



Trustee Board Member Volunteer Role Description

Organisation:	Place for Hope
Description of the Organisation:	Place for Hope is a charity that accompanies and equips people and faith communities so that all might reach their potential to be peacemakers who navigate conflict well.
Role Title:	Trustee Board Member
Aim of Role:	The Board of Trustees is collectively responsible for the governance of Place for Hope, including setting an overall vision.
Location:	Place for Hope is rooted in Scotland but works collaboratively in partnerships elsewhere. The registered office is: 272 Bath Street, Glasgow, G2 4JR
Time Commitment:	On average, a minimum of 8 days per annum with opportunity for more (i.e., member of an associated forum of the board e.g., policy and practice, finance, etc.)
Support Available:	New trustee board members are supported by the staff and mentored by current trustees.
Tasks of Volunteer Trustee Board Members:	<ul style="list-style-type: none"> •To ensure that the organisation complies with its governing documents, charity law, and any other relevant legislation or regulations. •To ensure that the organisation pursues its objects as defined in its governing documents. •To ensure the organisation uses its resources exclusively in pursuance of its objects. •To contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets. •To safeguard the good name and values of the organisation. •To monitor the financial position of the organisation ensuring that it operates within its means and objects, and that there are clear lines of accountability for day-to-day financial management. •To maintain confidentiality about any sensitive or confidential information received in the course of duties as a trustee. •To appoint the Director and monitor their performance.
Benefits:	<ul style="list-style-type: none"> •Being a trustee for Place for Hope is a valuable way of contributing to the voluntary sector and helping to build a community of peacemakers throughout faith communities and beyond. •It can be an enriching experience for individuals, helping them to broaden their interests and develop their skills in strategic decision-making, business management and leadership of an organisation.
Additional Information:	<ul style="list-style-type: none"> •Special roles are defined for the Chair and Vice-chair •There are currently two Forums associated with the board: Policy & Practice; Finance and Fundraising.
Training Given:	An induction and familiarisation programme in Place for Hope will be provided and a new starting trustee will have an experienced colleague trustee as mentor. Further training can be provided depending on experience and training needs.
Expenses Given:	Reimbursement of training, travel, and accommodation costs.
Get in Touch:	If you are interested, please contact Nancy Adams, Chair, at: nancy.adams@placeforhope.org.uk or Ruth Harvey, Director at: ruth.harvey@placeforhope.org.uk or 07884 580357

	Knowledge, Skills, Experience and Qualities	Essential	Desirable
Education & Experience	<ul style="list-style-type: none"> •IT moderate level •Literacy high level •Numeracy moderate level 	X X X	
Skills	<ul style="list-style-type: none"> •Effective communication skills and willingness to participate actively in discussion •Ability to communicate clearly both orally and in writing •Ability to sift through business related information and extract what is relevant •Ability to think creatively and strategically, and exercise good, independent judgement 	X X X X	
Knowledge and Understanding	<ul style="list-style-type: none"> •Knowledge of the faith sector in Scotland •Knowledge of the role of mediation in enabling people to resolve their own problems •Willingness to gain knowledge and understanding of basic conflict transformation skills 	X X	X
Personal Qualities	<ul style="list-style-type: none"> •Being open and approachable •Commitment to the aims and principles of Place for Hope (see Charter) •Commitment to Place for Hope's Equal Opportunities Policy, which ensures that we not discriminate on the grounds of race, religion or belief, gender, disability, sexual orientation or age. •Team worker •Ability to recognise own limits and boundaries in the role and maintain confidentiality about any sensitive or confidential information received in the course of duties as a trustee •Ability to understand and accept responsibilities and liabilities as trustee and employer 	X X X X X	X

i. Responsibilities of Trustees

Charity trustees are the people who serve on the governing body of a charity. They may be known as trustees, directors, board members, governors or committee members. The principles and main duties are the same in all cases.

Trustees have and must accept ultimate responsibility for directing the affairs of a 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.

Compliance – Trustees must:

- Ensure that the charity complies with charity law, and with the requirements of the OSCR as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.
- Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.
- Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity.
- Act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

Duty of prudence – Trustees must:

- Ensure that the charity is and will remain solvent.
- Use charitable funds and assets reasonably, and only in furtherance of the charity's objects.
- Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.
- Take special care when investing the funds of the charity, or borrowing funds for the charity to use.

Duty of care – Trustees must:

- Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.

If things go wrong

The Scottish Charity Regulator offers guidance to charities on both legal requirements and best practice to help them operate as effectively as possible and to prevent problems arising. In the few cases where serious problems have occurred we have the authority to look into them and put things right. Trustees may also be personally liable for any debts or losses that the charity faces as a result. This will depend on the circumstances and the type of governing document for the charity. However, personal liability of this kind is rare, and trustees who have followed the requirements on this page will generally be protected.

(adapted from "The Essential Trustee" published by the Charity Commission)

ii. Code of Conduct

Key Principles of a Code of Conduct for Board Trustees:

- *Service* – You have a duty to act in the best interests of the Charity as a whole and in accordance with the core objectives of the Charity and its members and avoid bringing it into disrepute
- *Selflessness* – You have a duty to take decisions solely in terms of the Charity.
- *Integrity* – You must not place yourself under any financial, or other, obligation to any individual or organization that might reasonably be thought to influence you in the performance of your duties.
- *Objectivity* – You must make decisions solely on merit when carrying out the business of the Charity.
- *Accountability and Stewardship* – You are accountable for your decisions and actions. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the Charity uses its resources prudently and in accordance with the law.
- *Honesty* – You have a duty to act honestly. You must declare any private interests relating to the Charity and take steps to resolve any conflicts arising in a way that protects the interests of the charity.
- *Leadership* – You have a duty to promote and support these principles by leadership and example, to maintain and strengthen trust and confidence in the integrity of the Charity and its members in conducting the business of the Charity.
- *Work considerately and respectfully with all* – You are expected to respect diversity, different roles and boundaries, and avoid giving unnecessary offence.
- *Respect confidentiality* – You must understand what confidentiality means in practice for the Charity and the individuals involved.
- *Have a sound and up-to-date knowledge of the Charity and its environment* – You must understand how the Charity works and the environment within which it operates.
- *Attend meetings and other appointments or give apologies* – You are expected to engage fully in discussion and decision-making processes
- *Prepare fully for meetings and all work for the Charity* – You are expected to read papers, querying unclear or difficult things and thinking through issues in good time before meetings.
- *Actively engage in respectful discussion, debate and voting in meetings* – You are expected to contribute positively, listening carefully, challenging sensitively and avoiding conflict.
- *Act jointly and accept a majority decision* – You will be making decisions collectively, standing by them and not acting individually unless specifically authorised to do so.

(adapted from “Codes of Conduct for Trustees” by Claire Farmer, published by the Trustee Network; handouts from a Turcan Connell workshop; and handouts from a SCVO workshop)

iii. Principles of Good Governance and Leadership

Principle 1 - An effective Charity will provide good governance and leadership by understanding their role.

Members of the Board will understand their role and responsibilities collectively and individually in relation to:

- their legal duties
- their stewardship of assets
- the provisions of the governing document
- the external environment
- the total structure of the Charity

and in terms of

- setting and safeguarding the vision, values and reputation of the Charity
- overseeing the work of the Charity
- managing, supporting and affirming volunteers throughout the Charity.

Principle 2 - An effective Board will provide good governance and leadership by ensuring delivery of the Charity's purpose.

The Board will ensure that the Charity delivers its stated purposes or aims by:

- ensuring the Charity's purposes remain relevant and valid
- developing and agreeing a long term strategy for enabling the objects of the Charity
- agreeing Board budgets
- monitoring progress and spending against plan and budget
- evaluating qualitative progress made within Strategic Plan
- reviewing and/or amending the plan and budget as appropriate.

Principle 3 - An effective Board will provide good governance and leadership by working effectively both as individuals and as a team.

The Board will have a range of appropriate policies and procedures, knowledge, attitudes and behaviour to enable both individuals and the Board to work effectively. These will include:

- encouraging people from a range of faiths and backgrounds to consider serving at the Board level to meet the Charity's changing needs in relation to skills, experience and diversity
- providing suitable induction for new Board members
- providing all Board members with opportunities for training and development according to their needs
- periodically encouraging personal discernment of their performance both as individuals and as a team.

Principle 4 - An effective Board will provide good governance and leadership by exercising effective control.

As the accountable body, Board will ensure that:

- the Charity understands and complies with all legal and regulatory requirements that apply to it
- the Charity continues to have good internal financial and management controls
- it regularly identifies and reviews the major risks to which the Charity is exposed and has systems to manage those risks
- delegation to committees, staff and volunteers (as applicable) works effectively and the use of delegated authority is properly supervised.

Principle 5 - An effective Board will provide good governance and leadership by behaving with integrity.

The Board will:

- safeguard and promote the Charity's reputation
- act according to high ethical standards
- identify, understand and manage conflicts of interest and loyalty
- maintain independence of decision making
- deliver impact that best meets the needs of beneficiaries.

Principle 6 - An effective Board will provide good governance and leadership by being open and accountable.

The Board will lead the Charity in being open and accountable, both internally and externally. This will include:

- open communications, informing people about the Charity and its work
- appropriate consultation on significant changes to the Charity's services or policies
- listening and responding to the views of our partners and service users with an interest in the Charity's work
- handling complaints constructively, impartially and effectively
- considering the Charity's responsibilities to the wider community, e.g. its environmental impact.

(adapted from "Good Governance: A Code for the Voluntary and Community Sector" by National Council for Voluntary Organisations)

Useful resources about good governance:

Office of Scottish Charity Regulators (OSCR):

Managing Your Charity: <http://www.oscr.org.uk/charities/managing-your-charity>

Trustee Duties: <http://www.oscr.org.uk/charities/managing-your-charity/trustee-duties>

Good Governance: <http://www.oscr.org.uk/charities/good-governance>

Scottish Council for Voluntary Organisations (SCVO):

Good Governance: <http://www.scvo.org.uk/running-your-organisation/good-governance/>

Training & Events Calendar: <http://www.scvo.org.uk/events/>