



## SLA Trustees – some background

Following an extensive recruitment campaign last year, we were delighted to appoint two new specialist trustees from outside our sector. John Bradford was recruited as a Finance Trustee. Amanda Whiteford was recruited as our Strategy Trustee and both have been of immense help already in their trustee tenure.

At the AGM in 2021, two trustees will stand for re-election: Margaret Pemberton (stepping down as Treasurer but wishes to serve a further three year term) and Agnes Guyon.

Two of our trustees will be stepping down: Joan Kelly and Lucas Maxwell. We are very grateful to them both for their commitment and everything they have done for the SLA in their three year term.

John Bradford (current Financial Trustee) will stand for election as Treasurer.

By considering our Strategic Aims and with reference to the Trustee Skills Audit, we have identified that the following would add necessary skills and experience to our board:

- Grants/Fundraising – this is very much an area we need to develop and one which our current trustees have little experience of.
- Education sector – a senior leader or Head-teacher at either primary or secondary level would add valuable insight to the board.

*Any experience or knowledge of literacy, libraries and education would be an advantage but is not a prerequisite for these roles.*

- General Trustees – these are open to all with the necessary experience and interest. They may be SLA members already or have an interest in SLA or other reasons.

We are also keen to recruit trustees from varying backgrounds, experiences, and ethnicities to the board to improve our decision making.

## **Recruitment Process**

- Ensure our values, code of conduct and conflict of interest policy are up to date and follow them
- Check governing document for procedures and numbers of trustees
- Identify key skills needed
- Produce person specification
- Map recruitment campaign with target completion dates i.e. where to advertise, interviews etc.
- Agree contents of Trustee Recruitment Pack
- Advertise and shortlist
- Arrange interviews - Ensure interview panel agreed
- Select candidates and take up references (Including DBS)
- Open voting to the membership
- Elect at AGM
- Arrange induction



## SLA Trustee Person Specification - Education

Criteria	Essential	Desirable
Qualifications	GCSE or higher	Teaching qualifications, or HLTA
Skills/competencies	<ul style="list-style-type: none"> <li>Teaching or teacher support</li> <li>Ability to work as a member of a team</li> <li>Ability to use initiative and be proactive</li> <li>Ability to ask questions</li> <li>Ability to think creatively</li> <li>Digital awareness and ability to engage with social media</li> <li>Ability to be supportive but seeking</li> <li>Organisational skills</li> </ul>	
Knowledge	<ul style="list-style-type: none"> <li>Current National Curriculum and latest teaching initiatives</li> <li>An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship</li> </ul>	Knowledge of and/or interest in literacy and/or libraries
Previous experience	Teaching or classroom experience	<ul style="list-style-type: none"> <li>Leadership</li> <li>Administrative</li> </ul>
Special attributes – a trustee is required to advise and guide the CEO (operational) but not manage directly	<ul style="list-style-type: none"> <li>Ability to lead, not manage</li> <li>Willingness to learn the work of the charity</li> <li>Willingness to devote the necessary time and effort</li> <li>Willingness to speak their mind</li> <li>Commitment to Nolan's Seven Principles of Public Life</li> </ul>	Strategic vision
Personal qualities	<ul style="list-style-type: none"> <li>Trustworthiness</li> <li>Commitment</li> <li>Enthusiasm</li> <li>Good judgement</li> </ul>	



## Trustee Person Specification – Fundraising

Criteria	Essential	Desirable
Qualifications	GCSE or higher	Further or Higher Education qualifications
Skills/competencies	Ability to understand charitable objectives and/or business management Ability to work as a member of a team Ability to use initiative and be proactive Ability to ask questions Ability to think creatively Ability to be supportive but seeking Organisational skills	Ability to suggest creative, practical ideas.
Knowledge	Business management and/or charity and/or fundraising An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship	Knowledge of and/or interest in any one or more of the following: literacy, libraries, education, charity sectors
Previous experience	Positions of responsibility in a charity and/or business management	Finance Administrative
Special attributes – a trustee is required to advise and guide the CEO (operational) but not manage directly	Ability to lead, not manage Willingness to learn the work of the charity Willingness to devote the necessary time and effort Willingness to speak their mind Commitment to Nolan's Seven Principles of Public Life	Strategic vision
Personal qualities	Trustworthiness Commitment Enthusiasm Good judgement	



## Trustee Person Specification – General trustee (x2)

Criteria	Essential	Desirable
Qualifications	GCSE or higher	Further or Higher Education qualifications
Skills/competencies	<ul style="list-style-type: none"> <li>Ability to understand charitable objectives</li> <li>Ability to work as a member of a team</li> <li>Ability to use initiative and be proactive</li> <li>Ability to ask questions</li> <li>Ability to think creatively</li> <li>Ability to be supportive but seeking</li> <li>Organisational skills</li> </ul>	Ability to suggest creative, practical ideas.
Knowledge	An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship	Knowledge of and interest in any one or more of the following: literacy, libraries, education, charity sectors
Previous experience	Positions of responsibility in education, libraries, charity or business	
Special attributes – a trustee is required to advise and guide the CEO (operational) but not manage directly	<ul style="list-style-type: none"> <li>Ability to lead, not manage</li> <li>Willingness to learn the work of the charity</li> <li>Willingness to devote the necessary time and effort</li> <li>Willingness to speak their mind</li> <li>Commitment to Nolan’s Seven Principles of Public Life</li> </ul>	Strategic vision
Personal qualities	<ul style="list-style-type: none"> <li>Trustworthiness</li> <li>Commitment</li> <li>Enthusiasm</li> <li>Good judgement</li> </ul>	



## SLA TRUSTEE ROLE DESCRIPTION

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Trustees have general control and management of the administration of the Association and are liable jointly and severally under charity law.

The duties of a trustee are as follows.

- Ensuring that the Association pursues its stated objects (purposes), as defined in the governing document (2014 Articles) by developing and agreeing a long-term strategy
- Ensuring that the Association complies with its governing document (charity law, company law and any other relevant legislation or regulations)
- Ensuring that the Association has a clear vision, mission and strategic direction and is focussed on achieving these
- Ensuring that the Association applies its resources exclusively in pursuance of its charitable objects (ie the charity must not spend money on activities that are not included in its own objects, however worthwhile or charitable those activities are) for the benefit of the public
- Ensuring that the Association defines its goals and evaluates performance against agreed targets and that its governance is of the highest possible standard
- Safeguarding the good name and values of the Association
- Ensuring the effective and efficient administration of the Association, including having appropriate policies and procedures in place
- Ensuring the financial stability of the Association
- Protecting and managing the property of the Association and ensuring the proper investment of its funds
- Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the chief executive

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.

A separate Person Specification is attached with this document but all trustees should be guided by the Nolan Principles of Public Life (<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>) which are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership



## **SLA Management**

The full SLA Board meets three times per year in addition to the AGM (normally held at the weekend course). In addition, the Management Team (Chair, Vice-Chair, Treasurer, CEO) meets three to four weeks before each board meeting. The trustees have recently approved the change of status of the organisation to a CIO (Charitable Incorporated Organisation) which will reduce the legal responsibilities of the Trustees whilst, at the same time, simplifying our working documents. During discussions with consultants, points arose about best practice and changes may be made to current arrangements when the organisation becomes a CIO. This work is ongoing and expected to be completed by June 2021. At some point in the future, it is expected that all meetings will be for all trustees increasing the number therefore to six per year plus the AGM.

The CEO is responsible for the operational side of the business and reports to the trustees. The CEO is line managed by the Chair.

## **Details of tenure**

To stand for election to the Board, a candidate should be a member of the SLA (if you are not working in a relevant setting, please discuss with the Chair, Sue Bastone). A candidate must be nominated by at least one member of the SLA. Voting is by postal or electronic voting. Results of the election are announced at the AGM.

The term of office is three years with the option to stand for a further term of continuous service (i.e. 6 years if re-elected). Any resignation from the board, including at the completion of a term, should be put in writing to the Chair and CEO. Meanwhile, the expectations are as follows:

- Trustees must declare any conflict of interest or loyalty at the beginning of each meeting.
- Trustees should attend three board meetings per year and the AGM (normally held at the weekend course). Any apologies for absence should be notified to the CEO in good time. (NB see possible future changes above).
- Trustees must act with reasonable care and skill which means giving enough time, thought and energy to your role by preparing for, attending and actively participating in all trustees' meetings.
- Trustees may not always be in agreement with a board decision. If this is the case you should ask for your objection to be minuted.
- Trustees should be prepared to support the SLA where appropriate. This may include promoting the Association, attending events as agreed, researching particular areas for report to the board.
- Trustees should take part in the annual appraisal process
- In order to comply with the Companies Registration Act, any changes in name, status, address or occupation must be notified to the CEO who also acts as Company Secretary.

## **Expenses**

All duties are carried out on a voluntary basis. However, authorised travel, subsistence and overnight accommodation expenses are paid by the Association at the rate stated on the claim forms supplied by the SLA office. These include expenses for attending board meetings. All other expenses must first be agreed with the CEO.