



Dear Colleague

We have produced this good practice resource to assist small or new voluntary and community organisations to inform trustees and help them comply with the demands for a more professionally managed voluntary sector.

Being a trustee of a voluntary organisation is a responsible position. It is important that your trustees are supported and offered continuous opportunities for personal development.

We have drawn together a range of questions, checklists, templates and recommended formats for you to use. You will need to add information specific to your organisation and suggestions for these can be found in this pack. You will also have the opportunity to personalise the documents with your own logos.

If you need more information or help, we have listed several useful websites in the glossary at the back.

Hertfordshire's Councils for Voluntary Service network (Herts CVS) can help you with governance issues and other vital support services, including training, advice, information and volunteer recruitment. Please have a look at the website www.hertscvs.co.uk to find details of your local CVS, membership information and an electronic version of this pack.

We hope you find this pack helpful. Please let us know if we can support you in other ways.

Best wishes

Avani Modasia
ChangeUp for Better Governance

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BECOMING A TRUSTEE

What is a trustee?

If you are a member of a management committee or board you are almost certainly a trustee. Charity trustees:

- ❖ are legally responsible for the overall management and decision-making of the charity as written in its governing documents
- ❖ are almost always aged over 18
- ❖ are willing to give up some time to take an active part in running the charity

What does a trustee do?

The main aspect of a trustee's role is to make sure that the charity does what it was set up to do and that it is run in accordance with its governing document. You are not expected to be a legal and/or financial expert. If there is anything you need help with or do not understand you should seek appropriate professional advice.

In order for decisions to be valid, there needs to be a minimum number of trustees present at committee meetings (quorum). This is usually one third of the members of the trustee board but should be specified in the governing document (constitution).

Can trustees be paid?

Trustees can and should be paid for any out of pocket expenses that they have as a result of working on behalf of the charity. This may include travel expenses. However, they should not be paid to act as a trustee.

What are my liabilities as a trustee?

As a trustee, you may be personally liable if your charity cannot fulfil a contract it has signed or if there is a breach of trust in which the committee did not act within the law or within the constitution. You need to take precautions to minimise the risk of liability. You are expected to act in the interests of your beneficiaries, reasonably and with a high stand of care. This will include:

- ❖ Acting within your constitution and within the law, with a clear and reasonable explanation for all your actions (including policies and minutes of meetings)
- ❖ Taking professional advice when needed
- ❖ Implementing effective financial controls
- ❖ Using written contracts that set out exactly what is agreed
- ❖ Making sure that working conditions and procedures for all activities are safe, properly insured and legal – and that staff, volunteers and users understand and follow them
- ❖ Having an appropriate legal structure

CHECKLIST FOR TRUSTEES / MANAGEMENT COMMITTEE MEMBERS

To help you think about your role in the organisation you should ask yourself the following questions:

Is it a registered Charity? If yes:

- ❖ You are therefore a trustee, subject to charity law
- ❖ In England or Wales, see the Charity Commission website www.charity-commission.gov.uk. They have a introductory leaflet for new trustees that can be downloaded.
- ❖ Has the charity made its annual return, on time or at all? The Charity Commission is now pursuing defaulters more vigorously than in the past

Is it a Limited Company? If yes:

- ❖ You are therefore a company director, subject to company law
- ❖ Check the Companies House website www.companieshouse.gov.uk. Essential information and forms can be downloaded
- ❖ Are you newly appointed? Form 288a must be filled in for new directors and returned as soon as possible. Companies House has been, in recent years, sending out information on director responsibilities to newcomers - check with your organisation if nothing arrives after filling in the form
- ❖ Who is the Company Secretary? This is not an optional post. Often the most senior staff member carries out this role which they can, even in a charity, as company secretaries are not automatically directors
- ❖ Is an Annual General Meeting held?
- ❖ If not a limited company, a charity's trustees can have potentially unlimited liability, has becoming one been considered?

Are you an Officer - Chair, Treasurer or Secretary? If yes:

An additional job description should be available for the post. Sample job descriptions for these officer posts can be found on www.ncvo-vol.org.uk.

Do you know how the following duties are carried out within the organisation?

- ❖ Health and Safety
- ❖ Financial control
- ❖ Employer (and volunteer management) responsibilities
- ❖ Insurance
- ❖ Policy making
- ❖ Authorising contracts

If you are unable to answer any of the above questions to your satisfaction you should ask the Chair or the Chief Officer for help.

TEMPLATE 'JOB DESCRIPTION' FOR TRUSTEES

Trustees are the people responsible under the governing document of **(Your Organisation)** for controlling the management and administration of **(Your Organisation's abbreviation)**.

The role of a trustee is:-

- ❖ to ensure that **(Your Organisation)** complies at all times with its governing document, charity law, company law and any other relevant legislation or regulations
- ❖ to ensure that **(Your Organisation)** pursues its objects as defined in its governing document (eg the promotion of any charitable purpose for the benefit of the community in the district of **(Your Town)** and in particular the advancement of education, the protection of health and the relief of poverty, distress and sickness)
- ❖ to maintain proper financial control and ensure that **(Your Organisation)** applies its resources exclusively in pursuance of its objects ie the charity must not spend money on activities that are not included in its objects, no matter how worthwhile or charitable those activities are
- ❖ to set and maintain vision, mission and values
- ❖ to develop strategy, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- ❖ to ensure accountability
- ❖ to set up employment procedures and respect the roles of staff/volunteers
- ❖ to support the operational management of the organisation
- ❖ to draw up and monitor the implementation of internal policies, which must include equality and diversity as well as health and safety policies and grievance and disciplinary procedures
- ❖ to ensure that risk assessments for all aspects of the business are carried out
- ❖ to safeguard the good name and values of **(Your Organisation)**
- ❖ to maintain effective board performance and ensure the effective and efficient administration of the charity including funding, insurance and premises
- ❖ to promote **(Your Organisation)**
- ❖ to act in the best interests of the charity, never in the interests of yourself or another organisation

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience s/he has to help the board reach sound decisions. These may involve scrutinising board and focus group papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives and other issues in which the trustee has special expertise.

A trustee is required to act reasonably and prudently in all matters relating to the charity and must always bear the interests of **(Your Organisation)** in mind.

Section 72(1) of the Charities Act 1993 disqualifies anyone who:

- ❖ has been convicted of an offence involving deception or dishonesty, unless the conviction is spent
- ❖ is an undischarged bankrupt
- ❖ has previously been removed from trusteeship of a charity by the court or the Charity Commissioners
- ❖ is under a disqualification order under the Company Directors Disqualification Act 1986

It is an offence to act as a charity trustee while disqualified unless the Charity Commission has given a waiver under section 72(4) of the Charities Act 1993.

TRUSTEE PERSON SPECIFICATION TEMPLATE

A trustee must:

- ❖ understand their organisation, why it was formed and what it does
- ❖ be committed to **(Your Organisation)** and its objects
- ❖ be committed to equal opportunities
- ❖ be willing to devote the necessary time and effort to **(Your Organisation)** to ensure its proper management
- ❖ be willing to use his/her skills and experience for the benefit of **(Your Organisation)** and for the furtherance of its objects
- ❖ not allow his/her personal views or prejudices to affect his/her conduct as a trustee
- ❖ be open minded when seeking solutions
- ❖ have a strategic vision and be able to contribute to the continuance of the organisation and its future success
- ❖ have good, independent judgement so as not to compromise the proper management of the organisation and/or adversely affect the reputation of **(Your Organisation)**
- ❖ be able to think creatively
- ❖ have an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- ❖ be able to work effectively as a member of a team
- ❖ have a good understanding of the concept of confidentiality
- ❖ be able to demonstrate an ability to act with integrity, objectivity, openness and honesty

TRUSTEE SKILLS AUDIT TEMPLATE

CONFIDENTIAL

Name:

Address:

Telephone No:

(h)

(w)

E-mail:

How and when do you prefer to be contacted?

Date of Joining:

Why do you want to join (Your Organisation)?

Areas of relevant interest:

Special Responsibilities as a trustee

Skills Audit

	Experience	Understanding	Training Need
Accounting			
Advice provision			
Business & strategic planning			
Charity law			
Company law			
Conflict resolution			
Disability issues			
Education and training			
Employment law and practices			
Equal opportunities & diversity			
Event organisation			
Financial management			
Fundraising & sponsorship			
Governance & regulation			
Health & safety			
ICT strategy			
Interviewing			
Knowledge of local community			
Knowledge of voluntary sector			
Managing premises			
Marketing & PR			
Mentoring			
Monitoring & evaluation			
Networking			
Partnership working			
Personnel management			
Policy & research			
Project management			
Risk management			
Target setting			
Volunteer management			

TEMPLATE FOR TRUSTEE CODE OF CONDUCT

Selflessness

The trustees of **(Your Organisation)** have a general duty to act in the best interests of **(Your Organisation)** as a whole. They should not do so to gain financial or other material benefits for themselves, their friends or the organisation they represent, if applicable.

Integrity

The trustees of **(Your Organisation)**:

- ❖ should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their role
- ❖ should, as well as avoiding actual impropriety, avoid any appearance of improper behaviour
- ❖ should avoid accepting gifts and hospitality that might reasonably be thought to influence their judgement

Objectivity

In carrying out their role, including making staff and trustee appointments, awarding contracts or transacting other business, the trustees of **(Your Organisation)** should ensure that decisions are made solely on merit.

Accountability

The trustees of **(Your Organisation)**:

- ❖ have a duty to comply with the law on all occasions in accordance with the trust placed in them and in such a way as to preserve public confidence in **(Your Organisation)**
- ❖ are accountable for their decisions and actions to the public, funders and service users and must submit themselves to scrutiny as appropriate to their role

Openness

The trustees of **(Your Organisation)**:

- ❖ should ensure that confidential material, including that about individuals, is handled with due care
- ❖ should be as open as possible about their decisions and the action they take and give reasons for their decisions and restrict access to information only when the wider interest clearly demands

Honesty

The trustees of **(Your Organisation)**:

- ❖ have a duty to declare any interests relating to their trustee role and to take steps to resolve any conflicts that may arise

- ❖ must resolve any conflict between his/her private interests and his/her trustee duties in favour of the trustee role
- ❖ must make relevant declarations of interest in their different roles both within and outside **(Your Organisation)**

Leadership

The trustees of **(Your Organisation)**:

- ❖ should promote and support the principles of leadership by example
- ❖ must respect the role of staff and volunteers

TRUSTEE DECLARATION TEMPLATE

I declare that:

- ❖ I am over age 18
- ❖ I am not an undischarged bankrupt and have not entered into a composition or arrangement with my creditors
- ❖ I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission
- ❖ I am not under a disqualification order under the *Company Directors' Disqualification Act 1986*
- ❖ I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent)
- ❖ In light of the above, I am not disqualified by the *Charities Act 1993* (section 72) from acting as a charity trustee
- ❖ I undertake to fulfil my responsibilities and duties as a trustee in good faith and in accordance with the law and within **(Your Organisation)**'s objectives
- ❖ I do not have any financial interests in conflict with those of **(Your Organisation)** (either in person or through family or business connections) except those which I have formally notified in a conflict of interest statement. I will specifically notify any such interest at any meeting where trustees are required to make a decision which affects my personal interests, and I will absent myself entirely from any decision on the matter and not vote on it

Signed: Name of trustee:

Date:

Conflicts of Interest

- ❖ Any trustee who has a financial interest in a matter under discussion should declare the nature of his/her interest and withdraw from the room unless s/he has a dispensation to speak
- ❖ If a trustee has an interest in a matter under discussion which creates a real danger of bias, that is, the interest affects him/her or a member of his/her household or more generally s/he or a member of his/her household would be affected by the decision, s/he should declare the nature of the interest and withdraw from the room, unless s/he has dispensation to speak
- ❖ If a trustee has any other interest which does not create a real danger of bias but which might reasonably cause others to think it could influence their decision, s/he should declare the nature of the interest but may remain in the room, take part in the discussion and vote, if s/he wishes
- ❖ If in any doubt about the application of these rules, s/he should consult with the chair
- ❖ S/he should list his/her interests in the register of trustees' interests

TEMPLATE TERMS OF REFERENCE – TRUSTEE BOARD / MANAGEMENT COMMITTEE

Objectives:

- ❖ to take overall responsibility for everything that **(Your Organisation)** does
- ❖ to act collectively and effectively in the interests of **(Your Organisation)**
- ❖ to give strategic direction, determining and safeguarding the mission and vision of **(Your Organisation)**
- ❖ to take the decisions required for the proper control and management of **(Your Organisation)**
- ❖ to ensure that there is a clear structure for governing the organisation, including defining the role of any focus groups or sub-committees
- ❖ to ensure that **(Your Organisation)** has adequate financial resources for its activities
- ❖ to act prudently to protect the assets and property of **(Your Organisation)**
- ❖ to ensure that **(Your Organisation)** complies with its own governing document, relevant laws and the requirements placed upon it by its funders and/or other bodies
- ❖ to review the risks to which **(Your Organisation)** is subject, take action to mitigate these risks and to ensure sound risk management
- ❖ to act as a responsible employer
- ❖ to ensure that the principles of equality and diversity are upheld and that **(Your Organisation)** is fair and open to all sections of the local community in all of its activities
- ❖ to seek assistance from experts in areas where the trustees lack the necessary skills
- ❖ to induct every new trustee

Meetings:

- ❖ meetings to be held as often as board business requires but a minimum of **(insert number)** times a year
- ❖ a formal record to be kept
- ❖ the day and time of meetings to be arranged to suit most trustees, but ensuring that no one member is continually prevented from attending meetings
- ❖ business to be conducted efficiently
- ❖ comments on agenda items and/or board papers from trustees unable to attend a meeting to be given, where applicable, to the **(insert as appropriate eg Chair)** in advance of the meeting for inclusion during board discussions

Minutes:

All decisions are recorded accurately in minutes that are agreed and signed by the trustees. These are a formal record of the business of the organisation.

Attendance:

- ❖ in addition to the trustees, the Chief Officer, any co-optees and the minute taker, if applicable, can attend meetings
- ❖ a prospective trustee may be invited to attend a meeting with the consent of the chair
- ❖ the trustees may invite any expert brought in on an ad hoc basis to advise the board to attend all or part of a meeting

RECOMMENDED TRUSTEE INDUCTION PROCEDURE

1. Initial meeting

To be held with chair and/or other designated person to find out more about the prospective trustee and to talk about the organisation and what is involved in becoming a trustee:

- ❖ ask prospective trustee to complete skills audit to gauge what s/he might bring to the organisation (*see included template*)
- ❖ documents to be handed over - 'Welcome' and 'Thinking of becoming a charity trustee' (leaflets published by the Charity Commission)
- ❖ recommend that the prospective trustee views **(Your Organisation)**'s website, if s/he has not done so already
- ❖ give the prospective trustee a contact telephone number to call in case of subsequent questions
- ❖ explain procedure

2. Discuss initial meeting with prospective trustee with members of the Board/Management Committee

3. Attendance at a board meeting as an observer

The prospective trustee may attend a board meeting at the invitation of the chair or vice chair or another trustee, if applicable. Details of the prospective trustee must be circulated to all board members in advance of board meeting, with request for comments, if applicable.

4. Joining the Board

If no objections are raised to the prospective trustee joining the board as a co-optee, s/he must be asked at the board meeting attended as an observer whether s/he is willing to be co-opted as a trustee until the next AGM. The prospective trustee's willingness (or otherwise) must be recorded in the minutes.

5. Induction meeting

This should be held with the chair and/or other designated person for a more in-depth discussion and to sign the trustee declaration.

6. Review meeting, if applicable

This should be held with the chair or other designated person after 6 months or attending two board meetings, whichever is the earlier, to allow the new trustee to seek further explanations on the organisational structure and/or activities and to suggest possible support or training needs. Any issues that the board may have with the new trustee, or that the new trustee may have with the board, are to be dealt with and resolved at this meeting or at a further meeting with the chair, vice chair or other trustee, if requested by the new trustee.

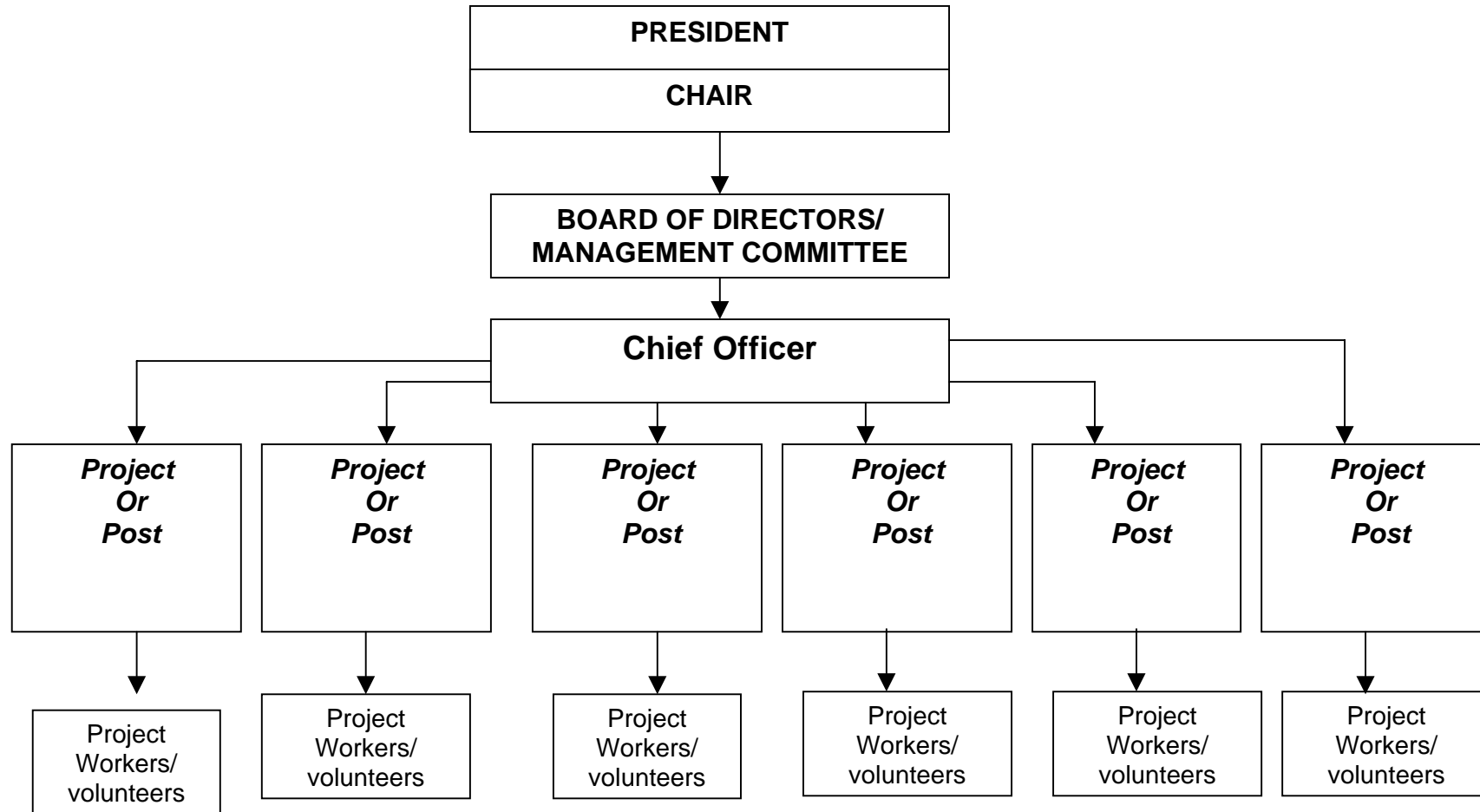
RECOMMENDED DOCUMENTS FOR INCLUSION IN TRUSTEE PACK

We suggest you include the following documents in your induction pack:

- ❖ Charity Commission publications CC3 and CC3a 'The Essential Trustee' and Responsibilities of Charity Trustees'
- ❖ 'Job description'
- ❖ Person specification
- ❖ Trustee code of conduct
- ❖ Trustee declaration
- ❖ Trustee skills audit
- ❖ Terms of Reference
- ❖ Your governing document
- ❖ Equality and Diversity policy
- ❖ Health and Safety policy
- ❖ HR policies and procedures
- ❖ Grievance and disciplinary procedures
- ❖ Any other policies and procedures including those in draft form awaiting board approval
- ❖ Latest annual report and accounts
- ❖ Roles and responsibilities within **(Your Organisation)** including information about existing trustees
- ❖ Organisation chart and staff structure of the organisation
- ❖ Business plan
- ❖ Any publicity or promotional material
- ❖ Copies of the previous two trustee meeting minutes
- ❖ Procedures for meetings
- ❖ Schedule of meetings and events for the coming year that the trustee will be expected to attend

SAMPLE ORGANISATION CHART

MANAGEMENT STRUCTURE



SAMPLE EQUALITY AND DIVERSITY POLICY

1. Statement of intent

(Your Organisation) recognises that many people in our society experience discrimination or lack of opportunity for reasons that are not fair. These include: race, religion, creed, colour, national and ethnic origin, political beliefs, gender, sexual orientation, age, disability (including mental illness), HIV status, marital status, responsibility for dependants, appearance, geographical area, social class, income level or criminal record.

(Your Organisation) will challenge discrimination and lack of opportunity in its own policy and practice and will help other organisations and individuals to do the same.

(Your Organisation) aims to create a culture that respects and values each other's differences.

(Your Organisation) sees these differences as an asset to our work as they improve our ability to meet the needs of the organisations and people we serve.

All volunteers, employees, committee members and member organisations must declare their support for the objectives of this Equality and Diversity policy. Failure to do so may result in disciplinary action and/or ineligibility for membership.

2. What is discrimination?

(Your Organisation) believes that discrimination can take one or more of the forms set out below:

- ❖ **Direct discrimination** is treating one person less favourably than another in the same or similar circumstances or segregating them from others solely because they are, for example, a lesbian, a gay man or because they have a disability or illness. Refusing to employ someone who has the required skills because they are deaf or because they are pregnant would constitute such discrimination.
- ❖ **Indirect discrimination** occurs where there is a requirement or condition that applies equally to everyone but which, in practice, has an adverse impact on a particular group and cannot be justified. For example an unnecessary physical or age requirement can discriminate against women or disabled people. The setting of language tests, where language skills or fluency are not really needed for a job, is another example.
- ❖ **Abuse and/or harassment** – Discrimination also covers actions that amount to abuse and/or harassment of people or groups of people because for example they are a member of a national, racial or ethnic minority group, a woman, a lesbian, a gay man or have a disability or illness.

- ❖ **Victimisation** occurs when a person is treated less favourably or is discriminated against because she/he has pursued or intends to pursue their rights in respect of alleged discrimination.
- ❖ **Institutional racism (Macpherson Report, 1999)** - The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen in the processes or attitudes and behaviour, which amount to discrimination, to unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantages minority ethnic people.
- ❖ **Racist incident (Macpherson Report, 1999)** - Any incident which is perceived to be racist by the victim or any other person. If the victim doesn't want to complain, another person may do so.

Discrimination in any of the forms stated above is unacceptable, regardless of whether there was any intention to discriminate or not.

3. Staff development

Decisions about learning and development opportunities will be made in accordance with the **(Your Organisation)**'s Learning policy and all staff will have access to opportunities to enable them to develop in line with **(Your Organisation)**'s aims and objectives.

4. Service provision

All **(Your Organisation)** services are covered by this policy.

(Your Organisation) will promote equality and diversity in its work with other agencies and individuals.

(Your Organisation) services will be reviewed regularly and changed where needed.

All trainers, facilitators and consultants contracted to work for **(Your Organisation)** will be required to support our Equality and Diversity policy.

5. Recruitment and Selection

(Your Organisation) believes that no person or group should be treated less favourably in employment because of the reasons given in the Statement of Intent.

Staff appointments will be monitored to ensure no discrimination is occurring at the point of selection.

6. Miscellaneous

- ❖ **Office accommodation** - **(Your Organisation)** will make every effort to ensure that premises used in relation to its work are accessible and inviting for all members of the community.

- ❖ **Purchasing - (Your Organisation)** reserves the right not to purchase goods and services from agencies whose activities are contrary to the principles outlined in this policy.
- ❖ **Promotion of policy** - Copies of this policy will be freely available to staff, volunteers, members and any other interested parties. A laminated copy of the Statement of Intent, together with a named contact for more information, will be placed in a prominent position in **(Your Organisation)'s** offices.
- ❖ **Travel - (Your Organisation)** recognises that not everyone has access to personal transport or is able to use it and will plan its services and activities with this in mind.

7. Implementation and monitoring

Monitoring of the Equality and Diversity policy and its implementation is the responsibility of the committee.

The committee will review the policy annually.

Induction for committee members and new staff will include a briefing on the Equality and Diversity policy.

A copy of the Equality and Diversity policy will be given to all new staff, committee members, new members of **(Your Organisation)** and to any member on request.

Training will be provided for employees, board members and volunteers on cultural awareness, disability awareness and other subjects that will develop equality and diversity.

8. The committee

All committee members will affirm their commitment to the Equality and Diversity policy.

The committee's membership (including co-opted members) should aim to reflect a fair balance and representation of the local community and should endeavour to redress any imbalance of under represented groups.

9. (Your Organisation) policies and procedures

Other **(Your Organisation)** policies support our commitment to equality and diversity. These include flexitime, childcare contributions, parental and dependants' leave, annual leave, recruitment, discipline, grievance, harassment, statement of terms and conditions and induction.

NATIONAL OCCUPATIONAL STANDARDS

What are Occupational Standards?

National Occupational Standards (NOS) have been developed for many occupations. They define good practice in the way people work and provide the tools for those undertaking responsible and challenging roles.

A trustee does not have a 'hands on' management role. Responsibility without day-to-day management is a challenging task. The Standards for Trustees have been specifically designed to reflect this and to help trustees achieve a quality service, sustainability and support for staff and volunteers.

National Occupations Standards can be used to:

- ❖ provide check lists of what trustees should be doing
- ❖ provide opportunities for you and the team you work with to identify if further skills are needed on the team
- ❖ define the jobs you actually do
- ❖ provide a basis for recruitment and selection of trustees

What do they cover?

There are four units:-

- ❖ Unit 1 is about ensuring that trustees safeguard and promote the values and purpose of their organisation
- ❖ Unit 2 is about trustees' duty to decide the strategy and structure of their organisation
- ❖ Unit 3 is about trustees' duty to make sure that their organisation operates effectively, responsibly and is accountable
- ❖ Unit 4 is about trustees' duty to ensure that their board or committee works effectively

Do we have to use them?

NOS provide good practice and very useful tools but they are not mandatory. They have, however been approved by the Qualifications and Curriculum Authority as providing acceptable standards for trustees.

How can I find out more?

- ❖ Talk to your local Council for Voluntary Service
- ❖ Contact www.ukworkforcehub.org.uk



Helpful resources and websites

This page is designed to give you access to some additional resources to help minimise the time you spend, researching governance issues.

<p><u>www.charity-commission.gov.uk</u></p>	<ul style="list-style-type: none"> ▪ Regulates the administration and affairs of registered UK charities. Site gives detailed advice and policies on charitable activities, with a searchable database of UK charities.
<p><u>www.governancehub.org.uk</u></p>	<ul style="list-style-type: none"> ▪ The Governance Hub offers trustees, chairs and boards sources of ideas, inspiration and contacts to help you develop your organisation and become more effective.
<p><u>www.dsc.org.uk</u></p>	<ul style="list-style-type: none"> ▪ The Directory of Social Change is a national charity promoting better management of charities and more effective use of resources through training, information, publishing and research.
<p><u>www.ukworkforcehub.org.uk</u></p>	<ul style="list-style-type: none"> ▪ For information on the National Occupational Standards for Trustees.
<p><u>www.nacva.org.uk</u></p>	<ul style="list-style-type: none"> ▪ National Association of Councils for Voluntary Action (formerly known as NACVS).
<p><u>www.ncvo-vol.org.uk</u></p>	<ul style="list-style-type: none"> ▪ Huge site of regularly updated advice, templates and other useful resources for good governance and related topics.
<p><u>www.charitygovernance.co.uk</u></p>	<ul style="list-style-type: none"> ▪ Regular updates by subscription, written by experts with a wealth of knowledge in charity management. ▪ Events about charity governance.