



TRUSTEE MANUAL



Action Packed Holidays That Embrace
EveryAbility

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1. Board Responsibilities and Role of Trustees

Birmingham PHAB Camps is an **unincorporated association** charity. The Board of Trustees has ultimate responsibility for directing the affairs of the charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up. Day to day management of the charity's affairs is in the hands of an Operational Committee, together with a group of operational sub-teams, holiday leaders and volunteers. Board membership is voluntary and unpaid.

The Board is made up of four officers (outlined overleaf), whose time commitment is necessarily hands-on, and three additional trustees whose input will be less time intensive and geared more towards guidance.

Board meetings are held four times a year and typically last two to three hours. Papers are circulated in advance of the meetings and discussions are generally led by the Chair or one of the other officers as appropriate.

Main responsibilities of the Board:

The Board's primary responsibility is to have oversight of the charity and accountability for its governance. Trustees must therefore have the aptitude and commitment to make a significant contribution to the Board of Birmingham PHAB Camps. Trustees are accountable to: our donors and funders, beneficiaries, members, volunteers and the general public.

- We create and review policies to govern organisational activity. Ultimate policy-making responsibility belongs to the Board. For this reason, we are responsible for keeping abreast of any legislature or good practice that Birmingham PHAB Camps should incorporate.
- We delegate the formulation of general guidelines and processes to the Operational Committee, Sub-teams and Camp Leaders, providing assistance when requested, and reviewing only if we deem necessary.
- We are responsible for conducting risk assessments and checking that all our activities are legal and within our constitutional objects and powers. We publish annual reports and accounts.
- We commit to providing support and guidance (which may involve background/legal research) to the Operational Committee and sub-teams on any matter that cannot be resolved at an operational level. This could include financial or logistical constraints, questions of legality, disagreement, complaint, or following up on specific safeguarding concerns etc.
- We are responsible for effectively managing Birmingham PHAB Camps resources so it can meet its charitable objects. This means:
 - Monitoring spending in the best interests of the charity
 - Approving the annual financial statement and budget
 - Protecting the charity against liability by taking out the appropriate insurance
 - Seeking to minimise risk for the charity
 - Advising the Fundraising Team in the production of an effective fundraising strategy
 - Ensuring legal compliance

Role of the Trustees

- Ensure objective leadership and governance by serving the whole charity, rather than serving on behalf of other individuals, specific camps, or sub-teams etc.
- Understand the charity's aims and objectives as set out in both the Constitution and the Operational Guidelines, and ensure that it operates in accordance with them.
- Attend and contribute expertise to meetings of the Board and the AGM.
- Respond to e-communications and attend extraordinary meetings if required.
- Declare any potential conflicts of interest and withdraw from any decision making process where undue bias is inevitable.
- Help identify trustee applicants, and actively promote the opportunity to volunteer with Birmingham PHAB Camps
- Work on individual tasks for the charity to the furtherance of its:
 - sustained legal compliance
 - policy review (inclusive of background research)
 - long term strategy, sustainability and succession planning

Specific tasks

There will be **four serving officers** on the Board at any one time: Chair, Vice Chair, Treasurer, and Communications Officer (Secretary), and their duties are outlined overleaf.

The three additional trustees will be asked to assume oversight of a specific governance concern for the charity. This could be: safeguarding, legal compliance, longer term fundraising strategy, policy review or other projects.

New trustees will be invited to an induction meeting with the Chair and/or other serving officers. This will include a discussion on how they can best contribute to the development of Birmingham PHAB Camps through their role on the Board and an agreement of specific goals and responsibilities. The meeting will also address any areas of support new trustees feel they might need.

Time requirements

Trustees are expected to attend:

- Four Board meetings per year
- The AGM

...and carry out given tasks from home.

The Board will be voted in collectively on two year terms. There is no maximum number of terms that a Trustee can serve as long as they are re-elected.

NB:Serving officers will also sit on Operational Committee and a sub-team and the time requirement will necessarily be more. The three additional trustees are not expected to attend other meetings or events but are of course welcome to do so any time they wish.

2. Roles of Officers on the Board

Chair: Role and Duties

1. Act as a spokesperson for Birmingham PHAB Camps
2. Represent the charity at functions, meetings
3. Respond to / investigate complaints
4. Manage annual cycle of Trust Fund applications or delegate accordingly
5. Chair the Board of Trustees and Operational Committee
6. Plan the annual cycle of Board meetings
7. Set agendas for Board meetings
8. Scrutinise Board papers and prepare for each meeting
9. Give direction to Board policy-making
10. Bring impartiality and objectivity to decision-making
11. Monitor that decisions taken at meetings are implemented
12. Facilitate change and addressing conflict within the Board and within the organisation
13. Provide guidance on new initiatives

Vice Chair

The Vice-Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

Team work

The Chair and the Vice Chair work as a team, keep each-other fully informed, support each-other, provide joint approval of minutes prior to circulation and will share many of the duties outlined above. Both will be expected to demonstrate strong leadership, compassion and exemplary organisation.

At the current time, the general split of key responsibilities is broadly as follows but this is not a requirement and it is entirely up to the serving Chair and Vice Chair at any one time to decide how they may wish to split, share or delegate duties between them:

The current Chair tends to handle:

- external facing matters representing the charity across all stakeholders
- management of the Operational Committee, and Volunteer Training Day Plan
- fundraising matters

The current Vice Chair tends to handle:

- internal facing matters and record keeping, working closely with the Communications Officer in doing so
- policy review
- financial authorisations (all authorisations have to be made within two days of the Treasurer putting them on the system, so this is a regular and high-exception task)
- oversight of the sub-teams and Leader Training Plan

Specific qualities required of both

1. Complete commitment to the charity during time in office
2. Leadership and good chairing skills
3. Strategic vision
4. Good, independent judgment
5. Willingness to speak their mind and willingness to listen

Communications Officer: Role and Duties

The general role of the Communications Officer is to support the Chair and Vice Chair by ensuring the smooth functioning of the Board. Either personally or by delegation, they should:

1. Receive agenda items from other trustees
2. Prepare agendas in consultation with the Chair and Vice Chair
3. Circulate agendas and supporting papers in good time
4. Make arrangements for meetings:
 - Booking the room
 - Equipment
 - Refreshments
 - Facilities for those with special needs
 - Check that a quorum is present
5. Minute the Board and Operational Committee meetings and circulating the draft minutes of Board and Operational Committee meetings
6. Ensure that approval of the previous meeting's minutes is recorded at the beginning of each meeting and that minutes are stored on the One Drive accordingly
7. Check that trustees or members have carried out action agreed at a previous meeting
8. Circulate agendas and minutes of the AGM and any special or extraordinary general meetings
9. Take a lead role in co-ordinating the Communications Team and overseeing the charity's web and social media interface

Specific qualities required

1. Excellent organisational ability
2. Knowledge or experience of business and committee procedures
3. Able (and willing) to meet deadlines
4. Minute-taking experience
5. IT literate, with a good understanding of social media and web interface

Treasurer: Role and Duties

1. Maintain an overview of the organisation's affairs so as to ensure its financial viability and that proper financial records and procedures are maintained
2. Set-up and maintain charity bank account
3. Process and arrange payment of all invoices to the charity or reimbursement of expenses
4. Arrange suitable insurance for the charity to cover liability, equipment, transport and any assets
5. Approve individual holiday budgets prepared by the holiday leaders
6. Be assured that the financial resources of the organisation meet its present and future needs
7. Ensure that the charity has an appropriate reserves policy
8. Prepare and present financial reports to the Board
9. Ensure that appropriate accounting procedures and controls are in place
10. Liaise with volunteers about financial matters
11. Advise on the financial implications of the organisation's strategic plans
12. Ensure the organisation's compliance with finance, tax and similar legislation
13. Ensure that the accounts are prepared and disclosed in the form required by funders and the relevant statutory bodies, e.g. The Charity Commission
14. Ensure that the accounts are scrutinised in the manner required (independent examination or audit) and any recommendations are implemented
15. Keep the Board informed about its financial duties and responsibilities
16. Contribute to the fundraising strategy of the organisation
17. Make a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent and easily understandable way

Specific qualities required

1. Financial qualifications and/or experience and good numerical capabilities
2. The skills to analyse proposals and examine their financial consequences
3. Ideally experience of charity finance, fundraising and auditing
4. Attention to detail
5. Willingness to keep abreast of financial legislation & insurance requirements relevant to the charity sector
6. Being prepared to make unpopular recommendations to the board

3. Eligibility of Charity Trustees

as advised by CivSoc Consulting 2015

Qualities

1. *Commitment to the cause* and willingness to devote the necessary time and effort
2. Strategic vision
3. Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
4. Good, independent judgment
5. Ability to think creatively
6. Willingness to speak their mind and willingness to listen
7. Ability to work effectively as a member of a team
8. Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
9. Tact and diplomacy
10. Good communication and interpersonal skills
11. Impartiality, fairness and the ability to respect confidences

Eligibility

Age

Under charity law, a person must be aged 18 or over to serve as a charity trustee unless the charity is a company (which Birmingham PHAB Camps is not), when the minimum age is 16 for directors under company law. Note that under the 2011 Charities Act, the legal definition of a charity trustee is a person having the general control and management of the administration of a charity.

Personal Solvency

Under charity law, a person is disqualified from acting as a charity trustee if he/she:

- is an **undischarged bankrupt** or
- is subject to an **order for composition or arrangement with her/his creditors** under the Insolvency Act 1986 and the order has not yet been discharged
- is subject to an Insolvency Act Order for failing to make payments under **an administration order** is also disqualified, unless s/he has been specifically cleared to be a trustee by the Court that made the Order.

Criminal Record

All Trustees (and Operational Committee Members) shall agree to a DBS check.

A person is disqualified from being a charity trustee if s/he has been convicted of a criminal offence involving **dishonesty or deception** which has not been spent under the Rehabilitation of Offenders Act 1974. **NB:** If the sentence on conviction for the offence was **imprisonment (even if suspended) for more than 4 years**, then that person is **disqualified for life**. A person is disqualified from being a trustee of a children's charity if s/he has been **disqualified from working with children** under Criminal Justice and Courts Services Act 2000.

Removal Orders

Charity trustees who have been removed as company directors by the High Court or as trustees by the Charity Commission are disqualified from acting as company directors and/or charity trustees.

Appendix.

Applying to be a Trustee

Should you agree to stand for the role of Trustee please complete the form below and return, together with your CV, to: volunteer@bhamphabcamps.org.uk

NB: Please put ***Trustee Expression of Interest*** in the subject field. NB: If we do not already keep references on file for you, we also ask for two referees whom we can contact if you go forward as a candidate.

Expression of Interest Form

1. I should like to stand for a (*highlight or circle as appropriate*):

- a. Trustee position
- b. Officer Position (please highlight which position)
 - Chair
 - Vice Chair
 - Communications Officer
 - Treasurer

2. Please state who you are and a short bit about your background (max 150 words)

3. What motivates you to be a Trustee or Officer? (max 150 words)

4. What kind of expertise do you consider you bring to the Board?

(please could you place a tick next to each relevant topic)

Area	
Administration	
Conflict Resolution	
Consultancy	
Customer Care	
Disability	
Equal Opportunities	
Financial	
Fundraising or campaigning	
General Strategic Planning and Training	
Governance / Charity Sector Experience	
Human Resources / volunteer recruitment	
IT / Systems	
Knowledge of the Community / Networks/Alliances	
Legal	
Marketing, PR, Social Media, Web-editing	
Organisational Management	
Policy Implementation	
Research	
Risk assessment	
Safeguarding	
Social Services	
Other (please specify)	

5. Expanding upon up to three of the above,

**what particular experience or skills do you feel you offer?
(max 200 words)**

6. Are there any areas of the charity's work you have a particular interest in and/or would like to become more involved in?

Please return the above, together with your CV, to: volunteer@bhamphabcamps.org.uk Please put **Trustee Expression of Interest** in the subject field.

--- Any applicants for whom will do not already possess references are also asked to provide two referees whom we can contact for a reference. Please state their position (if in work), how they know you and provide an email address and telephone number. ---