



## **Trustee Role Specification, Person Specification, Skills Analysis and Recruitment Procedure**

### **1. Purpose:**

This document is intended for use primarily by trustees and potential trustees, but is also available for other stakeholders. Its aim is to ensure that TBAW is served by an effective and efficient Board of trustees that acts with probity to optimise the mission and vision of the charity.

### **2. Trustee Term of Office**

Trustees may serve a maximum of two terms of office before a break in service. The maximum length of a term of office is three years. More detail is given in Article 26.

### **3. Trustee Role specification**

The trustee must act in the interests of the charity at all times. As a member of the Board each trustee is required to carry out the duties and responsibilities of a trustee as defined in the Articles and Law and act in accordance with the Trustees Code of Conduct, Nolan Principles, policies, procedures and operational structure approved by the Board. The Board has collective responsibility to ensure that the purpose of the Board is fulfilled and each trustee is personally accountable.

The purpose of the Board is defined in the Operational Structure as follows:

1. To provide strategic direction to TBAW through the adoption of Board policies and plans
2. To be responsible for all matters relating to the running of TBAW including
  - i) The approval, monitoring and continual development of a long term Business Plan with measurable objectives and milestones
  - ii) The approval and management of an annual Budget
  - iii) The fundraising for TBAW
  - iv) The appointment of a Chief Executive, and the ongoing terms and conditions of employment of the Chief Executive
  - v) The employment of other TBAW staff
  - vi) The management of the Church estate in accordance with the licence drawn up with the PCC
3. To set up and appoint members to sub-groups and committees, and to delegate to the sub-groups, committees and the Chief Executive in order to optimise the effectiveness of TBAW.

Each trustee is expected to

1. Ensure that TBAW successfully brings our vision to life, delivering our objectives in accordance with the Articles and our business plans



2. Champion TBAW by personally, or through others, engaging with current and potential partners, funders and other stakeholders or advisors
3. Keep well informed about the strategic context for our work at TBAW, actively seeking out opportunities, identifying risks and overcoming obstacles
4. Work with other trustees ensure that appropriate policies, procedures, activities and resources are in place to:
  - a. Provide sound governance, internally and externally
  - b. Ensure that TBAW remains solvent and credible
  - c. Steward resources to long term benefit
5. Work with other trustees to maintain an appropriate mix of skills and perspectives on the Board and in committees, sub-groups or advisory panels, and take a full part in the evaluation of and appropriate training for all board members

#### **4. Trustee Person Specification**

Trustees should have most or all of the following attributes:

1. Ability to review as a critical friend
2. Team player
3. Ability to delegate
4. Strategic thinker
5. Good communicator
6. Passion for social justice, diversity and inclusion
7. Active interest and network of contacts and resources in the Waterloo area of London, the London boroughs of Lambeth and Southwark or the groups for whom we seek to work more widely
8. Capacity and commitment to offer sufficient time to the Board and any sub groups (a minimum of monthly board meetings plus 2 away days a year and preparation or follow up)
9. Willingness to shoulder wider responsibility as a trustee, as identified in the role specification
10. Willingness to work with a C of E parish as St John's is our foundation partner
11. Specific skills and experience to balance the Board as a whole (See skills analysis)

#### **5. Skills Analysis for Trustees**

The Board should include members with a mix of the following skills and experience:

1. Vocational education and personal or professional development
2. Supporting disadvantaged young people
3. Local business and enterprise
4. Local community organisations
5. Heritage – locally and / or nationally



6. Arts – locally and / or more widely
7. Strategic management
8. Quality assurance and customer experience planning
9. Finance and risk management
10. Marketing, Communications and PR
11. Fundraising
12. Governance and Legal
13. Employment law and practice
14. Buildings development and maintenance

Trustees should periodically fill in a questionnaire to find out where the gaps are in order to inform recruitment and training. As we develop future projects we will look for gaps in our understanding or connections with further areas and groups with whom we seek to work.

## **6. Recruitment Procedure for Trustees**

In accordance with Article 25 the PCC of St John's Waterloo has the right to nominate for appointment at least three trustees and from time to time to remove and replace them. Trustees nominated by the PCC must form a majority on the Board at all times. The maximum number of trustees at any one time is ten.

The Recruitment Procedure is as follows:

1. Receive nominations from the PCC or  
Use personal contacts, networking and advertising to find appropriate candidates spreading the net as widely as possible to ensure that the best people for the role are identified and invited to show interest
2. Review CVs for all candidates against skills needs and the range of perspectives covered in the Board, committees, other sub-groups and advisory panels
3. Candidates to be interviewed by at least 2 Board members to ensure candidates understand what is required and that there is a good fit with the needs of the Board
4. Candidates to be appointed directly by the Board or by an ordinary resolution of the members as defined in the Articles