



**Salford CVS**  
making a difference in Salford

# **Salford CVS**

## **Trustee Handbook**

**Approved by Salford CVS Board on 22<sup>nd</sup> August 2023**

**Version 8**

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**Please contact [Kirsten.robinson@salfordcvs.co.uk](mailto:Kirsten.robinson@salfordcvs.co.uk) for latest versions of appendices**

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## 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.

This policy should be read in conjunction with the Trustee Recruitment Policy.

### 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
<b>MAKING A DIFFERENCE through:</b>	
<b>PASSION</b>	Passionate about the Voluntary, Community and Social Enterprise Sector
<b>INNOVATION</b>	Innovative in our approach
<b>QUALITY</b>	Quality at the heart of all our activities
<b>COOPERATION</b>	Stronger when we work cooperatively with others to achieve our vision
<b>DIVERSITY</b>	Celebrating diversity and promoting equality in Salford
<b>IMPACT</b>	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](http://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 are continually looking for board members with relevant experience.

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 skills and experience in one

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

Kirsten Robinson  
Deputy Chief Executive, Salford CVS

Telephone: 0161 787 7795

Email: [kirsten.robinson@salfordcvs.co.uk](mailto:kirsten.robinson@salfordcvs.co.uk)

## Eligibility of Trustees

### Automatic disqualification declaration

Charities are required to satisfy themselves that individuals who hold (or who are applying for) a trustee position are not disqualified from holding that position. We are therefore asking you to complete this declaration alongside the existing [trustee declaration form](#) if you have not already done so.

Salford CVS will ensure that any declaration forms are handled and processed in accordance with duties under the General Data Protection Regulation (GDPR).

You are automatically disqualified from acting as a trustee of Salford CVS if:

- one or more of the reasons in Annex A apply; and
- you have not obtained a waiver of that disqualification from the Charity Commission.
- One or more of the reasons in Annex B apply

### Completing the declaration

Read the [automatic disqualification rules](#) to decide if you are disqualified

Complete and sign this declaration to confirm that you are not disqualified.

If one of the disqualification reasons does apply, you may be able to [obtain a waiver](#) which will allow you to act as a trustee.

Pass a copy of the completed declaration to the trustees for the charity's records (the declaration should not be sent to the Charity Commission).

## Annex A – Disqualification Reasons

You are automatically disqualified from acting as a trustee if:

1. Unspent convictions for the following offences

Legal disqualifying reason	Legislation (where relevant)	Exceptions and notes
Unspent conviction for an offence involving dishonesty or deception	There is more information about what is meant by a dishonesty/deception offence at <a href="#">Annex A</a> in the automatic disqualification guide	<p><b>A person is no longer disqualified by the automatic disqualification rules if and when their conviction is spent</b></p> <p>You can use this guidance from the charity <a href="#">Unlock</a> to work out when your conviction becomes spent, and so no longer disqualifies you from being a charity trustee and from holding certain senior manager positions at a charity</p> <p>You can also look at the <a href="#">Nacro website</a> or at <a href="#">GOV.UK</a> for information about when convictions become spent</p>
Unspent conviction for specified terrorism offences	<p>Offences:</p> <ul style="list-style-type: none"> <li>• to which Part 4 of the Counter-Terrorism Act 2008 applies; or</li> <li>• under sections 13 or 19 of the Terrorism Act 2000 under Part 2 of the Serious Crime Act 2007 (encouraging or assisting) in relation to the offence</li> </ul>	
Unspent conviction for a specified money laundering offence	A money laundering offence within the meaning of section 415 of the Proceeds of Crime Act 2002	
Unspent conviction for specified bribery offences	An offence under sections 1, 2, 6 or 7 of the Bribery Act 2010	
Unspent conviction for the offence of contravening a Charity Commission Order or Direction	An offence under section 77 of the Charities Act 2011 - contravening a Commission Order or Direction	
Unspent conviction for offences of misconduct in public office, perjury, or perverting the course of justice		

Unspent convictions for aiding attempting or abetting the above offences	<p>In relation to offences at 1 - 6 above, an offence of:</p> <ul style="list-style-type: none"> <li>• attempt, conspiracy, or incitement to commit the offence</li> <li>• aiding, or abetting, counselling or procuring the commission of the offence</li> <li>• under Part 2 of the Serious Crime Act 2007 (encouraging or assisting) in relation to the offence</li> </ul>	
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### Other legal disqualifying reasons – non financial

Legal disqualifying reason	Legislation (where relevant)	Exceptions and notes
Being on the sex offenders register	Where a person is subject to notification requirements of Part 2 of the Sexual Offences Act 2003, commonly referred to as being on the sex offenders register	<b>Note</b> - If these notification requirements apply to a person, they are disqualified by the automatic disqualification rules even if their offence is spent
Unspent sanction for contempt of Court	Where a person has been found to be in contempt of court for making, or causing to be made, a false statement or making (or causing to be made) a false statement in a document verified by a statement of truth	<b>A person is no longer disqualified by the automatic disqualification rules if and when the sanction for contempt becomes spent</b>
Disobeying a Commission Order	Where a person has been found guilty of disobedience to an order or direction of the Commission under section 336(1) of the Charities Act 2011	
Being a designated persons (under specific anti-terrorist legislation)	<p>Where a person is a designated person for the purposes of:</p> <ul style="list-style-type: none"> <li>• Part 1 of the Terrorist Asset-Freezing etc. Act 2010; or</li> <li>• The Al Qaida (Asset Freezing) Regulations 2011</li> </ul>	
Legal disqualifying reason	Legislation (where relevant)	Exceptions and notes

Being a person who has been removed from a relevant office	<p>Where a person has been removed:</p> <ul style="list-style-type: none"> <li>from the office of charity trustee, officer, agent or employee of a charity by an Order of the Commission under s79 of the Charities Act 2011, or earlier relevant legislation, or by a High Court Order, on the grounds of any misconduct or mismanagement in the administration of the charity</li> <li>under s34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005, or earlier relevant legislation, from being concerned in the management or control of any body</li> </ul>	
Director disqualification	<p>Where a person is subject to:</p> <ul style="list-style-type: none"> <li>a disqualification Order under the Company Directors Disqualification Act 1986 or The Company Directors Disqualification (Northern Ireland) Order 2002 (SI2002/3150; (N.I.4)); or</li> <li>an Order made under s429(2) of the Insolvency Act 1986 (failure to pay under a County Court administration order)</li> </ul>	<p>Exception</p> <p>There is no disqualification if the court has granted leave for a person to act as director of the charity (as described in section 180 of the Charities Act 2011)</p>

### Other legal disqualifying reasons – financial

Title	Legislation (where relevant)	<u>Exceptions and notes</u>
Insolvency	<p>Where a person is:</p> <ul style="list-style-type: none"> <li>an undischarged bankrupt</li> <li>subject to any of the following: <ul style="list-style-type: none"> <li>an undischarged sequestration Order</li> <li>a bankruptcy restrictions Order</li> <li>an interim Order</li> </ul> </li> </ul>	<p><b>Exception</b></p> <p>There is no disqualification for these reasons <b>if the charity concerned is a company or CIO and leave has been granted</b> under s11 of the Company Directors Disqualification Act 1986 (undischarged bankrupts) <b>for a person</b></p>



	<ul style="list-style-type: none"> <li>○ a moratorium period under a debt relief Order under Part 7A of the Insolvency Act 1986</li> <li>○ a debt relief restrictions Order or an interim Order under Schedule 4ZB to the Insolvency Act 1986</li> </ul> <p>Where a person has made a composition or arrangement with, or granted a trust deed for, their creditors and has not been discharged in respect of it</p>	<b>to act as director of the charity (s180 Charities Act 2011)</b>
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a)

## Declaration

I declare that:

- I am not disqualified from acting as a trustee
- I will inform the trustees promptly if, after the date of this declaration, one or more of the disqualification reasons applies to me.
- 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.

Full Name:

Signature:

Date:

Charity Name and Number:

## **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 within my role as Trustee.  
I will strive to establish respectful, collegial and courteous relationships with all I come into contact within my role as Trustee. Where I also volunteer with the organisation I will maintain the separation of my role as a trustee and as a volunteer.

#### **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 procedures be put in motion that may result in my being asked to resign from the board, I will be given the opportunity to be heard. In the event that I am asked to resign from the board, I will accept the majority decision of the board and resign at the earliest opportunity.

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 Induction**

Salford CVS recognises that an effective board of trustees is essential if the charity is to be effective in achieving its objects. The board must seek to be representative of the people with whom the charity works and must have available to it all of the knowledge and skills required to run the charity. Individual trustees must have sufficient knowledge, both of trusteeship in general and of the Charity's activities, to enable them to carry out their role and to represent the Charity at meetings and other events.

A training programme will be developed to ensure that any newly appointed trustee will receive training on all matters necessary to enable them to perform their duties effectively. This will be tailored to their specific needs but, unless the appointee is already sufficiently experienced, should cover as a minimum:- governance and management; equal opportunities; a thorough introduction to the history and current activities of the organisation; sufficient explanation of the charities financial accounts and reporting procedures to enable them to exercise effective fiscal oversight; explanation of all charity policies including that relating to trustee expenses and how they can be claimed. If the new trustee is to take on any specific duties training needs in relation to these should also be assessed. It is acknowledged that trustees have a wide range of other commitments and every effort will be made to make this training accessible to the individual by arranging it to be conducted at times convenient to them.

Joining an established board of trustees can feel intimidating, especially for someone new to trusteeship. A trustee from the trustee recruitment subcommittee will be appointed as a contact point, or mentor, for the new board member for the first six months. This trustee should be available to speak to, or meet with, the new trustee from time to time to answer any questions that may arise.

## **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.

## **Trustee Leads**

Each trustee has at least one area of work that they lead, in partnership with a member of staff. The purpose of the Trustee Leads is to ensure trustees use their expertise and experience to review relevant policies, and to act as a point of contact to staff needing to raise questions or comments relating to their work area.

## **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 and the Chief Executive.



## Salford CVS policies and processes

Trustees are expected to respect all Salford CVS policies, in particular they are expected to follow policies that are most relevant to their trustee roles, including:

- The Finance Policy which all staff and trustees must abide by.

See *Appendix 4*

- The Speak Up Policy
- *Anything else that directly relates to the trustee role? Does the disciplinary/grievance process or are we covered with the 'Leaving the board' statement on page 11 cover what we will do if an issue on the board needs addressing?*

## Training, Development and Appraisals

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.

At least one Board Governance session is organised each year, which all Trustees are expected to attend. These focus on specific areas of

<https://www.charitygovernancecode.org/en/pdf> See *Appendix 5* for a copy.

A self-appraisal process (of the board as a whole and of individuals as trustees) is completed annually at this session, using [NCVO resources](#) to benchmark performance, to conduct a review of the trustee role description, code of conduct performance and diversity. Tools used to complete this review include:

- o [Individual Trustee Self Reflection](#)
- o [Governance Wheel](#)

## Useful Contacts

[Charity Commission](#)

[Companies House](#)

[National Council for Voluntary Services \(NCVO\)](#)

[NAVCA](#)

[GMCVO](#)