

Getting the most from your Charity Trustees

Guidance to help you grow a
winning sports club.



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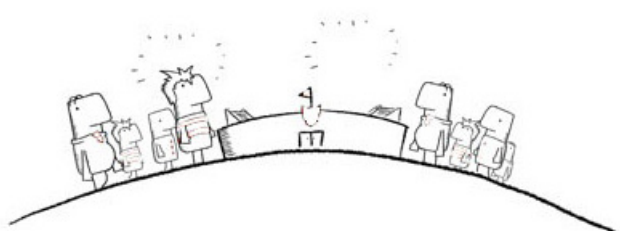
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CLUB DEVELOPMENT GUIDANCE

CHARITY TRUSTEES



A club's board of trustees can be one of their greatest assets. Like any other volunteers, they are involved because of their passion and enthusiasm for the club's objectives and charitable purposes; the board is also a place where you can bring together diverse skills, expertise, perspectives and experience to guide the club and open up new possibilities for having an even greater impact.

Trustees also have legal duties which have to be performed to a high standard. The Charity Commission provides comprehensive guidance on the duties of trustees in "The Essential Trustee: What you need to know, what you need to do" (known colloquially as "CC3"). The main legal duties summarised in the introduction to that document are:

- Before you start - make sure you are eligible to be a charity trustee
- Ensure your charity is carrying out its purposes for the public benefit
- Comply with your charity's governing document and the law
- Act in your charity's best interests
- Manage your charity's resources responsibly
- Act with reasonable care and skill
- Ensure your charity is accountable

Board Roles

For effective management of your club you need to ensure your board of trustees has clearly defined roles. These are usually described in the club's rules; as a minimum clubs should have a chairperson, a treasurer and a secretary.

Your club should regular elect new trustees as an opportunity to develop or bring in new

skills, experiences and perspectives. Most clubs' rules set out maximum terms of office, with limits to the consecutive number of terms any individual trustee can serve. The rules may also specify the need for particular types of trustees on the board.

Club rules should also describe the process of electing trustees at your Annual General Meeting (AGM). Make sure you know whether nominations for new trustees have to be taken in advance or if you can take them at the meeting (most AGMs require a proposer and a seconder for each nomination).

Recruitment of Trustees

In addition to any requirement in your rules for trustees to regularly stand down, you might also look for new trustees if:

- Some of your trustees have left or are intending to leave
- Your board needs further skills and experience
- Your board needs reinvigorating

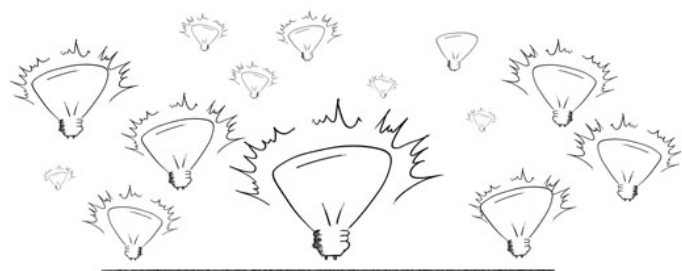
Recruitment of trustees is also an opportunity

Guiding principles for charity trustees:

1. Use your passion and enthusiasm for the charity and board's benefit
2. Act in the interests of the club not your own
3. Remember your legal duties as charity trustees
4. Be diligent, careful and well informed
5. Challenges can be overcome – tackle them head on
6. Ensure the club keeps records of board decisions
7. Engage, consult and involve the membership; their support is a competitive advantage
8. Seek help from others when you need it
9. Good governance is critical – don't lose sight of it

to tell people what the charity does and the contribution it makes – get them excited and as passionate as you are. Most clubs' trustees are unpaid, and you will be asking them to take legal responsibility for the club despite their voluntary involvement. It's important that they are involved for the right reasons, and share a consistent vision for the club with the other people involved in your club.

Although they are volunteers, recruitment of trustees should be done just as diligently as you would for paid positions. Interview them, make sure they have the right skills and characteristics, and will be able to work with your board and staff. Appoint or elect them in accordance with your rules. Bring them on board effectively through an induction process, and an introduction to the people in your charity, its activities, and its ways of working. And think about succession planning – make sure you have some younger trustees, and a route for trustees to step down (temporarily or permanently).



Best practice for board meetings

- Be clear on roles (chair, secretary, etc)
- Respect people's time – particularly if they are volunteers – by starting and finishing on time and being efficient
- Be clear about the purpose of your meeting and of each discussion, and make specific requests of your trustees
- Prepare well – ensure all the information is available to facilitate the discussion
- Refer to your governing document – ensure decisions are consistent with your charity's purposes
- Be decision-focussed and action-focussed
- Seek feedback and act on it! There is always room for improvement

Legal Responsibilities

Charity trustees are the governing body of the charity and control the management and administration of the charity. Not only responsible for their own actions, they are also responsible for the actions and decisions taken when acting together.

Trustees must act in a manner consistent with the charity's purpose:

- Take time to understand your charity's purpose(s)
- Revisit your governing document regularly
- Always act honestly and reasonably, and make sure the activities advance the charity's purposes
- Make sure the assets are being used to achieve the purposes of the charity

Trustees must act with care and diligence:

- When you are dealing with the charity's affairs, you should do so as carefully as you would if you were looking after a person's affairs
- Protect your charity – assets, beneficiaries, reputation
- Understand the financial position of the charity

Trustees must manage any conflict of interest between the charity and any person or organisation who appointed you as a charity trustee:

- Be clear what conflicts could arise
- Have a policy/procedure to manage conflicts
- Keep a written record of what the charity did and why

Where necessary Trustees must comply with the The 2005 Charities and Trustee Investment (Scotland) Act's specific duties regarding:

- Charity details on the Scottish charity register
- Report changes to your charity to OSCR
- Financial records and reporting
- Fundraising
- Providing information to the public

ABOUT CLUB DEVELOPMENT SCOTLAND

Club Development Scotland is a one-stop resource for sport clubs of any size to help them best govern and develop their activities.

While we can't guarantee sporting success, we can bring unrivalled experience to show you a route to succeed as a club as one of Scotland's leading sport club consultants.

Club Development Scotland is the consultancy arm of Supporters Direct Scotland, a membership organisation created to address the disconnect between clubs and communities.

This is an extension of the work that has been delivered throughout England and Wales by Supporters Direct, where we have helped sports groups raise more than £50 million.

OTHER SERVICES:

Club Development Scotland offer a range of services to help you grow a winning club. This includes:



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