



MANAGEMENT AND GOVERNANCE

Every organisation needs structure and a group of people who will run manage them. These could be referred to as Trustees, directors, board members, governors etc. etc.

For any project to be a success you need to have the right skills / tools / people for the jobs. Initially you may have to muddle through whilst everyone defines their roles and the right skills are sought. If you are the founder, you should think about how you see your role and your aims for the organisation. What do you like to do, hate to do, who can do those things?

Most small groups will be run by volunteers and simply could not survive without them. Volunteers should always be treated with the same level of respect as a paid employee and afforded similar terms and conditions, it is important to be clear about the differences. You do not want to set up what could be considered an employment contract with a volunteer. It's a good idea to try and create a simple volunteer resource explaining rights and obligations, expectations and codes of conduct.

THE ROLE OF A TRUSTEE

Becoming a trustee means you take on the responsibility for the organisation's administration and making sure it achieves its goals. You have a duty of care to make sure that the group is run well and efficient but also that any funding is looked after and used appropriately. There will also be specific legal requirements depending on the structure that you have chosen. It's a good idea to try and have at least three unconnected trustees.

Management and Governance

Volunteers

Role of a Trustee

Key Roles

SPARK

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GOOD GOVERNANCE

What tends to happen when a group is established, is that the founder scrabbles round trying to find people to take on the roles of trustees and whilst this can be ok, it can then be difficult for the new trustees to challenge things effectively and they can turn in to simply people needed to counter sign the cheques rather than being actively engaged and involved. Ideally the structure of your organisation should be that the trustees take on responsibility for the general governance, legal and financial view of the charity, a project manager is appointed to deal with the day to day running, and they then appoint other staff to carry out roles essential to the attainment of the aims and objectives of the scheme.

KEY ROLES

Traditionally, the fundamental roles are Chair, Treasurer and Secretary
You can view some example role descriptions using the links below

- [Role description for chair of trustees](#)
- [Role description for a charity secretary](#)
- [Role description for a charity treasurer](#)

You can create additional roles and role descriptions as you see fit and to suit the skills you need to recruit. So Public Relations Officer, Fundraiser, Event Coordinator etc.

It can be useful to include detail around the minimum commitment that is expected, for example: 4x quarterly board meetings, 1 x AGM, 2 x events

Some groups are moving away from these traditional ways of looking at committees. You may find a more fluid approach that works for you. It is important that you find a way of doing things that works well, let's you get the work done, and allows you to comply with the law.

There is no legal length of time that a trustee can serve. It is a good idea create a length of time for a trustee to serve before they require reelection, and to write this into your governing documents, this gives you the opportunity to remove any trustees who don't work out for whatever reason without hopefully creating too much of a situation and means that potential trustees have an understanding of the commitment that's required from them.

Trustees should be appointed for their skills and experience and how they can help to manage the project. If you have people of influence or who you think may add financial value, these are best invited to be patrons.

There are a number of organisations who can help you to recruit Trustees, Spark being one of them. Once appointed Trustees can get online training in a variety of topics from organisations such as [TrusteElearning](#).

Useful Links

[Governance Structures](#)

[Good Governance Code](#)