

the

Q<sup>s</sup>

every trustee  
should ask...

**...trusteeship  
and governance**

A networking lunch and lecture

9th November 2007

Venue: York Racecourse

Supported by:



the

Q<sup>s</sup>

every trustee  
should ask...

**...trusteeship  
and governance**

**welcome**

Zoe Willems,

ctn trustee

charity consultant and writer

the



every trustee  
should ask...

**...trusteeship  
and governance**

## trusteeship and governance

- Questions, questions...
- Basic questions – being a trustee
- How much do you know?
- Questions to ask yourself, the board, staff, advisors
- How are you doing?
- Where to go next

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Questions, Questions

- Why?
  - For information and understanding
  - To encourage shared understanding
  - To challenge and promote healthy debate
  - To include others
  - To ensure clarity
- Vital for collective decision making

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Some basic questions....

- Am I a trustee?!
  - Board, management committee, director, governor
  - Serving on the governing body
  - Ultimate responsibility but may delegate day-to-day tasks
  - Entrusted with the organisation's assets
  - Operating within set of rules or constitution
  - Part of a team, often voluntary

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Some basic questions....

- Should I be a trustee?
  - Are you eligible?
    - Over 18
    - No unspent conviction for dishonesty or deception
    - Not an undischarged bankrupt
    - Not disqualified as a trustee or company director
  
  - Do you have the time and commitment?
    - Know what you're signing up to
    - Not just CV points!

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Some basic questions....

- What do I have to do?
  - Comply with governing document
  - Duty of care – reasonable and prudent
  - Comply with charity, company and other laws
  - Act in the best interests of beneficiaries
  - Act collectively
  - Seek advice when needed
  - Don't financially benefit unless authorised

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Some basic questions....

- What am I being asked to do
  - Is there a role description?
  - What are the terms and conditions?
  - What time commitment is expected?
  - What induction and support is offered?
- What do I know about the organisation?
  - Obtain and read the governing document
  - How is the charity doing?
  - What are the plans for the future?

the

Q

every trustee  
should ask...

**...trusteeship  
and governance**

## How much do you know?

- Quiz time!
- In pairs – share the knowledge
- Answers

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Questions to ask...

- Do I have a copy of the governing document?
- Do I understand it?
- Are we following it?
- Do we need to change, or do we need to change the governing document?
- Are we complying with charity law?
- What other laws apply and are we complying with them?

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Questions to ask...

- Have we identified risks to the organisation?
- How are we managing them?
- Am I happy with what we're doing?
- Do we regularly review risk?

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Questions to ask...

- Do we have strong systems of internal control?
- Do we have systems of performance reporting?
- Do we have systems of financial control?
- Do we have adequate policies and procedures?
- Do we review internal systems regularly?

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Questions to ask...

- Is the Board as fit as it could be?
  - Size
  - Skills
  - Diversity
  - Information
  - Development and support
  - Relationship with staff
  - Succession planning

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Questions to ask...

- Is everyone clear about their roles?
- Do sub-committees and advisory groups have clear terms of reference?
- Are delegations clear and in writing?
- Is there regular reporting to the board, and monitoring of delegated authorities?

the



every trustee  
should ask...

**...trusteeship  
and governance**

## How are you doing

- 20 questions for trustees
- Your own answers!
- Have you identified any gaps?
- What can you do about it?

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Where to go next ...

- Using the code of good governance
  - Developed by and for the sector
  - Endorsed by the charity commission
  - Useful for board reviews

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Where to go next ...

- **Code of Governance - 7 principles**
  - 1 Board leadership
  - 2 The Board in control
  - 3 High performance Board
  - 4 Board review and renewal
  - 5 Board delegation
  - 6 Board and trustee integrity
  - 7 Board openness

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Where to go next ...

- Using National Occupational Standards
  - A competency framework for individuals
  - Developed by and for the sector
  - Approved by the Qualifications and Curriculum Authority (QCA)
  - Useful for individual learning and development

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Where to go next ...

- **National Occupational Standards – 4 Units**
  1. Safeguard and promote the values and mission
  2. Determine strategy and structure
  3. Ensure organisation operates in an effective, responsible and accountable manner
  4. Ensure effective functioning of organisation's board

the



every trustee  
should ask...

**...trusteeship  
and governance**

## Where to go next ...

- ctn
  - Networks of trustees for peer support
  - Online community at [www.trusteenet.org.uk](http://www.trusteenet.org.uk)
  - Chairs network
  - Signposting resources, conferences, training events, developments affecting trustees
  - A voice at the table for trustees
  - Trusteenetplus benefits

the



every trustee  
should ask...

**...trusteeship  
and governance**

Where to go next ...

- [www.governancehub.org.uk](http://www.governancehub.org.uk)
- [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk)
- [www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)
- [www.navca.org.uk](http://www.navca.org.uk)