

the

Q^S

every trustee
should ask...

**...trusteeship
and governance**



A networking lunch and lecture

18th June 2007, London

Venue: Church House, Westminster

Media partner:

governance
essential information for effective trustees

Supported by:



CabinetOffice
Office of the **Third Sector**



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welcome

Jolanta Lasota,
Head of Governance Hub

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Our Agenda for Today

- Your questions
- Questioning
- Exercise
- Update on Governance Hub
- Q&A

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Questioning Essential

- Clarity
- Shared understanding
- Open Communication
- Healthy Debate
- Inclusion
- Buy in

— **Essential for Collective Decision Making**

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Who are trustees?

- Serve on governing body
- Entrusted with assets
- Operate within formal set of rules
- Same as company directors in charitable companies
- Work as a team
- Voluntary position
- Often delegate day-to-day tasks



Trustees, Merton VSC

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What are the duties of a trustee?

- Compliance:
 - Governing documents
 - Charity Law and Charity Commission requirements
 - Other laws
- Duty of prudence
- Duty of care
- Act collectively
- Seek advice when needed
- No financial benefit unless authorised

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Can I be a trustee?

- Most people over 18 years can be one
- Exceptions:
 - Disqualified as company directors
 - Convicted of an offence involving dishonesty or deception
 - Other specialist conditions may apply

Trustees, British Youth Council



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What do I need to know before?

- About the role:
 - Role and responsibilities
 - Terms and conditions
 - Meeting and other expectations
 - Induction and support
- About the organisation:
 - Status and governing documents
 - Performance
 - Environment
 - Board
 - Major opportunities / threats

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Questioning Effectively

1. Questioning Day-to-Day
2. Questioning through a Board Review
3. Questioning through an Individual Review

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Questioning Day-to-Day

- Understand your role – critical friend
- Create the right culture
- Chair plays critical role
- Be there
- Papers succinct, accessible and highlight priorities
- Time for questions, discussion and debate
- Access support on specialist topics
- Use pre-meetings, committees, away days
- Focus on the forest not the trees
- Seeing is believing

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Questioning through a Board Review

- Formalised, structured process
- Review all governance arrangements
- Identify gaps and development needs
- Benchmark performance
- Results in action plan

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Using the Code of Governance

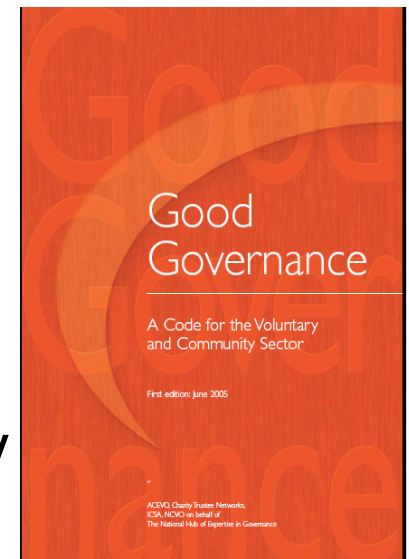
For boards

Not mandatory - developed by/for sector

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

State Support or Explain



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Code Review Process



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Questioning through Individual Review

- Understand role
- Appraise performance
- Recognise contribution
- Identify development/support needs
- Identify skills gaps on board
- Succession planning

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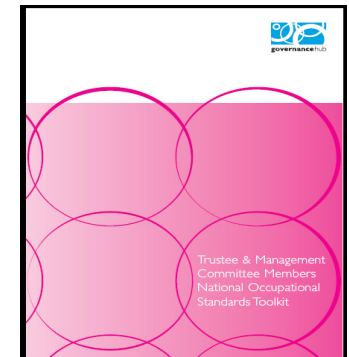
Using National Occupational Standards

Competency framework for individuals

Not mandatory - developed by/for sector

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 organisations' board**



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Exercise

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20 Questions for trustees

1. Do you have a copy of the organisation's governing documents?
2. Are you clear about the organisation's aims / purpose?
3. Do you know what the organisation's legal status is?
4. Do you know what the legal responsibilities of the board are?
5. Do you know what entitles someone to be on the board?
6. Do you know what your personal liability is as a trustee?
7. If you represent an organisation, are you clear about your role?
8. Do you observe the rules governing meetings and decision making?
9. Do you know what to do if you have a personal interest in the outcome of the decision?
10. Do you understand what collective decision-making means?

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20 questions for trustees cont...

11. Are you sufficiently informed about activities of the organisation to take part in decision-making?
12. Do you put forward items to the chair for the agenda?
13. Do you put time aside to read paperwork?
14. Do you get to meetings on time?
15. Do you actively contribute to meetings?
16. Do you respect other members even if you disagree with their views?
17. Do you set aside personal differences when you come to meetings?
18. Do you volunteer to help with tasks outside the meeting?
19. Do you make every effort to attend, giving your apologies when you are unable to?
20. Do you take time to welcome and support new committee members?

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Governance Hub

- **Partnership** of 9 infrastructure organisations
- **Funded** by Capacitybuilders, part of ChangeUp
- **Set up** in 2005
- **Promoting existing support, identifying gaps, commissioning** new support

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Our Aims

1. **Increase the supply** of board members
2. **Enhance learning** and development of board members
3. Strengthen and extend **support services**
4. **Promote** good governance

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Providing Support

 Helpline : 0800 652 4884

 www.governancehub.org.uk

 Publications and resources

 Learning Schemes e.g. chair's
mentoring scheme

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Take the Lead

- 👉 Register for our **newsletter**
- 👉 **Disseminate** resources to your board
- 👉 State your **support for the Code**
- 👉 **Tell us about your good practice and experience**

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Thank you for listening



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Questions

