



Salford CVS
making a difference in Salford

Salford CVS

Trustee Handbook



*Celebrating 40 years of
making a difference in Salford*

Registered office: The Old Town Hall, 5 Irwell Place, Eccles, Salford M30 0FN

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Company Limited by Guarantee: 1948293 Registered Charity: 519361



Background

Salford Community and Voluntary Services (Salford CVS) was established in 1973 and is based in Eccles, Salford, Greater Manchester.

Salford CVS is the city-wide infrastructure organisation for the voluntary, community and social enterprise sector; providing specialist information, advice, development support and opportunities for influence and collaboration.

Salford CVS operates within a wider framework in terms of our membership of NCVO nationally and our membership of, and involvement with, GMCVO and other Local Infrastructure Organisations across Greater Manchester.

Mission Making a Difference in Salford

Vision A robust voluntary, community and social enterprise sector that meets the diverse needs and aspirations of the people of Salford

Values	Commitments
MAKING A DIFFERENCE through:	
PASSION	Passionate about the Voluntary, Community and Social Enterprise Sector
INNOVATION	Innovative in our approach
QUALITY	Quality at the heart of all our activities
COOPERATION	Stronger when we work cooperatively with others to achieve our vision
DIVERSITY	Celebrating diversity and promoting equality in Salford
IMPACT	Demonstrating impact and making a difference every time

You can find out more about us in our Strategic Plan, *Appendix 1* and by visiting our website at www.salfordcvs.co.uk

Our Board

Salford CVS has a well-established Board of Trustees, comprising some long-standing trustees alongside newer colleagues with expertise in a wide range of key areas including:

- Governance
- Leadership and management
- Financial management
- HR and personnel
- Health & Safety
- Equalities
- Knowledge of the voluntary, community and social enterprise sector
- Health & wellbeing
- Further education
- PR, marketing, communications
- Accountancy

We undertake an annual Skills Audit of our Board members, and in July 2015 decided to recruit 3 new trustees with specialisms in the following areas:

- Public Law
- Contract Law
- Legal structures
- Asset transfers

Salford CVS is currently seeking to recruit new trustees who:

- live and / or work in Salford
- are committed to our objectives and values
- and who have considerable skills and experience in one of these 3 key areas

If you are interesting in finding out more, please contact:

Kirsten Blackwood
Deputy Chief Executive (Finance and Resources)
Salford CVS

Telephone: 0161 787 7795

Email: kirsten.blackwood@salfordcvs.co.uk

Eligibility of Trustees

Some people are not eligible to be a Charity Trustee and there are also restrictions on who can be a Company Director. Salford CVS is a registered charity and a company limited by guarantee and so our Trustees must be eligible for both. All Trustees must sign a copy of the form below and a record of this form is kept at the offices of Salford CVS and updated annually.

Charity Trustee Declaration of Eligibility

I declare that I am not disqualified from acting as a Charity Trustee and that:

- I am aged 18 years or over at the date of this election or appointment
- I am capable of managing and administering my own affairs
- I do not have an unspent conviction relating to any offence involving deception or dishonesty
- I am not an undischarged bankrupt nor have I made a composition or arrangement with, or granted a trust deed for, my creditors (*ignore if discharged from such an arrangement*)
- I am not subject to a disqualification order under the Company Directors Disqualifications Act 1986 or to an Order made under section 429(b) of the Insolvency Act 1986
- I have not been removed from the office of charity trustee or trustee for a charity by an Order made by the Charity Commissioners of the High Court on the grounds of any misconduct or mismanagement nor am I subject to an order under section 7 of the Law Reform (Miscellaneous Provisions)(Scotland) Act 1990, preventing me from being concerned in the management or control of any relevant organisation or body.

Company Director Declaration of Eligibility

I declare that I am not disqualified from acting as a Company Director and that:

- I have not been convicted of criminal offences relating to the promotion, formation, management or liquidation of a company.
- I have not persistently in default of company legislation for filing accounts and other documents.
- I have not been found guilty of fraudulent trading or fraud.
- My conduct as a director has not made me unfit to be involved in the management of a company.

I understand my responsibilities and liabilities and undertake to fulfil them as a Trustee and Company Director of Salford CVS in good faith and in accordance with the law and within the organisation's mission, vision, values, objectives and strategic priorities.

I do not have any financial interests in conflict with those of Salford CVS (either in person or through family or business connections) except those which I have formally notified in a Register of Interests 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:

Full name:

Date:

Trustee Role Description

The Duties of a Trustee are:

- To ensure that the organisation complies with its governing document (i.e. its trust deed, constitution or memorandum and articles of association), charity law, company law and any other relevant legislation or company law and any other relevant legislation or regulations.
- To ensure that the organisation pursues its objects as defined in its governing document.
- To ensure that the organisation applies its resources exclusively in pursuance of its objects (i.e. the charity must not spend money on activities which are not included in its own objects, 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 and setting targets and evaluation performance against agreed targets.
- To safeguard the good name and values of the organisation.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds.
- If the charity employs staff, to appoint the chief officer and monitor his/her performance.
- In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.

Trustee Person Specification

- A commitment to the organisation
- A willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- An ability to think creatively

- An ability to speak their mind
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of a team
- Adherence to Nolan's seven principles of public life; selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

This Role Description is taken from 'The Good Trustee Guide' (NCVO)

Salford CVS - Trustee Code of Conduct

In order to support each other in carrying out this Role Description and in maintaining the Nolan Seven Principles, Salford CVS' Board of Trustees have also agreed a Code of Conduct.

All Trustees must sign a copy of the Code of Conduct below and a record of this is kept at the offices of Salford CVS and updated annually:

Organisational values

As a Trustee of Salford CVS I pledge to abide by the fundamental values that underpin all the activity of this organisation. These are:

Accountability

Everything Salford CVS does will be able to stand the test of scrutiny by the public, the media, charity regulators, members, stakeholders, funders, Parliament and the courts.

Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within Salford CVS and equally when dealing with individuals and institutions outside it.

Transparency

Salford CVS strives to maintain an atmosphere of openness throughout the organisation to promote confidence of the public, stakeholders, staff, charity regulators and Parliament.

Additionally, I agree to the following points:

Law, Mission, Policies

I will not break the law or go against charity regulations in any aspect of my role of Trustee.

I will support the Mission and consider myself its guardian.

I will abide by organisational policies.

Conflicts of Interest

I will always strive to act in the best interests of the organisation.

I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises.

I will submit to the judgement of the Board and do as it requires regarding potential conflicts of interest.

Person to Person

I will not break the law, go against charity regulations or act in disregard of organisational policies in my relationships with fellow trustees, staff, volunteers, members, service recipients, contractors or anyone I come into contact with in my role as Trustee.

I will strive to establish respectful, collegial and courteous relationships with all I come into contact with in my role as Trustee.

Protecting the organisation's reputation

I will not speak as a Trustee of this organisation to the media or in a public forum without the prior knowledge and approval of the Chief Executive or Chair.

When prior consent has not been obtained, I will inform the Chair or Chief Executive at once when I have spoken as a Trustee of this organisation to the media or in a public forum.

When I am speaking as a Trustee of this organisation, my comments will reflect current organisational policy even when these do not agree with my personal views.

When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.

I will respect organisational, Board and individual confidentiality.

I will take an active interest in the organisation's public image, noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for the organisation.

Personal Gain

I will not personally gain materially or financially from my role as a Trustee, nor will I permit others to do so as a result of my actions or negligence.

I will document expenses and seek reimbursement according to procedure.

I will not accept gifts or hospitality without prior consent of the Chair.

I will use organisational resources responsibly, when authorised, in accordance with procedure.

In the Boardroom

I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by Salford CVS.

I will abide by Board governance procedures and practices.

I will strive to attend all Board meetings, giving apologies ahead of time to the Chair if unable to attend.

I will study the agenda and other information sent me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.

I will honour the authority of the Chair and respect his or her role as meeting leader.

I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.

I will accept a majority Board vote on an issue as decisive and final.

I will maintain confidentiality about what goes on in the Boardroom unless authorised by the Chair or board to speak of it.

Enhancing Governance

I will participate in induction, training and development activities for Trustees.

I will continually seek ways to improve Board governance practice.

I will strive to identify good candidates for Trusteeship and appoint new Trustees on the basis of merit.

I will support the Chair in his/her efforts to improve his / her leadership skills.

I will support the Chief Executive in his / her executive role and, with my fellow Board members, seek development opportunities for him / her.

Leaving the Board

I understand that substantial breach of any part of this code may result in my removal from the Trustee Board.

Should I resign from the Board I will inform the Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an Exit Interview.

Signed:

Full name:

Date:

Trustee Work Programme

The Board of Trustees have a rolling Work Programme which covers all the requirements that the Board need to consider and sets out when they will occur during the year.

See *Appendix 2* for an example of the Work Programme.

Meetings and Sub-Groups

Page 16 of the Articles of Association sets out the general rules for Board of Trustees meetings. See *Appendix 3* for a copy of our Articles of Association.

Currently the Board of Trustees has one sub-group – the Finance Sub-Group. This group is chaired by the Treasurer and the other members are the Chair of Salford CVS, one other Trustee, the Deputy Chief Executive (Finance and Resources) and the Chief Executive.

Salford CVS has a Finance Handbook which all staff and trustees must abide by.

See *Appendix 4*

Training and Development

The skills and abilities of the Trustees are of great importance to Salford CVS as the Trustees are responsible for the future of the organisation. All Trustees are encouraged to keep their existing skills and knowledge up-to-date and develop new ones where appropriate.

Two Board Governance sessions are organised each year, which all Trustees are expected to attend. These focus on specific areas of Good Governance: A Code for the Voluntary and Community Sector. See *Appendix 5* for a copy.

A budget for Trustee Training is set each year and all requests for training need to be agreed at Board meetings. Trustees are requested to fill in a Salford CVS training form – available from the Deputy Chief Executive (Finance and Resources) and are required to share their learning outcomes with other trustees and staff where relevant.

Useful Contacts

Charity Commission

Companies House

National Council for Voluntary Services (NCVO)

NAVCA

GMCVO

Appendices

1. Strategic Plan
2. Trustee Work Programme
3. Salford CVS' Articles of Association
4. Finance Handbook
5. Good Governance: A Code for the Voluntary and Community Sector