

BAVO

Bridgend Association of Voluntary Organisations
Cymdeithas Sefydliadau Gwirfoddol Pen-y-bont ar Ogwr

Trustee recruitment information pack



General information pack for potential trustees

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1. Welcome from the Chair, BAVO

Thank you for your interest in joining the Board of Trustees of Bridgend Association of Voluntary Organisations (BAVO). BAVO is a charity and company limited by guarantee, registered in England and Wales and principally serves the local authority area of Bridgend County Borough.

The organisation provides leadership, development, information and support to member organisations in the third sector. We deliver activities, services and solutions to achieve social change. We have ambitious plans to continue to grow our impact and create an environment in which our members can prosper, develop and provide much-needed help for people in their communities.

BAVO forms part of the Third Sector Support Wales Infrastructure (TSSW) in partnership with other County Voluntary Councils (CVCs) in Wales and Wales Council for Voluntary Action (WCVA). Therefore, Trustees will be making a vital contribution to not only Bridgend County Borough, but throughout Wales.

BAVO's current strategic plan focuses on developing quality services and strong relationships with stakeholders to support our ability to influence, engage and develop sustainable funding for the organisation, and the local sector.

2019 was a period of rapid growth as our vision and ambition for 'Resilient, connected and coordinated communities' received Welsh Government Transformation funding. In addition, BAVO's swift response through Covid-19 has advanced our transformation programme. BAVO provided leadership, direction and coordination during the emergency response; increasing volunteer levels, delivering crucial services to members of the public, distributing funding to organisations, and collaborating fully with the local authority, health board and Welsh Government. The profile of the organisation with mutual aid groups, volunteers, partner organisations and members of the public alike was raised substantially.

We need to consider how we build upon our success, and how we work further with our members and partners to maximise the sector's contribution to the health and wellbeing of local people.

A new strategic plan will need to be developed in 2022, leading us into our 25th year of operation and will help us achieve our ambition of a strong, confident and flourishing third sector and a CVC which is trailblazing and an exemplar in its work.

We are seeking entrepreneurially minded people to join our Board and help drive forward the organisation.

We recently started a Board appraisal, including an assessment of the Board's competencies and the organisation's needs. This highlighted the need to strengthen the Board and we are now looking for new colleagues with a record of personal achievement and experience of senior management in organisations to join us.

We are particularly interested in receiving Expressions of Interest from people with a financial background who may be interested in becoming Treasurer in the future. We are also interested in broadening diversity on the board, as well as expanding the specific skills base as outlined in section 7.

More importantly though, you must share our passion for achieving social change; reading our Annual Review and Impact Report on our website will help you assess whether this aligns with your interests. If you want to help us deliver our vision and mission, please submit an Expression Of Interest.

Thanks once again for your interest in this role. If you would like an informal discussion, please email heidibennett@bavo.org.uk.

We look forward to hearing from you.

**Steve Curry,
Chair**



2. About BAVO

BAVO is a registered charity providing leadership, training, development and 'voice' to support member organisations in the third sector to deliver local solutions and responses which support people in communities and achieve social change.

- We promote excellence by providing training, publications, advice, events and project support;
- We wish to strengthen the work of members (encompassing voluntary and community organisations, charities, social enterprises, cooperatives and mutuals) by creating an environment in which they can share practice, co-produce, collaborate and prosper;
- We offer a range of direct support services to members and are recognised by local, regional and national partners as a lead voice of voluntary and community services in Bridgend County;
- We are a membership organisation with a members' programme based on four key pillars: governance, volunteering, sustainable funding and influencing and engagement.

2.1 Our vision, mission and values:

Our **values** guide the way we behave.

BAVO's work is guided by a set of values that help determine priorities and the overall style of working. We recognise that Bridgend County is diverse and everyone has the right to equality of opportunity and to make a positive contribution to their community.

These five values are permanent and form the heart of our work. They are:

- **Leadership:** We lead by example and give a voice to those involved in community and voluntary action, inspiring them and encouraging participation to effect change;
- **Equity:** We ensure equal opportunity for all, and promote diversity, social justice accessibility and inclusive communities;
- **Integrity:** Our relationships are based on trust, goodwill and support. We are



responsible and efficient with our resources, and transparent in all that we do;

- **Pioneering:** We support our members, staff and trustees to push the boundaries and develop new ways of working. This includes assessing opportunities, removing barriers, taking risks and adopting a more entrepreneurial style in our work;
- **Engaging:** We use teamwork, cooperation and partnerships to connect with people and communities and to ensure that every contact with BAVO is a positive one. We listen and respond to feedback and promote quality in all that we do.

Our organisation:

BAVO was established in 1997 alongside local government reorganisation, prior to this it formed part of MGAVO (Mid Glamorgan Association of Voluntary Organisations).

In 2019, BAVO grew from 11 to 23 staff. Our core work and project activity fall under four key pillars, these are:

- i) Governance
- ii) Volunteering
- iii) Sustainable funding
- iv) Influencing and engagement.

The Social Services and Wellbeing Act and Wellbeing of Future Generations Act underpins what we do.

In 2018/19 the organisation had a turnover of approx. £500k. However, in 20/21 we have grown the turnover to over £1m.

3. Governance structure

Following a review of governance in 2011, BAVO incorporated to become a registered Company as well as a Charity. This was prior to the CIO process being opened up.

BAVO is a company limited by guarantee (registered No. 7691764) with registered charity status (registered in England and Wales no 1146543). BAVO is governed by its Memorandum & Articles of Association.

The Board has space for seven Trustees and two co-options. The BAVO Board is long standing, however in the last 18 months, a few Trustees have left the organisation due to personal circumstances.

The current trustees are:

Steve Curry
(Chair)

Marged Griffiths
(Vice Chair)

Clive Owen BME

Mari Major MBE

Phil Fiander

Cllr. Richard Young



4. Being a Board Member

As BAVO continues to develop its work, we are seeking new trustees to join our Board. You will play a key role in helping us develop a new strategic plan and in making it happen.

As a trustee, you will grasp the opportunities and challenges that lie ahead with vision and energy – applying your expertise to make a visible and lasting difference to BAVO. This will mean overseeing our development, ensuring sound governance, as well as promoting our work to key audiences and representing BAVO at events.

Trustees cannot expect to be experts on every subject that comes before the Board, but they can apply their experience gained in different walks of life to assess proposals and determine which will benefit BAVO and/or its members.

We find it useful to have Trustees who work collaboratively with the Chief Executive but are also able to balance support with accountability. We are keen to hear from people with not only have knowledge of or experience in the third sector but also in finance, IT, legal, marketing/ public relations, influencing government policy, membership development and we are particularly keen to recruit someone with a qualified finance/ accounting background. (We employ a part time Finance Officer and contract an external independent auditor).

In terms of background, you will be used to operating at a strategic level in a public, private or third sector organisation, with relevant senior management experience. If you have already held a trustee or non-executive director role, so much the better.

Committed to BAVO and its mission, you will bring an assertive yet collaborative approach to the role, have a high level of integrity and understand and accept the legal duties of being a trustee and a director. A natural team player, you will also be capable of making the most of your well-developed network to help make our vision for the future a reality.

Following induction, you will be required to attend around six meetings and Board work throughout the year, together with reading time for papers. Board meetings are held at least four times a year, sometimes every other month in BAVO's offices – or now via Teams, usually from 5 – 7pm. Our AGM is held in November/December.



If you have not been a Trustee before you may benefit from an external and temporary Mentor from our 'Link Up' project. This is available should you wish to make use of the offer. A Trustee will be allocated as your 'buddy' or point of contact should you need to make use of them in the early stages of joining us. We hope this approach will help you to develop your knowledge and understanding of BAVO and specific aspects of our work.

As an organisation in the last few years we have achieved the Trusted Charity Quality Mark, Investing in Volunteers, The Befriending and Mentoring Network Quality standard and the Gold Healthy Workplace award. BAVO is committed to learning and development of staff and we extend this commitment to trustees in respect of attendance at relevant training courses on governance.

5. Terms of reference for the Board of Trustees

See Appendix 1.

6. Trustee role profile

See Appendix 2.

7. Person specification

You should be able to demonstrate and provide evidence of the following criteria within your Expression Of Interest.

- Record of achievement in your own field;
- Operation at a strategic level and ability to set a strategic vision and think creatively with a strategic and operational context;
- Willingness to commit the time required – up to six meetings a year for Board meetings and time outside these to read papers;
- Empathy with the BAVO's mission, purpose and values and a commitment to the organisation and respect for its work;
- Clear understanding of the special responsibilities that charity Trustees have as custodians of public benefit and the roles they have in supporting and delivering important community/public services;
- Entrepreneurial and able to support BAVO's ongoing service development.

In addition to the above and as part of our skills audit of the current Board of Trustees, we are particularly looking for trustees with skills and experience in the following areas:

- Financial /accountancy experience (Treasurer);
- Web management/ social media/promotion/Marketing and public relations;
- Legal;
- Fundraising;
- Membership /service development.

All trustees must be willing to accept the legal duties, responsibilities and liabilities of a director and a trustee as set out by the Charity Commission. The Charities Act disqualifies people from being a trustee if they have unspent convictions for offences involving deception or dishonesty; are un-discharged bankrupts; have been removed from the trusteeship of another charity because of misconduct; or have failed to make payments under court administration orders. All Trustees are asked to embrace Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.



8. Terms and conditions of appointment

The role of Trustee is unremunerated although travel and out of pocket expenses are reimbursed. Appointment is by the election of members for elected trustees (Board recommendation is considered at the AGM by Members). Co-options are by Board appointment, the term is until the next AGM at which point co-opted Board members can stand for election by the membership.

Members approved/elected at the AGM by the membership are appointed for a three-year term, subject to satisfactory performance and adherence to codes and policies. Trustees can be re-elected.

9. Timetable and recruitment process

The Board of Trustees is small and therefore is not operating sub committees currently. We do not have a Treasurer. All important business is taken to the full board meeting for discussion and decision/ approval.

Four trustees can be co-opted until the AGM at the end of the year. The AGM then may formally elect these Trustees for up to a three year term (on rotation). If more than four candidates are put forward to the membership for election, then some candidates who have reached this advanced stage may still not be elected. However, the Board may seek to re co-opt after this process.

Successful candidates will be invited to attend a meeting or two with 'observer' status. They may be held online. Observer status allows for full contribution of the Observer, but without voting rights. It essentially gives both the individual and the Board the opportunity to consider suitability, work commitments and expectations without an obligation on either side.

Following the opportunity to observe/participate, the Chair will discuss with the prospective Trustee moving forward with the appointment.

10. How to apply

If you think you have the skills, vision and motivation we need to help drive BAVO forward, we would love you to complete the form attached at Appendix 2 to help us get to know you better. The form includes:

- a supporting statement, explaining how you believe your skills, knowledge and experience match the person spec;
- A copy of your CV.

Please return to heidibennett@bavo.org.uk

Our Accounts are filed with the Charity Commission and information is available on the [Charity Commission website](#). Our last [Annual report is available on our website](#).

You can find further information about us at www.bavo.org.uk

11. Resources

- [Charity Commission Essential Trustee Guide](#)

12. Attachments

- [Appendix 1: Terms of reference](#)
- [Appendix 2: Role profile for Trustee and Application form](#)



Appendix 1: Terms of Reference

The BAVO Board of Trustees derives its authority and its responsibilities from two sources:

- Charity law lays a number of specific duties on all charity trustees, which are reflected in these terms of reference. In essence these are:
 - o A duty of care, to ensure that the charity works in pursuance only of its objects and that it delivers on these;
 - o A duty of compliance with all relevant legislation and regulation; and
 - o A duty of prudence in respect of the charity's assets.
- BAVO's Articles of Association set out the composition of the Board of Trustees, the ways in which the Trustees are appointed and their powers.

1. Purpose

1.1. The Board of Trustees is ultimately responsible for ensuring BAVO is:

- financially viable;
- properly governed; and
- properly managed.

1.2. The Board of Trustees will monitor performance of all its functions and will decide the level of resources to meet its financial and other obligations.

2. Membership

2.1. The Board of Trustees, when complete, shall comprise of two additional co-options:

- up to seven Trustees elected by the membership from among candidates who may be nominated by the Board;
- up to two Trustees co-opted by the Board of Trustees (under the Articles of Association) and who meet such skills, experience and diversity requirements as the Board may from time to time specify.

3. Quorum

3.1. The quorum necessary for the transaction of the business of the Board of Trustees is fixed in the governing document

4. Essential responsibilities

4.1. The Board of Trustees has the following essential responsibilities:

4.1.1. Setting and maintaining the vision and mission of BAVO:

The Board of Trustees is responsible for establishing the essential purpose of BAVO as set out in the Memorandum and Articles of Association. It is also responsible for guarding the ethos and values of BAVO.

4.1.2. Developing strategy:

Together, the Board of Trustees and the Chief Executive are responsible for developing a strategic plan. The meeting agendas shall reflect and incorporate the key points of the strategic plan in order to provide the necessary strategic direction.

4.1.3. Establishing and monitoring policies:

The Board of Trustees is responsible for approving policies that govern the activity of the organisation. These shall include guidance for staff and/or volunteers, effective systems for reporting and monitoring and an ethical framework for all those connected with BAVO, including a framework that relates to the conduct of the Board of Trustees and the business that it carries out.

4.1.4. Ensuring compliance with the Governing Document:

The Board of Trustees is responsible for ensuring that the Memorandum and Articles of Association are adhered to, that it maintains familiarity with the rules and that the governing document is reviewed on a regular basis. In particular, the activities of BAVO must comply with the charitable objects as outlined in the Mems and Arts.

4.1.5. Ensuring accountability:

The Board of Trustees is responsible for ensuring that BAVO fulfils its accountability (as required by law or any other regulatory regime) to, and including: The Charity Commission, HM Revenue and Customs and the Registrar of Companies. This includes publishing annual reports and accounts. BAVO shall also be accountable to other stakeholders: e.g. donors, beneficiaries, staff, volunteers and the general public.

4.1.6. Ensuring compliance with the law:

The Board of Trustees is responsible for ensuring that, with the assistance of the Chief Executive and appropriate professional advisors, BAVO complies with all legal, regulatory and statutory requirements.

4.1.7. Maintaining proper fiscal oversight:

The Trustees are the guardians of all the assets of the organisation, both tangible and intangible and therefore must take all due care over their security, deployment and proper application. The Board of Trustees is responsible for ensuring the effective management of resources and funding in order that BAVO may meet its charitable objects. The Board of Trustees is responsible for ensuring there is (i) sufficient resources to fulfil the mission, (ii) monitoring spending in order that it is in the best interests of BAVO, (iii) approving the annual financial statement and budget, (iv) protecting BAVO against liability through insurance and (v) seeking to manage risk for BAVO and ensuring compliance with the law.

4.1.8. Respecting the role of the CEO, staff and volunteers:

The Board of Trustees is responsible for strategy, and delegate operational management to the CEO. Trustees recognise and respect the roles, duties and functions of the staff and/or volunteers. The Board is responsible for the effective delegation to staff and/or volunteers through the Chief Executive.

4.1.9. Maintaining effective Board performance:

The Board of Trustees is responsible for engaging in effective deliberation and decision making, delegating to effective committees with adequate resources, and regularly reviewing its role. The Board of Trustees shall invest in its own development through activities such as induction programmes, board away days and training aimed at enhancing its performance. The Board of Trustees is also responsible for overseeing the

recruitment and ongoing support of the Trustees.

4.1.10. Promoting BAVO:

Through the behaviour of the Trustees, their governance oversight and the activities carried out by them on behalf of BAVO, the Board of Trustees is responsible for enhancing and protecting the reputation of the organisation.

4.1.11. Setting up employment procedures:

The Board of Trustees is responsible for ensuring the adoption of comprehensive, fair and legally compliant personnel policies in order to protect BAVO and those who work for it.

4.1.12. Selecting and supporting the Chief Executive:

Where necessary, the Board of Trustees shall create, adopt and implement policies, procedures and practices that relate to the employment of the Chief Executive. It is also responsible for selecting and supporting the Chief Executive and reviewing their performance

4.2. As required and where necessary, the Board of Trustees shall set up committees, working groups and advisory groups to carry out its governance function.

Sub Committees that operate periodically and when the Board is at capacity.

- o Finance and Audit Committee;
- o HR Committee.

5. Proceedings

The Board of Trustees may appoint from among the Trustees three honorary officers: a Chair, Vice Chair and Treasurer.

The proceedings of the Board of Trustees will be conducted in accordance with the Memorandum & Articles of Association.

6. Review

The Board of Trustees will review these terms of reference every three years.

Date of Implementation: June 2020

Date of Review: June 2023

Appendix 2: Role profile for Trustee

Role title:	Trustee of BAVO
Remuneration:	The role is voluntary; however out of pocket expenses may be reimbursed.

The duties of a trustee at BAVO are to:

- ensure that the organisation complies at all times with its governing document, charity law, company law and any other relevant legislation or regulations;
- ensure that the organisation pursues its objects as defined in its governing document;
- maintain proper financial control and ensure that the organisation applies its resources exclusively in pursuance of its charitable objects (i.e. the charity must not spend money on activities that are not included in its own objects, however worthwhile or charitable those activities are);
- work with and provide support and guidance to the CEO and Senior Management Team of BAVO to ensure its proper management and development;
- set and maintain the organisation's vision, mission and values;
- develop strategy, setting overall policy, defining goals, and evaluating performance against agreed targets;
- ensure the financial stability of the organisation and work with staff to develop and maintain income streams and fundraising/income generation opportunities in order to deliver services;
- ensure that risk assessments for all aspects of the business are carried out;
- safeguard the good name and values of the organisation and promote its activities;
- maintain effective board performance and ensure the effective and efficient administration of the charity including appropriate funding, insurance, policies and procedures;
- ensure that BAVO follows proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of staff/ volunteers;
- act in the best interests of the charity, never in the interests of the trustee personally or another organisation.

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.

All trustees must be willing to accept the legal duties, responsibilities and liabilities of a director and a trustee as set out by the Charity Commission. The Charities Act disqualifies people from being a trustee if they have unspent convictions for offences involving deception or dishonesty; are un-discharged bankrupts; have been removed from the trusteeship of another charity because of misconduct; or have failed to make payments under court administration orders.

All Trustees are asked to embrace Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Further information on the role of a trustee can be read in the [Charity Commission's 'Guidance for Trustees'](#).

The Board will review this role profile every three years.

Date of Implementation: June 2020
Date of Review: June 2023



Bridgend Association of Voluntary Organisations
Cymdeithas Sefydliadau Gwirfoddol Pen-y-bont ar Ogwr

CONFIDENTIAL

Trustee Application Form

Name:	
Address:	
Tel:	
E-mail:	

Please give the name and contact details of a referee:
(referees will not be contacted without your prior consent):

Referee name:	
Address:	
Tel:	
E-mail:	
In what capacity, and for what period of time, has this individual known you?	

☐

Please tick to confirm your CV is attached

Supporting statement:

<p>Why are you interested in joining BAVO Board?</p>	
<p>Please explain the skills, knowledge and experience you will be able to bring to the role.</p> <p>You may wish to refer to the specialisms we are hoping to recruit to the board as well as the role description.</p>	

I declare that the information given on this application is complete and correct to the best of my knowledge. I have also read the information pack and can confirm that I am eligible to be considered for appointment. I also certify that I will immediately disclose any changes in circumstances that affect the answers I have given.

Signed:	
Date:	

If successful, we will keep this information for the duration you are a Trustee of BAVO. If you, or we decide not to progress with the application, your information will be kept for up to six months and then removed from all systems.

Please refer to our Privacy Statement on our website www.bavo.org.uk or email dpooficer@bavo.org.uk

Please return complete application form to heidibennett@bavo.org.uk



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