



LATIN AMERICAN FOUNDATION FOR THE FUTURE

**BOARD OF TRUSTEES
ROLE AND GUIDELINES**

2ND REVISION – 9TH OCTOBER 2016



CONTENTS

Introduction – 3

Role of the Board of Trustees – 4

Role of a Trustee – 6

Trustee Posts – 8

The Legal Context – 13

Board Management Guidelines – 17

Appendices

1. Trustee Expenses Policy – 21

2. Trustee Code of Conduct and Appointment Form – 22

3. Trustees Contact Directory – 23

4. Reporting Schedule – 24



INTRODUCTION

This document sets out practical guidelines, policies and advice for the operation of the Board of Trustees for Latin American Foundation for the Future (Laff), a UK registered charity (charity number: 1125872), including the roles and duties of the Trustees.

This document is not intended to be legally binding. Nor does it offer comprehensive legal advice for any party.

Laff's legal basis is outlined in the Trust Deed dated 12th August 2008. This document should be read in conjunction with the Trust Deed.

In the event of any conflict between the contents of the Trust Deed and this document, the Trust Deed shall always take precedence.



ROLE OF THE BOARD OF TRUSTEES

A Board of Charity Trustees is the governing body of a charity. In some charities, they are called Directors, Board Members, Governors or Committee Members – LAFF uses the term *Trustees*.

Trustees have ultimate responsibility for directing LAFF's affairs, and exist to ensure strategic leadership, financial accountability, legal compliance and effective management. The Trustees ensure that LAFF is financially solvent, sticks to its mission and values, and is delivering the charitable outcomes for which the organisation was founded. They must operate in accordance with LAFF's legal founding document, the 'Trust Deed', dated 12th August 2008, which outlines the powers the Trustees have.

The Trustees are volunteers. Apart from limited expenses, they give their time for free, and do not receive any money or benefits for their role. They also work part-time, and most have other jobs and personal commitments as well. The Trustees bring diverse perspectives, skills and experience to LAFF, and play a key role in its management and governance.

Key duties of the Board of Trustees include to:

- Ensure LAFF is governed in accordance with the provisions of the Trust Deed, dated 12th August 2008
- Act in the interests of LAFF's beneficiaries
- Ensure that all the organisation's activities are within the law
- Ensure accountability as required by law (for example, to the UK Charity Commission and Inland Revenue, etc) as well as to donors, beneficiaries, staff, volunteers, and the public
- Determine the organisation's mission, purpose and strategy, and provide leadership towards their realisation
- Act as guardians of LAFF's unique ethos and values
- Develop, renew and agree the organisation's policies and procedures
- Agree the budget and monitor financial performance
- Ensure the organisation has adequate resources
- Ensure the organisation's property, assets and other resources are protected and well managed
- Monitor and evaluate the organisation's programmes and effectiveness
- Review annually the performance of the board of trustees
- Appoint the Programme Manager and other key staff as required
- Provide supervision to key staff, review their performance, and agree salary and other benefits
- Act as a 'court of appeal' on personnel and staffing matters as necessary.

LATIN AMERICAN FOUNDATION FOR THE FUTURE

LAFF BOARD OF TRUSTEES – ROLE AND GUIDELINES



Though the Trustees may delegate some of their powers (see Clause 7 of the Trust Deed), appoint staff and take advice from experts, they must always retain ultimate responsibility for the running of the organisation – this duty cannot be delegated. The board remains closely concerned with all decisions of strategic, legal and financial significance, and remains legally responsible for all activities of the organisation, including those matters delegated to staff.

Because LAFF is a small organisation with limited resources, our Trustees may sometimes get involved more closely in aspects of day-to-day running of the organisation – for example, providing additional management supervision to a specific project, helping complete the accounts, making a fundraising application, drafting a report, etc. These additional and optional duties are a great help to LAFF, but they are not part of the core role of a Trustee. Therefore, it is important for everyone to make a clear distinction between the Trustees' core role in the governance of the organisation, and all the other things a Trustee may choose to do to support LAFF's work.



ROLE OF A TRUSTEE

The duties of a LAFF trustee are:

- to be familiar with LAFF's Trust Deed, dated 12th August 2008, and ensure the organisation is managed in accordance with its provisions
- ensure that the organisation complies with its own rules, organisation law, and any other relevant legislation or regulations
- to ensure that the organisation pursues its objectives as defined in its strategic plan
- to ensure the organisation applies its resources exclusively in pursuance of its objectives, i.e. the organisation must not spend money on activities which are not included in its own objectives, no matter how worthwhile or charitable those activities are
- to contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- to safeguard the good name and values of the organisation
- to represent the company at functions and meetings, and act as a spokesperson as appropriate
- to declare any conflict of interest while carrying out the duties of a trustee
- to be collectively responsible for the actions of the organisation and other trustees
- to ensure the effective and efficient administration of the organisation
- to abide by LAFF policies and procedures
- to ensure the financial stability of the organisation
- to protect and manage any property and assets of the organisation and to ensure the proper investment of the organisation's funds
- to make sure risks to the organisation are properly managed
- to appoint and support the employees and monitor their performance
- to use their specific skills, knowledge and experience to help the board of trustees reach sound decisions. This will include: scrutinizing board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives
- to participate in board meetings, and to read papers in advance of meetings
- to attend sub-committee meetings as appropriate
- to participate in other tasks as arise from time to time, such as interviewing new staff, helping with fundraising, etc
- to keep informed about the activities of the organisation and wider issues which affect its work
- to monitor that decisions taken at meetings are implemented
- liaising with the employees to keep an overview of the organisation's affairs and providing support as appropriate

LATIN AMERICAN FOUNDATION FOR THE FUTURE

LAFF BOARD OF TRUSTEES – ROLE AND GUIDELINES



- to commit approximately 1- 3 hours each week to their role with LAFF (on average across each year).

Each trustee should have:

- integrity
- a commitment to LAFF and its objectives
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- a willingness to devote the necessary time and effort to their duties as a trustee
- strategic vision
- good, independent judgment
- an ability to think creatively
- willingness to speak their mind
- an ability to work effectively as a member of a team

In addition, the following areas of skills and experience are beneficial:

- setting targets, monitoring and evaluating performance and programmes
- financial management and accounting
- education, training, social care and welfare of children and young people
- legal matters
- fundraising
- recruitment and personnel management, including a knowledge of employment legislation
- public relations, marketing, communications



TRUSTEE POSTS

The Board elects its members to particular posts, to help coordinate and manage the work of the Trustees. These are not legally-defined roles, but instead are a means of dividing and managing the work of the Board of Trustees more effectively.

LAFF has three types of Trustee post:

- **Standing Posts**
These are standing or permanent Trustee Posts, which will always exist, and should not be allowed to become vacant. They comprise the Chair and Treasurer.
- **Special Posts**
These are posts created by the board from time-to-time, as required. These posts can be created, filled and removed by resolution of the Trustees, in response to the needs of the organisation. Typically, these posts will be linked to the current version of LAFF's Strategic Plan, and therefore should be reviewed when the Strategic Plan is updated.
- **Honorary Posts**
LAFF has one honorary post, granted for extraordinary service, as described below.

For all roles, Trustees are elected by the members of the board. Where appropriate, one trustee may hold one or more posts, or none at all. LAFF does not delegate any special decision-making powers to these posts – they act in an oversight and advisory capacity, reporting their activities to the full board. The full board retains all decision-making powers.

The current trustee posts, and their additional responsibilities, are described below.

Standing Posts

Chair

- leads the board of trustees, ensuring that it fulfils its responsibilities for the governance of the organisation
- works closely with the employees and volunteers to support them in achieving the aims of the organisation
- acts as the channel of communication between trustees and staff, and works to optimise the relationship between staff, volunteers and the trustees
- authorises action to be taken between meetings of the full board, such as signing cheques and legal documents
- provides leadership for the board of trustees in their role of setting the strategy and policy of the organisation



- plans the annual cycle of board meetings
- sets agendas for board meetings
- chairs board meetings
- leads the process of appointing staff, and appraising the performance of the employees, including leading on disciplinary matters.

Treasurer

- maintains an overview of an organisation's financial affairs, ensuring its financial viability
- ensures suitable financial reports are prepared and presented to the board as necessary
- ensures appropriate accounting procedures and controls are in place, and that proper financial records are maintained
- keeps the board informed about its financial duties and responsibilities
- ensures the organisation's accounts are prepared in a suitable format
- ensures that the accounts and financial systems are audited as required by law
- liaises with the auditors/independent examiners, and ensures recommendations of the auditors are implemented where necessary
- oversees the preparation and presentation of budgets, accounts and financial statements in collaboration with staff
- works to ensure that the financial resources of the organisation meet its present and future needs
- ensures that the organisation has an appropriate reserves policy
- liaises with paid staff and volunteers about financial matters
- offers financial advice to the Board, including advising on the financial implications of the organisation's strategic plan
- if LAFF chooses to make investments, the Treasurer shall ensure that the organisation has an appropriate investment policy; monitoring the organisation's investment activity and ensuring its consistency with the organisation's policies and legal responsibilities
- contributing to the fundraising strategy of the organisation
- oversight of Programme 3.4, Finance, as set out in the Strategic Plan 2016-2019.



Special Posts

Trustee with Special Responsibility for Programmes

Oversight of Strategic Goals 1 & 2 and LAFF's core programmes, as set out in the Strategic Plan 2016-2019:

- 1.1. Formal Education & Training
- 1.1. Personal and Career Development
- 2.1. Project Management & Funding
- 2.2. Consultancy & Training
- 2.3. Social Enterprise Development.
 - providing programmes support and supervision to the Programme Manager, including regular Skype calls
 - ensuring programmes are monitored and evaluated in line with LAFF's M&E strategy
 - ensuring programmes are implemented in accordance with the current strategic plan
 - working closely with the Trustee with Special Responsibility for Performance, Strategy and Governance to ensure the M&E strategy and Strategic Plan are informed by programmes on the ground.

Trustee with Special Responsibility for Communications and Marketing

Oversight of Programme 3.1 Communications and Marketing, as set out in the Strategic Plan 2016 – 2019, including:

- overseeing the development and maintenance of an effective social media strategy
- helping to raise awareness of our work and the issues we work to tackle
- overseeing active outreach to find blogs and online magazines to promote our work
- overseeing implementation of the Ambassador Programme
- ensuring LAFF identifies targeted new and existing audiences and works to engage them
- ensuring LAFF identifies language styles and topics which engage our audience and adjust strategy accordingly, and uses personal stories and case studies to engage interest
- ensuring staff and volunteers follow, maintain and develop LAFF's brand guidelines
- overseeing the regular publishing of appropriate and high-quality newsletters and blogs
- overseeing the development and maintenance of a high quality media database.



Trustee with Special Responsibility for Fundraising and Income Generation

Oversight of Programme 3.2 Fundraising and Income Generation, as set out in the Strategic Plan 2016 – 2019, including:

- overseeing the development and implementation of an effective fundraising strategy
- overseeing implementation of the scholarship programme
- ensuring LAFF maintains good communications and reporting to donors of all kinds
- supporting staff and volunteers to identify opportunities for income generation in Cusco
- overseeing research and analysis of opportunities for a LAFF social enterprise in Peru
- helping to identify potential corporate/business donors, both in Peru, UK and elsewhere
- ensuring the diversification and expansion of our donation sources
- ensuring we develop long term relationships with our donors and access multiyear grants
- oversight of the design and implementation of an income generation strategy in Peru
- working closely with the Trustee with Special Responsibility for Communications and Marketing, to ensure communications to funders are appropriately addressed and managed.

Trustee with Special Responsibility for Performance, Strategy and Governance

Oversight of Programme 3.3, Performance, Strategy and Governance, as set out in the Strategic Plan 2016 – 2019, including:

- overseeing development of M&E strategy for all of our programs
- ensuring LAFF maintains an updated and relevant strategic plan
- ensuring that LAFF proactively manages and monitors risks to the organisation
- ensuring that LAFF develops strong internal procedures and policies covering all internal and external operations
- monitoring with the Chair that the Board of trustees is actively engaged and supporting the strategic development of the organization
- overseeing LAFF's registration as a Peruvian organization
- working closely with the Trustee with Special Responsibility for Programmes to ensure the M&E strategy and Strategic Plan are informed by programmes on the ground
- Ensuring LAFF works in accordance with its Trust Deed, and amending the Trust Deed legally, where required.



Trustee with Special
Responsibility for
Human Resources

Oversight of Programme 3.4, Human Resources, as set out in the Strategic Plan 2016 – 2019, including:

- ensuring that LAFF has a productive, effective full-time team in Cusco covering most of the available positions, and that this team is well-managed
- leading on recruitment processes – advertising, reviewing CVs, interviewing, etc, and making recommendations to the Board as required
- ensuring that LAFF has an effective volunteering programme that will allow us to recruit skilled volunteers for a minimum of three months and maintain them engaged after their time in Cusco
- ensuring that LAFF is supported by a team of remote and part time local volunteers, providing expertise and contributing to programs
- addressing personnel issues
- ensuring LAFF meets obligations for paid staff in terms of employer contributions, pensions etc
- developing LAFF’s procedures and plans for emergencies
- with the Chair, providing additional coaching, mentoring, personal development and pastoral care to the Programme Manager, and to volunteers where necessary overseeing measures to improve staff and volunteer retention.

Honorary Standing Posts

Founder & Trustee for
Life

The honorary title of ‘Founder and Trustee for Life’ is awarded exclusively to Sarah Oakes, in recognition of her extraordinary contribution to LAFF over many years. The title cannot be awarded to any other person. In practice, the Founder and Trustee for Life has no special duties or powers, and has the same role as any other Trustee. However, the role confers two specific exemptions:

- presumption of re-election as trustee. In practice, the trustee for life is expected to be re-elected each year automatically.
- exemption from all duties other than meeting the minimum requirements of a Trustee, as set out by law and in the Trust Deed. In practice, the Founder and Trustee for Life may choose their own level of involvement in the day-to-day running of the Board, as long as they comply with the minimum legal requirements of a Trustee. The Founder and Trustee for Life may also stand for election to any of the regular posts in the normal way.



THE LEGAL CONTEXT

Trustees must be aware of their specific legal duties and must comply with Charity Commission rules. More information can be found in the Charity Commission Guide *'The Essential Trustee – What You Need to Know'*, which is available online at – <http://www.charitycommission.gov.uk/publications/cc3.asp>

In summary, the trustees have the following legally binding duties under UK law:

1) To ensure that they are eligible to act as a trustee

All trustees must ensure they are eligible to act as a charity trustee under UK law. This includes:

a) Minimum age

Trustees must be at least 18 years of age.

b) Disqualification under the Charities Act

Individuals must not act as a trustee if they are disqualified under the Charities Act.

This includes if an individual:

- is disqualified as a company director
- has an unspent conviction for an offence involving dishonesty or deception (such as fraud)
- is an undischarged bankrupt, or has a current composition or arrangement including an individual voluntary arrangement (IVA) with their creditors
- has been removed as a trustee of any charity by the Charity Commission (or the courts) because of misconduct or mismanagement.

Click here to read more about [trustee disqualification](#).

c) Fit and proper persons

In order for LAFF to claim Gift Aid and other applicable UK tax reliefs, all trustees must meet the management condition in the Finance Act 2010, which requires Trustees to be 'fit and proper persons'.

Typically, an individual will not be regarded as a 'fit and proper person' if they:

- have been involved in tax fraud
- have been involved in other fraudulent behaviour including misrepresentation and/or identity theft



- are known by HMRC to have involvement in attacks against, or abuse of, tax repayment systems
- have used a tax avoidance scheme featuring charitable reliefs or using a charity to facilitate the avoidance
- have been involved in designing and/or promoting tax avoidance schemes
- have been barred from acting as a charity trustee by a charity regulator or Court, or being disqualified from acting as a company director

To find out more see the [HM Revenue and Customs guidance](#).

d) Working with children and vulnerable adults

Some people are barred by the Disclosure and Barring Service (DBS) from specified kinds of work involving contact with children or vulnerable adults ('regulated activity'). It is illegal for a barred person to apply for a regulated activity (paid or voluntary). It is illegal for a charity to knowingly employ a barred person in such work. A charity must check with the DBS before employing someone working in a regulated activity.

Individuals who are barred by the Disclosure and Barring Service are not eligible to serve as trustees for LAFF, since they may come into contact with children in the course of their duties.

Read more about the [Disclosure and Barring Service](#).

2) Ensure the charity is carrying out its purposes for the public benefit

Trustees must make sure that the charity is carrying out the purposes for which it is set up, and no other purpose. This means trustees should:

- ensure they understand the charity's purposes as set out in its governing document (the Trust Deed)
- plan what the charity will do, and what they want it to achieve
- be able to explain how all of the charity's activities are intended to further or support its purposes
- understand how the charity benefits the public by carrying out its purposes.

Spending charity funds on the wrong purposes is a serious legal matter; in some cases trustees may be legally liable for misspent funds and could be obliged to reimburse the charity personally.

LAFF's purposes are defined as:

I. TO RELIEVE THE SUFFERING AND DISTRESS OF PEOPLE IN LATIN AMERICA WHO HAVE BEEN AFFLICTED BY VIOLENCE OR ABUSE.

II. THE PRESERVATION AND PROTECTION OF GOOD HEALTH AMONG LATIN AMERICAN CHILDREN.

III. THE ADVANCEMENT OF EDUCATION, THE PROMOTION OF GOOD HEALTH, THE RELIEF OF POVERTY AMONG WOMEN AND CHILDREN IN LATIN AMERICA, IN PARTICULAR BY SUPPORTING AND ASSISTING THE CHARITABLE WORK OF CHILDREN'S WELFARE HOMES AND WOMEN'S REFUGES.

IV. THE RELIEF OF FINANCIAL HARDSHIP, EITHER GENERALLY OR INDIVIDUALLY, OF PEOPLE LIVING IN LATIN AMERICA BY MAKING GRANTS OF MONEY FOR PROVIDING OR PAYING FOR ITEMS, SERVICES OR FACILITIES.



3) Comply with the charity's governing document and the law

Trustees must:

- make sure that the charity complies with its governing document (the Trust Deed)
- comply with charity law requirements and other laws that apply to your charity

Trustees should take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when necessary.

4) Act in the charity's best interests

Trustees must:

- do what they and their co-trustees (and no one else) decide will best enable the charity to carry out its purposes
- with their co-trustees, make balanced and adequately informed decisions, thinking about the long term as well as the short term
- avoid putting themselves in a position where their duty to your charity conflicts with your personal interests or loyalty to any other person or body
- not receive any benefit from the charity unless it is properly authorised and is clearly in the charity's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner

5) Manage the charity's resources responsibly

They must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement. They and their co-trustees must:

- make sure the charity's assets are only used to support or carry out its purposes
- avoid exposing the charity's assets, beneficiaries or reputation to undue risk
- not over-commit the charity
- take special care when investing or borrowing
- comply with any restrictions on spending funds or selling land

They and their co-trustees should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise they risk making the charity vulnerable to fraud or theft, or other kinds of abuse, and being in breach of their duty.



6) Act with reasonable care and skill

As someone responsible for governing a charity, they:

- must use reasonable care and skill, making use of their skills and experience and taking appropriate advice when necessary
- should give enough time, thought and energy to their role, for example by preparing for, attending and actively participating in all trustees' meetings.

7) Ensure the charity is accountable

They and their co-trustees must comply with statutory accounting and reporting requirements. They should also:

- be able to demonstrate that their charity is complying with the law, well run and effective
- ensure appropriate accountability to members, if their charity has a membership separate from the trustees
- ensure accountability within the charity, particularly where they delegate responsibility for particular tasks or decisions to staff or volunteers.



BOARD MANAGEMENT GUIDELINES

The following guidelines describe how the board operates and how it interacts with the rest of the organisation. These guidelines are supplemental to the provisions of the Trust Deed.

Appointment and Removal of Trustees

1. Number of Trustees

LAFF shall have no fewer than 3 Trustees at any time, as set out in the Trust Deed.

2. Appointment of New Trustees

The procedures for appointing new trustees are described in the Trust Deed. In addition, the following guidelines shall usually apply:

PROPOSAL

- a. Any current trustee may put forward any suitably qualified individual as a potential new trustee (candidate).
- b. Alternatively, the trustees may invite applications, by advertising the position, where trustees feel the skills and experience required are not met by the current board or by any of the candidates put forward by current trustees.

DUE DILLIGENCE

- c. The current trustees shall conduct such investigations into the candidate as may be necessary. This may include requesting CVs, taking up references and conducting interviews, at their discretion. For candidates who are already well known to one or more of the current trustees, such investigations may be brief.
- d. The current trustees should seek to ensure that the candidate:
 - i. has appropriate skills and experience to act as a trustee, taking into consideration the skills and experience of the current trustees
 - ii. is eligible to act as a trustee
 - iii. has no conflict of interest which may affect their ability to act as trustee
 - iv. understands the role, their responsibilities and the charity's work
 - v. is sufficiently interested in the charity's work, understands the time commitments, and is willing to give their time to help run it.

DEBATE & VOTE

- e. The current trustees shall discuss the candidate and seek to reach a consensus about their appointment, before voting.



APPOINTMENT

- f. The candidate is appointed by signing the Trustee Appointment Form, copies of which are kept on file. The Programme Manager is notified, with a request for all the necessary documents to be updated (website, contacts directory, etc.) The Charity Commission is also notified.

3. Term of Office and Renewal

- a. Trustees shall serve for a one-year term and may be reappointed each year.
- b. Termination of a trustees term of office is described in the Trust Deed.
- c. The office of 'Founder and Trustee for Life' is awarded to Sarah Oakes for life, with a presumption of automatic renewal each year.

4. Proceedings of the Trustees

- a. The trustees typically hold 4 meetings a year, approximately every three months, and must hold at least 2 meetings each year as required by Clause 13 of the Trust Deed.
- b. A meeting of the trustees may be held either in person or by suitable electronic means agreed by the trustees in which all participants may communicate with all the other participants (e.g. video conferencing, etc).
- c. All trustees are encouraged to attend every meeting, and should attend at least two meetings every year.
- d. A quorum at a meeting of the trustees is 2 trustees or at least one third of the total number of trustees, whichever is greater (as set out in Clause 17 the Trust Deed). This is the minimum attendance required for decisions taken in that meeting to be binding.
- e. The Chair or (if the Chair is unable or unwilling to do so) some other trustee chosen by the trustees present presides at each meeting, as set out in Clause 16 of the Trust Deed.

5. Making Decisions

- a. Decisions shall be made by voting, as set out in Clause 18 of the Trust Deed. All decisions of significant financial, strategic or governance importance should be made in this way.



- b. Less important decisions may also be made by the trustees between meetings, in the following manner:
 - i. A written proposal is made available electronically by any suitable means (email, Google Docs, Dropbox, etc.)
 - ii. The trustees are given a deadline (not less than one week), in which to read the proposal and to cast their vote.
 - iii. Votes are cast electronically by any suitable means (e.g. by email to the Programmes Manager).
- c. Under these guidelines, the Chair is empowered to take emergency decisions without consulting the other trustees, in order to prevent physical harm or injury to an individual, or to prevent severe financial losses to the charity. This may include authorising emergency expenditure in the event of a crisis, disaster or other unforeseen situation.

6. Powers of the Trustees

- a. The trustees powers are set out in Clause 5 of the Trust Deed.

7. Records and Accounts

- a. The Trustees must comply with Clause 22 of the Trust Deed and all relevant legal obligations (e.g. under the Charities Act 2011) as to keeping, auditing and filing of financial records and accounts.

8. Benefits to Trustees

- a. Trustees may not normally receive payment or financial benefits from LAFF, except as set out by Clause 25 of the Trust Deed
- b. A trustee may only receive reimbursement of reasonable out-of-pocket expenses actually incurred in running the Charity, in line with Clause 27 of the Trust Deed and LAFF's expenses policy.

9. Conflicts of Interest

- a. Whenever a trustee has a personal interest in a matter to be discussed at a meeting of the trustees or a committee the trustee concerned should:



- i. declare an interest at or before discussion begins on the matter;
- ii. withdraw from the meeting for that item unless expressly invited to remain in order to provide information;
- iii. not be counted in the quorum for that part of the meeting; and
- iv. withdraw during the vote and have no vote on the matter.

10. Interaction with Programme Manager

- a. The Programme Manager shall maintain the following documents to help coordination and communication with the Board:
 - i. Trustee Contact Directory, showing names, contact details, availability, time zone and particular posts(s) held for each individual;
 - ii. Meetings & Reporting Schedule, outlining when and how the Trustees communicate to each other, and when and how the Programme Manager reports to each of them as individuals and as a group.
- b. The Programme Manager shall attend the trustee's meetings when invited. Typically this will mean attending at least the first part of each quarterly meeting, to present reports and concerns, as well as any ad-hoc meetings required.
- c. The Programme Manager shall issue monthly written reports, which shall be circulated to all of the trustees. The format of these reports can be agreed and reviewed as necessary between the PM and the trustees, but should cover all key areas of LAFF's work.
- d. The Programme Manager shall engage individually with trustees within their areas of particular responsibility, typically via one-to-one Skype chats and email contact. For example, the Treasurer may have detailed questions about finances and accounts, which are best dealt with directly.
- e. Issues of special importance should be reported to the Board via formal reports and papers, drafted by the Programme Manager. For example, recruitment of new staff or adoption of a new Strategic Plan might warrant a special paper to the board.



APPENDIX 1. TRUSTEE EXPENSES POLICY

LAFF trustees are expected to make every effort to minimise their expenses.

Trustees may normally claim the following expenses:

- Telephone bills or Skype credit when a trustee has made an essential call on behalf of LAFF. Up to a limit of £10 per call.
- Transport to attend meetings, up to a limit of £30 per instance. Trustees are expected to use public transport over taxi where possible.
- Administration costs such as printing, stamps and stationery, up to a limit of £20 per instance
- Modest hospitality costs in connection with meeting potential donors/funders, up to £20 per instance.

Trustees may **not** normally claim for internet, utilities bills, mobile phone contracts, maintaining an office, or any expense they may reasonably be expected to have incurred regardless of their role for LAFF.

Any expense not described above, or exceeding the limits cited above, must be approved in advance by both:

- the Chair, who will confirm that the expense is acceptable in principle
- the Treasurer who will check fund are available.



APPENDIX 2. TRUSTEES APPOINTMENT FORM

I confirm:

- I understand the legal duties of a trustee and I am eligible to act as a trustee
- I have read the documents entitled 'Trust Deed' dated 12th August 2008 and 'Laff Board of Trustees - Role and Guidelines', including the Trustees Expenses Policy. I understand and accept the role of trustee as described therein
- I am willing to commit the time necessary to fulfil my responsibilities as a trustee, including participating in meetings and committing 3 hours per week to the organisation.

Signed:

Name:

Date:



APPENDIX 3. EXAMPLE TRUSTEES CONTACT DIRECTORY

NAME	
POSTS / SPECIAL RESPONSIBILITIES	
EMAIL	
TELEPHONE(S)	
SKYPE	
ADDRESS	
TIME ZONE	
NORMAL AVAILABILITY	

NAME	
POSTS / SPECIAL RESPONSIBILITIES	
EMAIL	
TELEPHONE(S)	
SKYPE	
ADDRESS	
TIME ZONE	
NORMAL AVAILABILITY	

NAME	
POSTS / SPECIAL RESPONSIBILITIES	
EMAIL	
TELEPHONE(S)	
SKYPE	
ADDRESS	
TIME ZONE	
NORMAL AVAILABILITY	



APPENDIX 4. EXAMPLE REPORTING SCHEDULE

	Reports	Meetings
January	Monthly PM Report – 1st	Board of Trustees, 1 st Quarterly Meeting – 15th
February	Monthly PM Report – 1st Draft Accounts	
March	Monthly PM Report – 1st Final Accounts	
April	Monthly PM Report – 1st	Board of Trustees, 2 nd Quarterly Meeting – 15th
May	Monthly PM Report – 1st	
June	Monthly PM Report – 1st	
July	Monthly PM Report – 1st	Board of Trustees, 3 rd Quarterly Meeting – 15th
August	Monthly PM Report – 1st	
September	Monthly PM Report – 1st	
October	Monthly PM Report – 1st	Board of Trustees, 4 th Quarterly Meeting – 15th
November	Monthly PM Report – 1st	
December	Monthly PM Report – 1st	