

TRUSTEE & OFFICER GOOD PRACTICE GUIDE

leading and supporting

The purpose of this Good Practice Guide is to lay out the ethos of SuperTroop, set expectations and give practical guidance to Officers and Trustees.

Officers and Trustees do not attend the SuperTroop holiday itself and instead support the functions of the charity year-round.

You should read and understand this guidance and the information linked within. Please feel free to ask any questions at any time.

Understanding How You Fit In to SuperTroop

Group Leaders manage a group of four or five helpers during the holiday week. They are the beating **heart** and **lungs** of the SuperTroop holiday. They keep the holiday lively, vigorous and moving all day long.

Helpers provide one-to-one support to holiday-makers. They are like our **senses** and **muscles**. They are on the front line, hearing, seeing (and sometimes smelling) what our holiday-makers need, taking action to keep them cheerful and well.

Senior Helpers provide leadership, oversight and support on the week as well as planning the holiday year-round. They are the **brain** and **backbone** of the holiday.

Officers provide support to SuperTroop as a charity, not just a holiday. They ensure we have the relationships, funding and other resources we need to operate. They are like the **bones** of the charity, a hidden structure that underpins everything else.

Trustees oversee the charity, thinking about immediate operational needs and challenges, making sure we track and meet regulatory standards, but also taking a long-term view to ensure the sustainability of SuperTroop. Trustees are like our **memory** and our **moral compass**, the high-level thinking skills that push us forward.

Film 1: Introducing SuperTroop

What Every Officer and Trustee Should Do

⇒ ***follow our values and principles***

- act honestly, responsibly and with integrity
- treat others with fairness, equality, dignity and respect
- promote the purpose and values of SuperTroop, to enhance our work

⇒ ***understand what we do***

- take the time to learn about our organisation, engage with induction materials and processes thoroughly
- understand the specific responsibilities of your role, ask questions if needed
- visit the holiday and attend SuperTroop sessions as much as possible
- read and follow SuperTroop policies and procedures

⇒ ***take responsibility***

- make realistic plans for your involvement; set goals and deadlines which you can achieve
- note action points and plan time to complete them in good order
- make time to join scheduled meetings
- handover at the end of your volunteering time, making sure your successor has everything they need

⇒ ***communicate effectively***

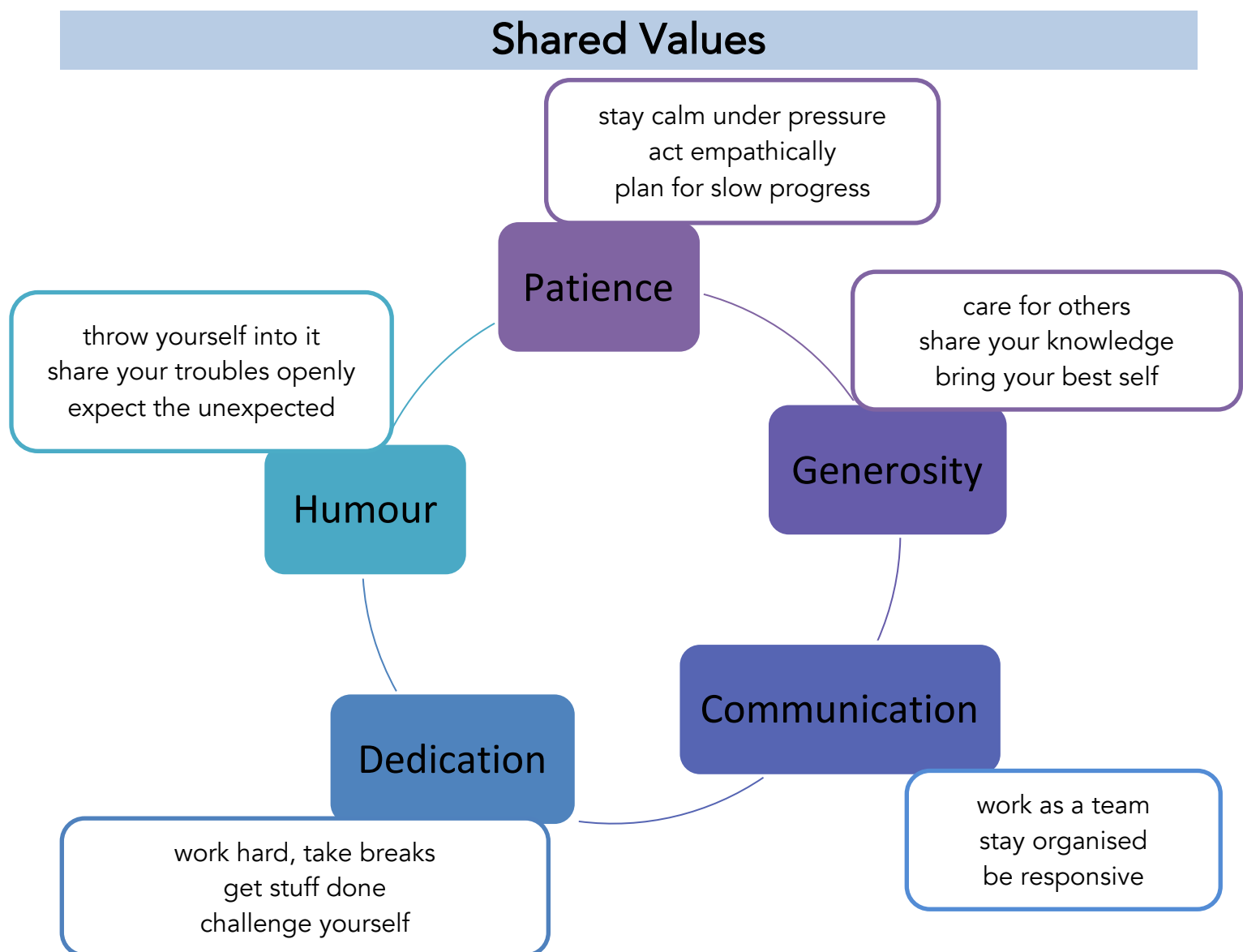
- read materials thoroughly and respond to correspondence in a timely, respectful and honest manner
- keep materials you are working on in shared spaces, to enable someone else to take over if needed
- share any challenges you are facing in your role honestly and clearly
- communicate clearly if you are not available to complete a task, so someone else can take over

⇒ ***engage and challenge***

- bring external knowledge to bear on SuperTroop matters
- challenge fellow-volunteers to explain and justify their planning
- ask questions when you are not sure

[see the links on the back page for relevant further reading]

Film 2: Trustee & Officer Induction



The SuperTroop Year

This charts the core milestones for the holiday team, which revolve around the holiday dates taking place in early July each year.

	July-August	September-October	November-December	January-February	March-April	May-June
	The Holiday	Debrief	Recruitment	Induction	Training	Pre-Holiday
New Helpers	Onsite induction: personal care, communication, safeguarding,	Post-holiday feedback forms Add a non-Fettes email to Better Impact	New Helper applications & interviews via Fettes College Invite to Better Impact and collect references	In-person induction @ Fettes College Circulate Welcome Pack & Flipbook links Start PVG process	Share training quizzes and videos: Communication, Bedtime Signing Best Practice	Re-share Welcome Pack and Flipbook Low Arousal training online In-person About Me & pizza session
Returning Helpers	Meeting your group Fire drill	Application to return the following year AGM	Invite to update Better Impact profiles	Circulate Welcome Pack & Flipbook links		Re-share Welcome Pack and Flipbook Share About Me book
GLs & Senior Team	Onsite induction	Debrief meeting Application to return the following year Training needs analysis	Xmas dinner Quality Improvement Planning Advertise for new roles	Circulate Welcome Pack & Flipbook links Update Better Impact profiles	GL training & bonding session Specialist internal training Safeguarding QI topics	Specialist external training (first aid, crisis management) Prewrite briefings

Additional key milestones in the year for Trustees & Officers include:

- **SuperTroop September** is a whole month dedicated to volunteer-led fundraising
- The **AGM** takes place in early October, this is a key milestone for the charity – a chance to celebrate the holiday team's success and to connect with our Members
- Our annual **financial year** runs to 31st October, so after that is when we close and review accounts for the preceding year
- Each year Fettes hosts an **Endurance Challenge Fundraiser** for us in the spring and we do everything we can to support and appreciate them
- Our **insurance policy renewal** falls due on 1st April each year
- The school hosts an **Open Day** in April to which new volunteers and holiday-makers are invited. On the same day we normally host an **all-volunteers lunch** to bring together Officers, Trustees and the holiday team.
- Every **May** Trustees need to publish a Duty of Candour report, covering the previous 12 months, which shares any relevant incidents and their outcome publicly
- The Trustees' **annual report** needs to be signed off and submitted to OSCR by 31st July each year

How we Get Things Done

Our charity consists entirely of volunteers who are all doing jobs from their homes, often at evenings and weekends. This can make it very difficult to co-ordinate as a team and means progress is often very slow.

We use Google Drive to store all our working materials and have a number of master documents designed to help us keep on track. Please familiarise yourself with google drive, and review the Action Tracker and Operations Calendar.

Film 3: Using Google Drive

Google Drive

- shared storage for live documents
- materials organised into folders and linked between areas using shortcuts

Action Tracker

- spreadsheet to record open tasks for the trustees and sometimes also their linked officers
- completed tasks are noted at a board meeting before deletion
- due tasks are discussed at board meetings

Operations Calendar

- a record of regular tasks that fall due in a given month of the year
- this helps to keep Officers on track especially and to co-ordinate between Officers and the holiday team
- also records key milestones for the board of Trustees

Trustee-Officer links

- each Officer is paired with an individual trustee who helps to support their work and act as a link for reporting to / hearing from the Board
- at a minimum, trustees should reach out to officers a couple of weeks before each board meeting to hear what they've been up to

Holiday Working Groups

- The holiday leadership, or "senior team" is organised into working groups to cover different areas of holiday planning
- working groups are responsible for reaching out to a specific trustee, or to the Chair, if and when they want input into an activity, decision-making guidance, or when they wish to share and solve a challenge

Our Regulatory Context

We are linked with a number of oversight organisations who provide guidance and support, and also receive reports from the charity. We have policies and procedural materials which help us follow their guidance, specifying how it is applied in our particular context.



1. **OSCR:** the Officer of the Scottish Charity Regulator. We send them our annual report and accounts, and they provide guidance for our Board of Trustees. We also need to notify them if our Constitution ever changes.

2. **Care Inspectorate:** as a care provider, we are registered with the Care Inspectorate. One of the holiday leadership team is our *Registered Manager* and they report annually to the CI in March via an online form. The CI also inspect the holiday in-person from time to time and publish a report when they do. We need to notify the CI every time a new Trustee joins our Board and specific kinds of incidents need to be reported to them as well.
3. **HMRC.** As a charity we do not pay tax. We are registered with the HMRC in recognition of our charitable status.
4. **Volunteer Scotland.** This National Organisation administers our PVG (Protection of Vulnerable Groups) checks and helps us ensure that all our volunteers are not barred from work with children.
5. **Fettes College.** Our most important partnership is with Fettes College. While they don't have a regulatory role in terms of overseeing our work, there are three key regulatory elements to this partnership:
 - a. Our holiday takes place on Fettes property and is catered by Fettes staff. Therefore, a key element of meeting regulatory standards is via Fettes College adherence to those standards, e.g. fire safety, food hygiene
 - b. The reputational link between SuperTroop and Fettes means that if either organisation failed in its regulatory duties, this could have negative consequences for the other.
 - c. Fettes students who volunteer with SuperTroop are simultaneously in voluntary staff positions, but also can be considered vulnerable themselves. They need to be both carers, and cared for, while volunteering with SuperTroop.

Our Policies and Procedures

Film 4: Introducing Our Policies

SuperTroop has a comprehensive Policy Directory. This is updated annually just before the holiday, to contain any policies which have been updated in the previous 12 months.

Policies are reviewed when a need for a change is identified, either internally or due to external regulatory changes, or every three years if no such trigger occurs. Policy updates require Board approval.

Policies are augmented by attachments and procedural guidelines which summarise the detail of how the policy is to be implemented.

We also have a reporting framework which summarises when specific types of events need to be reported to one or more of the following:

- the Board of Trustees of SuperTroop
- the Care Inspectorate
- via public Duty of Candour reporting
- the Health & Safety Executive (aka RIDDOR, *Reporting of Injuries, Diseases and Dangerous Occurrences Regulation*)
- via internal record forms

Compliance Expectations

Every Trustee and Officer must play their part in ensuring we adhere to the highest standards.

1. Declare any interests that may conflict with your role or the work of the charity; seek guidance from the Board of Trustees if needed
2. Allow a Disclosure Scotland PVG check to be completed
3. Disclose any concerns about possible wrong-doing witnessed during your time as a volunteer at SuperTroop
4. Observe safety procedures, including any obligation concerning the safety, health and welfare of other people, in line with your SuperTroop induction and our policies
5. Report Health and Safety concerns, including any concerns about data security or breaches of confidentiality
6. Read and comply with the Data Management policy, exercising caution and care with any material or devices containing confidential information

External Engagement

As an Officer or Trustee you may often be corresponding with external partners and / or publishing content on our website and social media channels. We have the following key outlets for sharing our news:

- [Facebook](#), [Instagram](#) and [LinkedIn](#) accounts
- Our [website](#) and especially the [News page](#)
- Our mailing lists including
 - Donors, including people who have fundraised on our behalf
 - Alumni, former volunteers with the charity
 - Members, who attend our AGM and vote on any motions
 - Current Volunteers

If you want to share some news, please consider who it should be shared with and make sure you access **all** the relevant groups / outlets.

The mailing lists are owned by our Donor Officer (friends@supertroop.org) and Secretary (secretary@supertroop.org)

The website is managed by our Website Officer. Email sue@supertroop.org if you don't know who that is.

Our social media accounts are accessed by a group of volunteers. If you have something to share, you can start by reaching out to the social media officer (email sue@supertroop.org if you don't know who that is), or just post in your personal account and tag us.

On social media, we aim to share content that is engaging, light-hearted in tone, but always sensitive to our holiday-makers and their families. Our social media platforms act as advocates for the charity, show gratitude to our volunteers and supporters, and help to raise funds.

Instagram is our main platform for news and fundraising efforts. We use LinkedIn to support our community of volunteers, especially current and former volunteers early in their careers who want to showcase the skills and values they learnt with SuperTroop. Facebook is a key way of reaching our holiday-makers' friends and family with our news.

The Role of an Officer

Officers are responsible for a key area of activity and often work together on small projects.

Chief Operating Officer: oversees the Officer team and keeps an eye on annual milestones and targets, supports all officers with their activities, provides co-ordination across officers, trustees and the holiday team

Donor Officer: manages our donor database, writes thank you letters, supports people fundraising on our behalf, sends out bi-annual newsletters

Finance Officer: manages external bookings and invoices, keeps internal accounts and sets budgets, supports reporting to external funders

Fundraising Officer (grants): applies for external funding mostly from large grant-giving organisations

Fundraising Officer (corporate sponsorship): applies for external funding, including donations in-kind, from commercial sources

People Officer: supports recruitment and induction of new volunteers including PVG checking, helps to source external training, records volunteer feedback

Social Media Officer: manages our social media accounts including generating content and linking with fundraising campaigns and events

Website Officer: manages our website content including generating content for news posts

Officers have a few ways of working:

- (i) We meet **online every 6 months** to set targets for the coming six months and review what we managed in the previous 6 months
- (ii) We join the **monthly meetings** that take place via Zoom, normally on the first Monday of the month at 7pm. You can get the zoom link from the group info section of the SuperTroopers Now! WhatsApp group. At that meeting Officers can update the holiday team on things like fundraising, cash-flow and social media, and hear how holiday planning is going from the working group leads within the senior team. Its important to attend to **stay informed** and to make sure your work is linked to the holiday activity and goals.
- (iii) The COO schedules regular online joint-working sessions which you are welcome to join via Zoom. These provide a structured space to get on with some SuperTroop activity and a way to ask questions or get a second opinion as you go.

Linking Officers and Trustees

Every Officer is paired with a Trustee. At the time of writing the current pairings are listed below but these are subject to change so check this [summary of trustee oversight roles](#) for the latest pairings.

Trustees should contact their paired officer before each Board of Trustees meeting, which happen roughly in February, May, September and December. If you don't hear from your paired board member you can send a report to secretary@supertroop.org

Reporting is not intended to put pressure on volunteers or set unreasonable expectations. Instead, this provides an important mechanism for Trustees to understand the realities of running our organisation, the work and the challenges involved. Please use this reporting opportunity to give an honest account of what you have managed to do, and any barriers you have faced.

Trustee	Officer	Working Group
Angus	Sue, COO	Ellen & Hannah, co-ordinators
Karen	Annabel, Donor Officer	
Peter	Chrissie, Finance Officer	Andrew, Sue & Caolinn, Fettes & Helpers
Cathy	Melissa, Grants Officer	Lyndsay H & Aiden, medical team
tbc	Jacob, Corporate Sponsorship Officer	
Scott		Seb & Barnaby, Logistics
Henry	Anna, People Officer	Andrew, Sue & Caolinn, Fettes & Helpers
Kate	Jordan, Social Media Officer; Miri, Website Officer	
Anne		Sally, Families

Summary: trustee oversight roles

- Trustees reach out to officers for an update before each board meeting & then report to the board (or invite the Officer to join the meeting if needed)
- Working Group leads reach out to Trustees as needed when they have questions or proposals for board consideration

The Role of a Trustee

Our Trustees are also referred to as "the Board", short for the Board of Trustees.

Trustees meet four times per year, normally around February, May, September and December. These are all online meetings on a weekday early evening. An agenda and papers are circulated in advance for Trustees to review and prepare any questions or discussion points.

In our organisation there are a few specific roles on the Board of Trustees:

Chair: the Chair holds this role for a standard period of two years, but can renew for a second term. The Chair oversees the board meetings, encouraging input from all Trustees and helping to arrive at a decision or action plan. They also act as the official representative of the charity in various contexts, including as signatory on the annual report to OSCR

Secretary: the Secretary organises and minutes the Board meetings and compiles all the necessary papers, including inviting specific individuals to attend as needed (e.g. the holiday leaders). They oversee the action tracker and help to monitor progress in relation to key annual milestones.

Treasurer: the Treasurer takes ultimate responsibility for the financial management of the charity, ensuring we meet OSCR expectations in terms of accounting and reporting. They work closely with the Finance Officer to keep an eye on cashflow and fundraising.

As well as these specific roles, we have a number of trustees who provide a link with Fettes College. Trustees also regularly complete a skills audit to monitor for the right balance of expertise.



The Office of the Scottish Charity Regulator (OSCR) sets a list of expectations for charity trustees as follows:

- 1. Always do what is best for your charity:** as a charity trustee you have a legal responsibility to put the interests of your charity above your own interests.
- 2. Know your charitable purpose(s):** everything you do should be directed at achieving only the purposes set out in your governing document.
- 3. Understand your charity's finances:** all the charity trustees are responsible for the charity's finances and must have access to the financial records.
- 4. Act with care and diligence:** you have to protect your charity including its beneficiaries, assets and reputation.
- 5. Have a copy of your governing document:** know what it says, understand what it means, and what you have to do.
- 6. Declare and manage conflicts of interest:** All charity trustees have a collective responsibility to manage conflicts of interest and to act in the charity's interests.
- 7. Understand your charity's legal responsibilities:** make sure your charity is meeting its legal duties under charity law and other relevant laws.
- 8. Work together for the good of the charity:** all the charity trustees are collectively responsible for making sure that the charity is run responsibly and lawfully

Safeguarding

What is safeguarding and why does it matter?

Safeguarding, (also called child protection more specifically) means ensuring children and young people are safe from any type of harm. Harm happens both intentionally and unintentionally, and significantly impacts on a young person's physical health, emotional and social wellbeing. Young people, specifically those with learning disabilities, are particularly vulnerable to harm as they aren't always able or feel safe enough to tell us that something is wrong. It is therefore important that all SuperTroop volunteers are equipped to recognise and respond to harm when it occurs.

Importantly, every child has the **right** to be cared for and protected from harm ([Article 19, UNCRC](#)) regardless of their gender, race, religion or abilities. This is an international and legally binding agreement set out by The United Nations Convention on the Rights of the Child (UNCRC). This agreement is also incorporated into Scottish legislation.

What is my responsibility regarding safeguarding?

In line with Scottish legislation, everyone who volunteers with SuperTroop has a duty of care to safeguard our holidaymakers from harm and to ensure their wellbeing. We therefore ask all our volunteers to listen out for and notice any signs of harm. It is important to remember that harm can occur both *during* and *outside* of the holiday - if you are worried about one of the holidaymakers in any way, you **MUST** raise your concern with someone so that it can be passed onto the relevant social care team.

You can notify a fellow Trustee, or reach out to the Child Protection Officers on the holiday team by emailing families@supertroop.org

As Trustees and Officers you might not spend time with children, but you might hear accounts from holiday volunteers, or see written materials or images that concern you. You might also receive formal reports on safeguarding topics from the holiday team. Harm can also be caused to volunteers, as well as to holiday-makers. You are responsible to act on anything you observe, as a volunteer with SuperTroop.

You can see more information about the responsibilities of Trustees specifically in relation to safeguarding here:

- [Safeguarding for Trustees](#) slide deck
- OSCR guidance on [Safeguarding for Trustees](#)

What do we mean by harm?

"Harm" is the *"ill treatment or the impairment of the health or development of the child"* (Scottish Government, 2023). There are four main types of harm including:

- Physical abuse
- Emotional abuse
- Neglect
- Sexual abuse and exploitation

Physical abuse is the causing of physical harm to a child or young person and may involve smacking, hitting, shaking, throwing, poisoning, burning or scalding, drowning or suffocating, making someone purposefully uncomfortable, misuse of medication, or forcibly feeding. Physical abuse also includes rough handling, inappropriate or unlawful use of restraint, or involuntary isolation or confinement.

Emotional abuse includes non-physical behaviours that are meant to control, isolate, frighten or someone. This includes threats, insults, manipulation, intimidation, dismissiveness, discrimination among others. This includes using negative language to describe a holidaymaker or another volunteer.

Neglect refers to a failure to meet a young person's basic physical, emotional and medical needs, which is likely to result in a serious impairment of their health or development. Neglect may include the failure to provide adequate food, clothing, shelter, supervision, medication, medical equipment, and treatment, or love and affection. It may also include the failure to ensure privacy and dignity, and a failure to take account of someone's cultural, religious and ethnic needs.

Sexual abuse includes forcing or enticing a child to take part in sexual activities, whether or not the child is aware of what is happening.

Other forms of abuse we want you to be aware of include *criminal exploitation, sexual exploitation, trafficking, female genital mutilation, and forced marriage*.

Volunteer Support & Whistleblowing Policy

Hearing or noticing harm can be distressing. If you need support, let someone know that you would like a debrief. SuperTroop has a Whistleblowing Policy in place, meaning that *"all reports will be treated with respect and the 'whistle-blower' is guaranteed complete confidentiality within our organisation"* (Protection of Children and Vulnerable Adults, Version 4, 26 May 2024).

Top Tips for Getting Stuff Done

Being a volunteer is a very hard job. The work isn't necessarily gruelling, but it is very difficult to:

- o keep track of what needs to be done
- o plan ahead to be realistic about timelines
- o link up with other volunteers who are also juggling work and personal life
- o making time in a busy schedule for work that isn't paid

It is easy to neglect SuperTroop tasks until they become urgent. Or to sit down and start but quickly become derailed because you can't find what you need.

Here are some recommendations for how to overcome common problems:

1. Set aside an hour each week, or two hours every fortnight, to address SuperTroop tasks. Book this into your diary, like an exercise class. Little and often is much easier than letting things build up.
2. Make a longer-term plan with one or two tasks for each month, so you know at any one time what you are focusing on and your direction of travel.
3. If you are planning a big piece of work, spend fifteen minutes checking a couple of days beforehand that you can find everything you need. If you are missing a file, a log-in or an image, that gives you time to source it.
4. Get yourself a nice SuperTroop notebook (you can claim this on expenses!) to keep track of your to do list and ideas.
5. Make use of WhatsApp groups to ask for help and input. Don't try to manage on your own.
6. Set up a video call with someone else to work on SuperTroop stuff together. This can really help with accountability. You can ask questions, and have breaks together too.
7. Try really hard to join meetings and social events, as it's much easier and more fun to work with people you know and like.
8. Don't be afraid to say No to a task, even if you know you could do a good job, when you need a rest or just a change of scene.
9. If you know you are going to be busy up ahead, let folks know so they can accommodate that.
10. If you're behind or stuck, say so! Let people know so they can step in and support you.

Film 5: What's it all for? A Parent Perspective

Film 6: What's it all for? The Holiday Experience

Last updated December 2025

Further info: sue@supertroop.org

Useful Resources

On this page of our website, you can find **recent reports** from the charity:

<https://www.supertroop.org/annual-reports>

and here you can find a copy of our **Constitution** and general **Privacy Notice**:

<https://www.supertroop.org/policies-and-procedures>

You can also download our most recent **Care Inspectorate report** online [here](#).

OSCR has some helpful [Guidance for Trustees](#) which is also available in this [Easy Read version](#).

Here is the OSCR homepage: <https://www.oscr.org.uk/>

You can review our most recent **Policy Directory** and **Volunteer Handbook** in this [Welcome Pack folder](#). In particular in the Policy Directory you might want to review the following policies:

- Complaints
- Data Storage
- Equalities
- Finance
- Governance
- Health and Safety
- Membership
- Mission Statement

In the same Welcome Pack you will find a link to the [PVG Guideline](#).

We also recommend that you review the equivalent helper, group leader and senior helper materials to familiarise yourself with these roles too:

- [good practice for helpers](#)
- [good practice for group leaders](#)
- [good practice for senior helpers](#)

Finally, there's a **private page on the SuperTroop website** [at this link](#), where you can find

- Direct links to holiday google drives containing all the key materials
- The zoom link for regular monthly planning meetings
- A link to the expenses claim form

Contact coordinators.supertroop@gmail.com for the password.