**Transforming Governance Resources**

The following document provides a series of resources for participants of the Transforming Governance Programme.

# **Recruiting Trustees and Succession Planning**

This module provides an overview of how to develop an understanding of recruiting trustees and succession planning as a crucial part of governance and driving positive change.

### **Trustees Unlimited**

Trustees Unlimited offers services for individuals who are either trustees or considering becoming a trustee and boards searching for new members. Key offerings include:

* Developing the skills of existing and potential trustees.
* Removing barriers that prevent people from applying to become trustees and helping clients to recruit and support people with a wide range of skills and lived experience.
* Supporting boards and individuals through coaching, development, and support.
* A database of current vacancies and role descriptions for third sector organisations across the UK.
* Step on Board: matches individuals and boards based on skill sets and board requirements.
* Thrive on Board: supports trustees during their term of office, helping them to succeed in the boardroom.
* Arts on Board: tailored service exclusively for the arts and culture sector to find dynamic, relevant, professional trustees.

Full suite of resources [here](https://trustees-unlimited.co.uk/).

## **Cause4: Trustee Leadership Programme**

The Trustee Leadership Programme is a leading governance training programme which offers support to individuals considering entering or already in trustee positions. The programme seeks to develop the knowledge, skills, and confidence of existing or prospective trustees. Key offerings include:

* **Trustee Leadership Programme (TLP)**: tackles the question ‘*How can I become an effective charity trustee?’.* Modules include: an Overview of the Sector; Governance and Strategic Planning; Financial Management, and Introduction to Fundraising.
* **Emerging Chairs Programme (ECP):** a course for existing trustees which offers insight into leading a Board of Trustees and the challenges faced by Chairs. Topics include: supporting the Senior Management Team; developing a business plan and strategy; fundraising and marketing.
* **School Governor Programme:** this course covers the responsibilities of governors in local authority schools, academies, multi-academy trusts and within the independent sector.
* **TLP/ECP for arts, culture, and heritage:** specific variations of the programmes that address trusteeship and board leadership in the context of the arts, culture, and heritage sector.
* **Short Courses:** designed in response to emerging challenges faced by the sector, short courses cover a range of topics from Responding to Crisis and Leading Recovery, through to Safeguarding and Ethics.
* **Bespoke courses:** opportunities for individual organisations to receive tailored support based on their individual requirements.
* **Digital Leadership:** supports Trustees and those leading charities to understand sustainable business development; organisational culture; financial growth, and fundraising.

Full suite of resources [here](https://cause4.co.uk/trustee-leadership-programme).

## **NCVO: Recruiting and Inducting Trustees**

The National Council for Voluntary Organisations (NCVO) provides information and guidance on the process of recruiting and inducting trustees. Key points include:

* The importance of regular board evaluations to assess the diversity of trustees, their skills, training needs, board culture, and inclusive practices.
* Clearly defined goals for trustee recruitment, considering diversity and inclusion perspectives.
* Developed role description through a skills audit of current board members.
* Ability to anticipate the need for new trustees by creating a succession plan. This could involve hiring staff with necessary skills if suitable trustees cannot be found.
* Leverage tools and resources such as the trustee skills audit tool, recruitment cycle for trustees, and agencies like Trustees Unlimited for effective trustee recruitment.
* Develop a thorough induction program for new trustees covering meetings, introductions, event invitations, trustee induction pack, and support mechanisms like buddying or coaching. Focus on legal responsibilities and key policies.

Full resource [here](https://www.ncvo.org.uk/help-and-guidance/governance/responsibilities-for-boards/recruiting-and-inducting-trustees/).

## **Reach Volunteering: Trustee Recruitment Cycle**

Reach Volunteering provide a collection of guidance documents to support the recruitment of trustees and diversification of boards. Key advice includes:

* Reflection: identifying areas where particular skills or experience are required.
* Prepare: planning the recruitment process, clearly laying out requirements, and developing an interview structure.
* Induction: ensuring effective induction and access to key policy documents.
* Evaluation: reflecting on recruitment process to ensure continuous improvement.

Full resource [here](https://reachvolunteering.org.uk/trustee-recruitment-cycle).

## **Reach Volunteering: Skills Audit**

Reach Volunteering offers advice on the creation, implementation, and evaluation of a skills audit for your current Board of Trustees. Key points include:

* **Importance of Board Composition:** Strong boards require trustees with diverse professional skills, personal experiences, and perspectives aligned with the charity's purpose and strategy.
* **Role of Skills Audit:** Conducting a skills audit helps in understanding the current board mix, identifying skill gaps, and prioritising needed skills for upcoming trustee recruitment. It is also valuable for succession planning and anticipating future challenges.
* **Timing of Skills Audit:** While often done before trustee recruitment, conducting a skills audit annually prompts ongoing reflection and allows boards to respond promptly to changing needs.
* **Steps for Skills Audit:** The process involves identifying core skills, recognising challenges and opportunities, determining future board needs, assessing existing trustee skills, and identifying gaps.
* **Scoring System for Skills Assessment:** Trustees use a scoring system (3 = Significant experience, 2 = Some knowledge, 1 = Interested in learning, 0 = No knowledge) to evaluate their skills and expertise. The results are then discussed and analysed by the board.
* **Diversity Considerations:** The importance of diverse trustee recruitment, not only in professional expertise but also in economic, social, geographical background, and protected characteristics. Avoid specific job titles to be inclusive.

Full resource [here](https://reachvolunteering.org.uk/trustee-recruitment-cycle/reflect/how-complete-skills-audit).

## **Scottish Council for Voluntary Organisations: Recruitment, Induction and Succession Planning**

The Scottish Council for Voluntary Organisations outlines some key steps to ensure effective succession planning, trustee recruitment, and induction. Key points include:

* **Succession Planning:** Looking ahead to pre-empt developing situations. Ensuring recruitment processes are updated and ready to be implemented. Conducting performance appraisals and speaking to the Board of Trustees about future planning and skill gaps.
* **Recruitment:** Ensuring processes are transparent for applicants and agreed upon by the Board of Trustees. The process should encourage and accommodate applications from a wide variety of backgrounds and experiences.
* **Selection:** Outline a clear process for shortlisting, interviewing, and decision-making prior to opening applications.
* **Induction**: Ensure new trustees are aware of their legal responsibilities.
* The page also provides resources for searching for recruiting trustees.

Full resource [here](https://goodgovernance.scot/wp-content/uploads/2017/11/induction-recruitment-succession-planning-trustees-week-2017-edinburgh.pdf).

## **Cause4: Planning for the End of a Trusteeship**

This article by Naomi Chapman outlines the importance of planning for the end of trusteeships and ensuring a smooth transition. Key points include:

* The importance of term limits in ensuring board diversity and avoiding periods of mass departure
* Identifying and developing potential leaders for key roles, including the Chair and Trustees, is crucial for effective succession planning. Clear term limits enable boards to anticipate vacancies, plan for recruitment, and engage in annual reviews for honest discussions on trustees’ commitment and skills.
* Maintaining a governance diary with trustee start and end dates, senior team appraisals, board skills audits, and annual reviews can aid planning.
* In cases of underperforming trustees, term limits and annual governance reviews provide tools for addressing the situation.

Full article [here](https://cause4.co.uk/blog/planning-end-trusteeship).