



Inducting & Supporting Management Committees members/trustees

Management Committee members or Volunteer Charity trustees do play a different role in the group/charity to volunteers contributing to the operational areas of the group/charity's work. Nonetheless, they need to have a clear understanding of their role and what is expected of them. Whilst acknowledging that they do give their time freely, all volunteers can operate more effectively within a clear framework. As part of developing that framework, groups/charities should consider the following:

Induction

A good induction programme is a powerful tool for groups, as it will lay the groundwork for the future relationship the management committee within the group. Induction can be seen as the first phase in a process of continual training and development. It is an opportunity to go through the role description and explore the ways in which the management committee member feels they can contribute to the group. A successful board maximises the potential of management committee members by finding ways in which they can contribute.

Appraisal

Appraisals should continue the process started at induction. The most appropriate methods of appraisal for management committee members will usually be self-reflective, often using a questionnaire. Frequently the chair will be the person to discuss the appraisal with the individual, but it does not have to be the chair. The appraisal is an important opportunity to encourage management committee members to consider how best they can contribute to the organisation. Getting people into the right roles will ensure that you get the most from them.

Relationships within the board

The Board has to work as a team, so it may be necessary to do some team building with the management committee. Too often, there is too little opportunity for management committee members to get to know each other as individuals. Take stock and consider:

- Do all individuals on the board have an equal knowledge of the organisation, so that they can all contribute to discussions?
- Are discussions structured in such a way that all management committee members can contribute, or do a few people dominate the discussion, while others feel intimidated and say very little?
- Is the agenda planned for meetings so that it is a sensible workload and allows for proper discussion of issues?

People volunteering in this way want to be sure that their time is being well used and that they can really make a difference. It may take some time to

develop these processes, but the group will be much more effective as a result.

Management committee/Trustee Induction Manual

You can help the whole recruitment selection and induction process by drawing together relevant materials into a manual for management committee members/trustees. This might include:

- *Background information*
 - Current trustees
 - Committee structure
 - Terms of reference for committees
 - Management and staff team – organisation chart – who does what
 - Strategic plan
 - Last annual report
 - Past audited financial statements
- *Trustee role*
 - Role description
 - Code of Conduct
 - Guidance on conflicts of interest
 - Register of interests form
 - Reimbursement of expenses
 - Expenses claim form
 - Trustee self-assessment form
- *Constitution*
 - Summary of the rules on appointment of trustees
 - Summary of the rules on meetings
 - Memorandum and Articles of Association or trust deed
- *Charity Commission Guidance:*
 - CC3 Responsibilities of Charity Trustees