, in accordance with best practice. They should be familiar with the Constitution, Charity Commission governance documents and their responsibilities under Charity and Company Law. They should ensure that Voluntary & Community fulfils its legal obligations for accountability which includes publishing annual reports and accounts.
- **Ensures compliance with the law** - Trustees are responsible for checking that all the charity's activities comply with current laws and regulations.
- **Maintains proper fiscal oversight** - Trustees are responsible for managing the resources and funding of VAC so it can deliver its strategic objectives and annual budget commitments. In order to do this, the Board of Trustees ensures there are plans in place to secure sufficient resources to fulfil the mission, monitors spending, approves the annual financial statements and budget, protects the charity against liabilities by managing risk and by providing insurance, and ensures compliance with the law.
- **Respects the role of staff and volunteers** - The Board of Trustees recognises and respects the roles and responsibilities of the Chief Executive Officer, the staff and volunteers and does not seek to interfere with their work. At the same time, it creates policy to guide the activities of staff and volunteers and safeguards the interests of the charity.

- **Maintains effective board performance** - Trustees are responsible for engaging productively at Board meetings. This means attending regularly, reading and considering Board papers in advance of meetings and making an active contribution. Trustees should be professional and constructive in their challenge, always acting in the best interests of the charity. When a decision has been reached by a majority of Trustees then the Board adopt this in a collective manner irrespective of the individual views of Trustees. Trustees should be willing to play an effective role in committees.
- **Promotes Voluntary & Community** - Trustees are expected to be good ambassadors for Voluntary & Community. Their behaviour at all times should enhance and protect the reputation of the charity and be in accordance with the Charity Commission's Code of Conduct and the Nolan Principles. They should take every opportunity to champion Voluntary & Community and support its activities.



VAC sub-committees

In order for greater oversight and scrutiny across the organisation, the VAC Board of Trustees have set up specific sub-committees to ensure the board undertakes its duties with due insight and consideration. Trustees are proposed, nominated or volunteer and are then appointed based on their skills, knowledge, expertise and interests to further our work and impact for the sector and the communities we serve.

Business Development Sub-committee

The Business Development Sub Committee provides oversight and guidance on opportunities to grow the organisation, scrutinising in detail the strategies, plans and any associated funding opportunities or requests made, ensuring these are in line with the aims and objectives of the organisation and the strategic direction as agreed by the Board.

Roles and responsibilities

- Support the development of internal processes to ensure decisions on which opportunities are pursued are in line with organisational priorities, are financially viable and achievable.
- Act as a sounding board for the CEO and staff team to develop and follow good practice and to support with the development of strategies, plans and budgets.
- Actively ask questions and provide constructive challenge on all activities and proposals brought to the group, maintaining a line of sight to VAC scope, strategic priorities and internal capacity at any given time.
- Scrutinise in detail the proposed strategies, plans and funding needs/request, ensuring these are aligned with the organisational strategy, aim and objectives.
- Provide bid approval for high risk or high value opportunities.
- Members will be available to support the CEO and staff team to develop their strategies and proposals as appropriate, before presenting papers to the Sub-Committee for consideration.
- Report at least annually to the Board.



Internal Operations Sub-committee

The Internal Operations Sub-Committee supports VAC's internal activities as requested by the Board or CEO and provides scrutiny, oversight and guidance as appropriate in the following specific areas of VAC's business - finance, HR, IT, health, safety and environment, plus carry out a similar role for the office building itself and all who use it currently and could use it in the future.

Roles and responsibilities

- Support the development of internal processes to ensure internal developments and operations are in line with organisational priorities, are financially viable and achievable.
- Act as a sounding board for the SMT to develop and follow good practice and to support with the development of strategies, plans and budgets.
- Actively ask questions and provide constructive challenge on all activities and proposals brought to the group, maintaining a line of sight to VAC scope, strategic priorities and internal capacity at any given time.
- Scrutinise in detail the proposed strategies, plans and funding needs/request, ensuring these are aligned with the organisational strategy, aim and objectives.
- Consideration of business cases, proposals or strategies which are high risk prior to formally presenting at the VAC Board.
- Members will be available to support the SMT to develop their strategies and proposals as appropriate, before presenting papers to the Sub-Committee for consideration.
- Report at least annually to the Board.



Trustee Skills and Competencies

Knowledge and Experience

- A clear understanding of, or a willingness to learn, the role of a Trustee.
- Experience of operating in a senior role, or as part of a senior team (as well as working on own initiative).
- A willingness to learn and develop knowledge of management and potential governance issues.
- An understanding of, or willingness to learn, the work of the voluntary and community sector
- A strategic thinker or prepared to develop strategic thinking.
- A sharp mind who exercises good judgement.
- An effective communicator.
- Pro-active, willing to offer constructive challenge and support judgements.
- A team player who respects different views and is able to work with Board colleagues and the Senior Management Team.
- An ability to build strong relationships and champion VAC.

Personal Qualities

- Demonstrates drive and determination.
- Brings the commitment necessary to devote sufficient time, preparation and effort required to meet the responsibilities of being a trustee.
- Demonstrates integrity, honesty and flexibility.
- Demonstrates active listening skills and is open to the views of others.
- Shows commitment to inclusion and diversity.

Useful Links

There is a lot of guidance out there for Charity trustees and we have collated the following to support you in becoming part of VAC.

- **Voluntary & Community** is a charity and company limited by guarantee. Our Trustees are members of VAC, made up of representatives from local voluntary and community organisations and individuals who support VAC's vision, aims and ambitions.
<https://www.cvac.org.uk/>
- The **Voluntary Sector Infrastructure (VSI) Alliance** is a local partnership, made up of four voluntary and community sector support organisations and two public sector bodies, working together, ensuring the Calderdale VCSE sector is represented, supported and celebrated. <https://www.vsialliance.org.uk/>
- **Quality 4 Health + Wellbeing:** This nationally recognised quality standard adds value to VCSE organisations, enabling them to demonstrate the quality standards within their organisations, evidence the quality of the health services they deliver and show how these services make a real difference to their service users in response to local need; to deliver local outcomes. <https://www.qualityforhealth.org.uk/>
- **The Essential Trustee:** This is what you need to know, what you need to do (CC3) - being a trustee is a serious responsibility, but it doesn't have to be daunting if you are armed with the right knowledge and understand your duties. Please ensure you read this so you have all the essentials covered.
<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do>
- **The Essential Trustee – 6 Main Duties:** This is essential reading from the Charity Commission on the governance jigsaw and the 6 main duties of Trustees
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/544220/Jigsaw.pdf
- **What Makes a Charity:** This guidance from the Charity Commission explains what a charity is <https://www.gov.uk/government/publications/what-makes-a-charity-cc4/what-makes-a-charity-cc4>

- **15 Questions a Trustee must ask:** This 15 question checklist from the Charity Commission helps Trustees think about how charities operate
<https://www.gov.uk/government/publications/charity-trustee-meetings-15-questions-you-should-ask>
- Visit the **Charity Commission** website <https://www.gov.uk/topic/running-charity>
The section termed essential reading will be insightful regards your role, responsibilities and obligations as a Trustee. Please have a browse and do query anything as necessary
- The **NAVCA** (National Association for Voluntary and Community Action) support charities and voluntary groups across the country, helping them to thrive and deliver essential services within their communities. <https://navca.org.uk/>
- Visit the **NCVO** (National Council for Voluntary Organisations) <https://www.ncvo.org.uk/> website. This organisation champions the voluntary sector and volunteering because they're essential for a better society. Login details will be provided on request. VAC are members, you can create your own login with NCVO to access the members' area
<https://www.ncvo.org.uk/how-to-log-in.>
- **Charity Governance Code:** This code is a practical tool to help charities and their trustees develop high standards of governance <https://www.charitygovernancecode.org/en/pdf>
- **Reach Volunteering** is a community that can help volunteers find opportunities but equally support charities make contact with volunteers and/ or trustees
<https://www.reachvolunteering.org.uk>
- **Getting On board** helps, supports and train charities to improve their board recruitment, and help volunteers find the best possible opportunities <https://www.gettingonboard.org/>
- The **GOV.UK** website has a section on **Managing charity finances**, which covers keeping charity money safe <https://www.gov.uk/guidance/managing-charity-finances>
- **Stewardship** provides a variety of briefing papers for trustees and generic training courses on the role of trustees <https://www.stewardship.org.uk/resources/briefing-papers>

Jargon Buster

This is a comprehensive, but not exhaustive list of the terms and words you will come across in relation to VAC – if you come across something not listed, let us know so it can be added.

Acronym / Term	Description
AGM	Annual General Meeting An AGM is a formal meeting held annually to review annual accounts and trustee report as well as electing Trustees
Agenda	The list of items the Board will consider during its meetings
Audit / Independent Examination	The finances of the charity are looked at by an independent person – an auditor, to make sure they are being properly managed and presented. This happens every year and the finances are then included in the annual report which is filed with the Charity Commission on their website
Annual Report	This report must explain the charity's charitable purposes and what it has done during the year. VAC sets out their strategy in detail and provide information on their impact. The report will also contain the year's accounts for the charity
Beneficiary	Someone who benefits from the charity's work or activities
Chair	The Trustee who leads Board meetings. Also the CEO's line manager
Conflict of Interests	Trustees should not receive any benefit from their role and should not influence decisions that have a direct impact upon them or organisations they work for. Trustees need to complete annual 'declaration of interest' forms to make it clear what other organisations they are involved with or any other interests they are involved with and where conflicts might arise
Conflict of Loyalty	Trustees have a legal duty to promote the interests of the charity they are involved in, not of any other organisation they may be involved with. This is particularly relevant where trustees have been elected as representatives of member organisations – they must not promote the interests of their organisation, especially if these might conflict with those of VAC.
CEO	Chief Executive Officer Charity CEOs provide clear leadership to deliver the mission, vision and values of the organisation they work for; and they are also well placed to be visible and powerful advocates for the cause their charity represents.
DBS	Disclosure and Barring Scheme Run by the Government, this scheme helps to prevent unsuitable people from working with vulnerable groups, including children. Charities may ask staff and Trustees to submit their details to the scheme, which results in certificates being issued with details of any convictions, allowing charities to judge whether they are recruiting suitable people into their organisation.
EDI	Equality, Diversity and Inclusion.
Induction	Training and support for new members of staff or Trustees. This induction process should help new Trustees understand VAC as an organisation and the Board and help them to feel comfortable in their new role.

Acronym / Term	Description
Mission	Why an organisation exists and the broad effect it wants to achieve. A summary of the overall difference it wants to make.
Minutes	A written account of any meeting, recording decisions and actions. Board and Sub-committee meetings have written minutes so there's an agreed write up of what was discussed and decided. Minutes from the previous meeting are also approved at the next meeting to make sure all Trustees agree they are an accurate record.
Quorum	The number of Trustees that need to be present at any meeting for it to be counted as a formal meeting and for decisions to stand.
Lay Trustee	Used by organisations where they also have specialist board members from the sector or specialism they work to support. Lay trustees are people from outside that specialist area who bring different expertise and perspectives to the Board.
Member	Membership of the charity is open to organisations which apply in the form required by the Trustees; and meets such criteria as the Trustees may from time to time prescribe.
Memorandum and Articles	A formal document setting out the organisations objects and powers, how it will be run, and how long Trustees may serve on the Board for (terms of office).
Regulator	The Charity Commission for England and Wales regulates and registers charities in England and Wales. It also runs an online register of charities, which provides information about all registered charities. All charities with an income of more than £5,000 need to register with the Commission.
Retirement Cycle	At each AGM, one third of the Trustees shall retire from office. The Trustees to retire shall be those longest in office since they were last elected or appointed.
Safeguarding	Actively preventing harm, harassment, bullying, abuse and neglect towards volunteers, staff members, participants and donors. A result of organisation-wide discussions.
SMT	Senior Management Team is responsible for planning and directing the work of VAC.
SORP	Statement of Recommended Practice provides recommendations and requirements setting out how to prepare 'true and fair' accounts in accordance with UK accounting standards.
Stakeholder	Anyone with an interest in VAC as a charity and how it's run or works in or has an interest in VCSE. This includes Trustees, volunteers, beneficiaries, staff, funders, partners, suppliers etc.
Sub-Committee	Sub-committees exist to take a more detailed look at particular aspects of VAC's work and operations. These may change from time to time, but currently there are two Sub- Committees, Internal Operations and Business Development. All committees have terms of reference (see separate definition) that are approved and reviewed by the Board. This might include some decision making powers on particular issues/areas delegated (given to them) by the Board.

Acronym / Term	Description
Term of Office	How long Trustees may serve on the Board. For VAC, this is currently up to 6 years.
Trustee	People having the general control and management of the administration of a charity, regardless of what they are called. In the case of a charitable company it is the directors who are the charity trustees.
VAC	Voluntary & Community , formally known as Volunteer Action Calderdale.
VCSE	Voluntary, Community & Social Enterprise Sector.
Values	Are a set of principles that set out the way in which the charity wants to achieve its mission and operate day to day.
Vice Chair	The Vice Chair stands in for the chair when required and helps to share the leadership role.
Vision	What the world will look like if the charity achieves its mission.



The Recruitment Process for Trustees

Stage 1

- Advertise Trustee vacancy internally to Members and externally via various agreed mediums.
- Interest in Board vacancy comes through to Chair/ Vice Chair/Trustee/CEO.
- Chair/Vice Chair/ Trustees/CEO instructs Board Clerk to send Board pack to candidate.
- Candidate sends in CV and supporting statement by email by an agreed date.
- Chair/Vice Chair review CV and supporting statement (with CEO/Trustee input where required).
- If considered suitable – proceed to stage 2.

Stage 2

- Arrange call / meeting with Chair/ Vice Chair within 10 working days of successful application for informal interview (during formal recruitment this will be followed up with interview/selection process).
- If considered suitable – recommend to Board for in principle approval and proceed to stage 3.

Stage 3

- Invite individual to a Board meeting to observe.
- Following the meeting discussion and agreement on appointment with Trustees, Chair/ Vice Chair and CEO arrange call with the individual regards the position and appointment onto Board if approved.

If not considered suitable at any stage, applicants will, as a minimum, receive telephone or written notification of the outcome of the process from the Chair or CEO.

How to Apply

To apply for a Trustee role, please send your CV and a supporting statement as to why you are applying for the role and the skills you will bring to the VAC Board (no more than 2 sides of A4) in line with the role description.

For submission of CV and supporting statement please send by email to:

Kathryn.sullivan@cvac.org.uk

For an informal discussion about the role, please contact Tracy (Chair VAC Board) on 07810 156765 or Kathryn Sullivan (CEO VAC) on 07485 049457

Should you wish to post your application, please send to:

Kathryn Sullivan

Chief Executive Officer

VAC Resource Centre

Hall Street

HALIFAX

HX1 5AY

VAC

Resource Centre

Hall Street

Halifax

cvac.org.uk



01422 348777



info@cvac.org.uk



**VOLUNTARY
& COMMUNITY**

Improving

Local Lives.

Document Control

Document:			
Name:	Purpose:		
VAC Trustee Welcome Pack	Onboarding New Trustees		
VAC Trustee Handbook	Onboarding New Trustees		
Document Classification:			
Classification:	Additional/Sub-Classification:		
VAC Publications	VAC Records		
Document Owner(s):			
Name:	Business Unit (BU):	Title:	Contact Details:
Sarah McLellan	Eureka VA	VAC Board Clerk	Sarah@eurekava.co.uk
Approved Author(s) / Editor(s):			
Name:	Business Unit (BU):	Title:	Contact Details:
Sarah McLellan	Eureka VA	VAC Board Clerk	Sarah@eurekava.co.uk
Approved Distribution:			
Name/Group:	Title:	Business Unit (BU):	Contact Details:
Trustee Board	N/A	Volunteer & Community	N/A
Kathryn Sullivan	CEO	Volunteer & Community	kathryn.sullivan@cvac.org.uk
Tracy Saunders	VAC Chair	Volunteer & Community	tracy.saunders@btinternet.com

Document Control:

Version:	Author:	Date:	Status:	Update:	Comments:
00	Emma Worsley	12/02/2020	2020 version	Annually	01/02/21 Superseded
1	Sarah McLellan	26/02/2021	2121 version	Annually	26/02/21 DRAFT
2	Sarah McLellan	28/02/2021	Trustee Welcome Handbook	Annually	TS Signed off and added comments
3	Sarah McLellan	09/03/2021	Trustee Handbook	Annually	EW signed off and added comments
4	Sarah McLellan	12/04/2021	Trustee Handbook	Annually	Sent to CEO for approval
5	Dipika Kaushal	14/07/21	Trustee Handbook 2021	Annually	Review and approved on actioning comments
6	Sarah McLellan	14/07/2021	Trustee Handbook July 2021	Annually	Formatting
6.1	Sarah McLellan	05/08/2021	Trustee Handbook August 2021	Annually	Added VSI Alliance link and formatting
7	Sarah McLellan	15/09/2021	Trustee Handbook September 2021	Annually	Added VSI Alliance link and formatting