



TRUSTEE

RECRUITMENT POLICY

REVIEWED AUGUST 2022



1. Statement

The Dame Kelly Holmes Trusts recognises that an effective Board of Trustees is essential if the charity is to be effective in achieving its objects.

The board must seek to be representative of the people with whom the charity works and must have available to it all of the knowledge and skills required to run the charity.

Individual trustees must have sufficient knowledge, both of trusteeship in general and of the Charity's activities, to enable them to carry out their role and to represent the Charity at meetings and other events.

This policy sets out how the Dame Kelly Holmes Trust intends to recruit a robust, diverse and effective board of trustees.

2. Governing Document

Relevant sections from the Articles of Association of the Charity as at 31st July 2018.

- 38. The number of Trustees shall not be less than three nor more than twelve (unless otherwise determined by ordinary resolution). At least 25% of the number of Trustees shall be Independent.
- 39. The Trustees shall (subject to article 43) be appointed by resolution of a meeting of the Trustees or by written resolution signed by all the Trustees under article 64, provided that no appointment of a Trustee may be made which would cause the number of Trustees to exceed the number fixed as the maximum number of Trustees (under article 38).
- 40. Subject to article 41 and article 46, each Trustee shall hold office for a period of three years from the date of his appointment (or such other period as the Trustees may determine) and, if qualified, is eligible for reappointment for further periods, provided that no Trustee shall serve for a consecutive period of more than nine years unless:
 - a. in the opinion of the Trustees, exceptional circumstances exist (including to assist with succession planning) in which case the Trustee may hold office for one additional year (and, therefore, serving for a consecutive period of 10 years); or
 - b. a period of four consecutive years has lapsed since the Trustee completed his maximum consecutive term in the office of Trustee as permitted under this article 40,
 - c. [and, in each case with the unanimous consent of the Trustees]. In calculating the maximum consecutive term served in the office of Trustee, any period of time less than four consecutive years since the person vacated the office of Trustee shall be included within the term served by such Trustee.
- 41. No person may be appointed Trustee:
 - a. unless he is a natural person who has attained the age of 18 years and he is a Full Member;
 - b. in circumstances such that, had he already been a Trustee, he would have been disqualified from office under article 46.
- 42. No person may act as a Trustee (whether on a first or subsequent appointment) until after signing a declaration of willingness to act as a Trustee of the Charity and signing a Fit and Proper Persons Declaration issued from time to time by HMRC..



- 43. The first Trustees shall be those persons named in the statement delivered under section 10(2) of the CA 1985 who are deemed to have been appointed under these articles.

3. **Recruitment/Appointment Panel**

When a need has been identified to recruit trustees the Remunerations & Nominations Committee will manage the process.

The committee will have at least three Trustee members, and meetings will require a quorum of two. The majority of the committee will be non-independent executive directors.

The Chairman of the organisation will be the Chair of the Remunerations & Nominations Committee except when it is dealing with the appointment of a successor to the chair, when it shall be chaired by an independent non-executive director.

The role of the Remunerations and Nomination Committee is to monitor and review the structure and composition of the Board, leading the process for all Board appointments, Submit recommendations for Board appointments to the Board for consideration and if appropriate, approval.

4. **Skills Audit**

On an annual basis the Remunerations and Nominations Committee will review the structure, size and composition of the Board and make recommendations to the Board, including overseeing an annual Board skills audit. This will include the evaluation of the balance of skills, diversity and experience on the Board, with reference to the strategic priorities of the organisation, the role of the Board, and the need for diversity against the targets within the Diversity Action Plan.

5. **Recruitment**

Our guidance around the recruitment process include:

- Role Description
- Advert
- Role Pack
- Where to advertise
- How to encourage board diversity and support our diversity action plan

Once the ideal skill/experience profile has been identified a recruitment plan will be formulated. This will identify the most appropriate resources from which applicants might be found. Preference should be given to advertisement in the media, volunteer bureau, and direct approaches to professional bodies and to other voluntary organisations over approaches to personal contacts as the intention is to promote diversity and to avoid conflicts of interest.

The Dame Kelly Holmes Trust seeks to ensure diversity within its board of trustees as well as in its staff base and consideration will be given to ways in which groups that are under-represented on the board might be reached and encouraged to apply. However, at the point of selection the board will not discriminate unfairly on any of the grounds listed in the Equal Opportunities Policy.



People enquiring to become trustees will be sent appropriate documentation about the charity, introductory material about the trusteeship and will be asked to submit a covering letter and CV. Arrangements will be made to assist any potential applicant with specific needs in relation to completion of the process or access to the supporting materials.

6. **Interview, Selection & Appointment**

Applicants who appear suitable on application will be invited to learn more about the Charity and role of a trustee by completing 3 stages of engagement. These are not on chronological order but must contain:

- attend a trustee meeting as an observer and will receive further information regarding the role of being a trustee. In the event of there being a large number of applicants those most closely matching the skills required will be approached at this stage in preference to less suitable applicants however, consideration will be given to appointing more than one suitable applicant. As a minimum, and if not sent earlier in the process, applicants will be provided with: - a copy of the latest annual accounts of the charity; Charity Commission Publication CC3- 'Responsibilities of Charity Trustees'; a copy of the charity's governing document; a trustee 'job description'; relevant policies including Equal Op's, Safeguarding and Code of Conduct as well as this policy and trustee recruitment roles.
- The applicant will be interviewed by the recruiting panel and efforts will be made to answer any questions that they may have. The applicant will be asked to declare any conflicts of interest and will be required to provide two references which will be taken up prior to the next board meeting. The applicant will be required to sign a declaration that they are not disqualified from being a trustee as per section 72 (1) of The Charities Act 1993. The requirement to attend trustee induction sessions will be described. It is the responsibility of the trustees on the recruiting panel to ensure that references are obtained, and all other relevant checks are completed.
- In all cases the interview process will include a minimum of two trustees and CEO in respect of the appointment of the Chair. These meetings will include the use of competency-based interview questions and mandatory interview training will be provided to all trustee and committee members.

The applicant will be asked whether or not they wish to be appointed and will be given the opportunity to attend a further meeting as an observer should they wish to do so.

The observations and recommendations of the panel will be put to the following board meeting and a vote taken in accordance with the procedure for appointing co-opted trustees detailed in the governing document.

7. **Induction**

On appointment, a new trustee will go through the below to help orientate them to the Trust:

- Provided with a Welcome Pack
- Information about other board members and key roles and responsibilities.
- Governing Document.
- Most recent Annual Accounts.
- Past meeting's minutes.



- Relevant organisation policies.
- List of important contacts within the organisation.
- A copy of the Charity Commission’s ‘Essential Trustee’
- Introduce them formally to the rest of your board.
- Introduce them to their board ‘buddy’ who will support them for their first 6 – 12 months
- Attend a meeting with the Chair within the first 3 months
- Attend a meeting with the CEO within the first 3 months
- Attend a meeting with the Head of Fundraising within the first 3 months
- Attend meetings with staff, volunteers and the opportunity to visit projects.

8. **Retaining and developing your board**

Retaining trustees to perform to their terms is crucial to benefit from their knowledge, skills, expertise and diversity of thought. To support this, we shall:

- Review our board on a regular basis. Aside from identifying skills gaps, it is an opportunity for existing (unmotivated) trustees to try new areas or have a different role or focus.
- Provide training and development opportunities.
- Deliver trustee away days as an opportunity for group training or team building.
- Provide opportunities for them to get involved in forums or networks e.g. local trustee networks, online networks etc.
- Performance reviews/Appraisals

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