

Code of Governance Toolkit



An assessment using the detail of the Code of Governance Assessment Table

This table can be used to review how your organisation meets the principles and practices of good governance in the *Code of Governance for the Voluntary and Community Sector*.

It is designed to be used in conjunction with the second assessment method on pages 33 to 46 of the *Code of Governance Toolkit*.

B. Board leadership

The key principle: Every organisation should be led and controlled by an effective Board of trustees which collectively ensures delivery of its objects, sets its strategic direction and upholds its values.

The Role of the Board: Trustees have and must accept ultimate responsibility for directing the affairs of their organisation, ensuring it is solvent, well-run and delivering the outcomes for which it has been set up.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
B1 The Board should have a statement of its strategic and leadership roles, and of key functions which cannot be delegated. These should include as a minimum:							
B1 (a) ensuring compliance with the objects, purposes and values of the organisation, and with its governing document;							
B1 (b) setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them;							
B1 (c) ensuring the solvency, financial strength and good performance of the organisation;							
B1 (d) ensuring that the organisation complies with all relevant laws, regulations and requirements of its regulators;							
B1 (e) dealing with the appointment (and if necessary the dismissal) of the organisation's Chief Executive;							
B1 (f) setting and maintaining a framework of delegation and internal control; and							



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B1 (g) agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise.							
B2 The Board must ensure that the organisation's vision, mission and values and activities remain true to its objects.							
B3 Trustees are bound by an overriding duty, individually and as a Board, to act reasonably at all times in the interests of the organisation and of its present and future beneficiaries or (in the case of a membership organisation) members).							
B4 All trustees are equally responsible in law for the Board's actions and decisions, and have equal status as trustees.							
B5 Each and every trustee must act personally, and not as the representative of any group or organisation; this applies regardless of how that person was nominated, elected or selected to become a trustee.							
B6 The trustees must ensure that they remain independent, and do not come under the control of any external organisation or individual							

Strategic direction: Trustees should focus on the strategic direction of their organisation, and avoid becoming involved in day to day operational decisions and matters (except in the case of small organisations with few or no staff). Where trustees do need to become involved in operational matters, they should separate their strategic and operational roles	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
B7 Where an organisation employs staff, the Chief Executive has responsibility for maintaining a clear division of responsibilities between the Board and the staff team. She or he should provide an effective link between Board and staff, informing and implementing the strategic decisions of the Board.							
B8 Trustees should not seek to become directly involved in decisions which have been properly delegated to staff. Instead, they should hold staff to account through the Chief Executive							



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<p>B9 In the case of smaller organisations, where some trustees may be directly involved in operational decisions and matters, those concerned should make a clear distinction between their trustee role and their operational work.</p>							
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C. The Board in control

The key principle: The trustees as a Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations.

<p>Compliance: The Board must ensure that the organisation complies with its own governing document, relevant laws, and the requirements of any regulatory bodies.</p>	<p>Comply</p>	<p>Part comply</p>	<p>Don't comply</p>	<p>Don't know</p>	<p>N/A</p>	<p>Action/evidence</p>	<p>Date</p>
<p>C1 The Board must ensure that the organisation complies with</p>							
<p>C1 (a) its own governing document;</p>							
<p>C1 (b) the requirements of its regulators and relevant legislation, and in particular that it submits annual returns, reports and accounts as required by law;</p>							
<p>C1 (c) any statutory or regulatory requirements relating to maintenance of financial records, and external audit of its accounts; and</p>							
<p>C1 (d) the requirements of all other statutes, authorities and regulations governing its work (see C2 below).</p>							
<p>C2 Depending on their size, the nature of their activities and the type of their governing document, organisations must ensure compliance with any of the following that apply to them:</p>							
<p>C2 (a) Charity law and the requirements of the Charity Commission;</p>							
<p>C2 (b) Company law and the requirements of Companies House;</p>							



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C2 (c) Industrial and Provident Society law, and the requirements of the Financial Services Authority;							
C2 (d) Employment law;							
C2 (e) Health and safety legislation;							
C2 (f) Data protection legislation;							
C2 (g) Legislation against discrimination on grounds of race, disability, gender and other factors; and							
C2 (h) Any other legislation which may apply to particular organisations, such as that relating to fundraising, the protection of children or vulnerable adults, the provision of health or care services, the provision of financial advice, housing and tenancy law and others							
C3 The Board should have policies, procedures and reporting mechanisms in place to ensure compliance with applicable legislation.							
C4 Organisations which fundraise should comply with the relevant self-regulatory code							



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Internal controls: The Board should maintain and regularly review the organisation's system of internal controls, performance reporting, policies and procedures.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
C5 The Board should set and maintain standing orders, systems of financial control, internal control, performance reporting, and policies and procedures.							
C6 The Board should ensure that there is a system for the regular review of the effectiveness of its internal controls.							
C7 Larger and more complex organisations should set up an audit committee, and should also consider the use of an internal audit service.							
C8 Organisations providing services to users should consider adoption of an appropriate quality assurance system, or of other forms of accreditation							

Prudence and Risk The Board must act prudently to protect the assets and property of the organisation, and ensure that they are used to deliver the organisation's objectives. The Board must regularly review the risks to which the organisation is subject, and take action to mitigate risks identified.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
C10 The Board must exercise special care when investing the organisation's funds, or borrowing funds for it to use, and must comply with the organisation's governing document and any other legal requirements in doing so.							
C11 Trustees should understand the risks facing the organisation and how these are managed and minimised. The Board should undertake a full risk assessment (either periodically or on a rolling basis) and take appropriate steps to manage the organisation's exposure to significant risks.							



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C12 The Board should obtain advice from professional advisors or others on all matters where there may be material risk to the organisation, or where the trustees may be in breach of their duties.							
C13 The Board should take ultimate responsibility for dealing with and managing conflicts that may arise within the organisation. This includes conflicts arising between trustees, staff, the chief executive, members, volunteers or service users.							
C14 The Board should have a whistleblowing policy and procedures to allow confidential reporting of matters of concern, such as misconduct, misuse of funds, mismanagement, and risks to the organisation or to people connected with it. The policy and procedures should:							
C14 (a) be accessible and open to all staff, volunteers, trustees and agents of the organisation;							
C14 (b) provide for those who are not confident about raising a concern with their line manager or a senior manager to have direct access to a trustee, an independent person or a regulatory body;							
C14 (c) assure people who raise such concerns in good faith that they need have no fear of reprisals or other adverse consequences;							
C14 (d) ensure that all such concerns will be properly assessed and investigated in a way that is fair to the whistleblower and others involved; and							
C14 (e) provide for appropriate action to be taken where a concern is shown to be well founded.							

Equality and diversity The Board should ensure that it upholds and applies the principles of equality and diversity, and that the organisation is fair and open to all sections of the community in all of its activities.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
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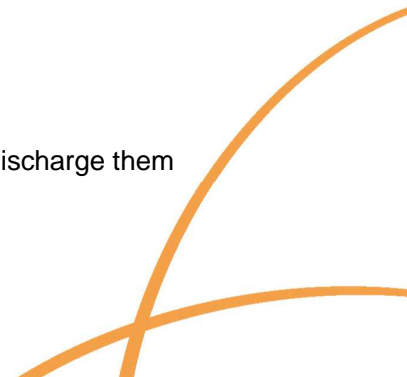
C15 The Board should ensure that its organisation upholds and promotes equal opportunities and diversity in all areas of its work, including:							
C15 (a) the identification and assessment of needs to be met;							
C15 (b) allocation of resources, making of grants or provision of services;							
C15 (c) membership of the Board and any sub-committees;							
C15 (d) staff recruitment, selection, training and conditions of service;							
C15 (e) communication with stakeholders and the public;							
C15 (f) accessibility of meetings and communications; and							
C15 (g) the buying of goods and services.							
C16 The Board should set strategies for and receive regular reports on the organisation's work to achieve equality and diversity, against clear targets where practicable. These reports should be used to help develop the organisation's overall strategies.							
C17 Where the organisation is set up to serve a specific section of the community, this should be clear and the above principles should be interpreted and applied as appropriate.							

D. The high performance Board

The key principle: The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.



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Trustee duties and responsibilities: Trustees should understand their duties and responsibilities and should have a statement defining them.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
D1 All trustees should be asked to sign and return a statement or letter setting out their duties and responsibilities, and the expectations of the organisation on trustees.							
D2 The letter should, as a minimum, include obligations to:							
D2 (a) uphold the values and objectives of the organisation;							
D2 (b) give adequate time and energy to the duties of being a trustee; and							
D2 (c) act with integrity, and avoid or declare personal conflicts of interest.							
D3 Individual trustees must not act on their own on behalf of the Board, or on the business of the organisation, without proper authority from the Board.							

The effective Board: The Board should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of trustees.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
D4 The Board should meet regularly, and ensure that its work is focused on delivering its strategic role.							
D5 Within the terms of its governing document, the Board should ensure that it has enough trustees to provide the skills and experience needed, without becoming so large that decision-making becomes unwieldy.							
D6 The Chair of the Board should ensure that all trustees can contribute at meetings, and that the proceedings are not dominated by particular trustees.							



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Information and advice: Trustees should ensure that they receive the advice and information they need in order to make good decisions.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
D7 The Board should ensure that it conducts its work efficiently, and receives the information and advice it needs to make good decisions. Board papers should be timely, well-presented, circulated well in advance of Board meetings, and should make clear recommendations to the Board.							
D8 The Board should take professional advice where necessary before making important decisions and should not rely excessively or exclusively on a single source.							

Skills and experience: The trustees should have the diverse range of skills, experience and knowledge needed to run the organisation effectively.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
D9 The trustees should collectively provide a mix of skills, experience, qualities and knowledge appropriate to the organisation and its beneficiaries' needs, and so that the organisation can respond to the challenges and opportunities it faces.							
D10 Depending on the organisation's size and the nature of its activities, the experience of trustees should, as appropriate, cover the following areas:							
D10 (a) providing effective strategic leadership, and working as a team;							
D10 (b) direct knowledge of the organisation's beneficiaries and users, and of their needs and aspirations, whether gained through life or work experience;							
D10 (c) governance, general finance, business and management;							



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D10 (d) human resources and diversity;							
D10 (e) the operating environment and risks that exist for the organisation; and							
D10 (f) other specific knowledge required, such as fundraising, health, social services, property or legal.							
D11 The Board should aim to have a diverse group of trustees, broadly representative of the community and membership it serves.							
D12 The Boards of organisations providing services to beneficiaries or users should be open to trustee membership from these groups unless there are clear legal or other reasons why this is not practicable.							
D13 Staff of the organisation may only become trustees where this is permitted by law and by the organisation's governing document. It should also be agreed by the Board as being demonstrably in the interests of the organisation and as not creating unacceptable conflicts of interest. A staff trustee should not chair the organisation; staff trustees should be in a minority on the Board.							



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Development and support Trustees should ensure that they receive the necessary induction, training and ongoing support needed to discharge their duties.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
D14 The Board should have a strategy for the support and personal development of all trustees, so that each trustee can keep up to date with the knowledge and skills they need to carry out their role.							
D15 All new trustees should undergo a full induction, in which they receive all the information and support they need to carry out their new role, and can meet key staff, users and beneficiaries, and other stakeholders.							
D16 Implementation of these strategies may be delegated by the Board to the organisation's chief executive or secretary.							

The Chief Executive: The Board should make proper arrangements for the supervision, support, appraisal and remuneration of its chief executive.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
D17 The Board should ensure that formal arrangements are set up for the regular supervision, appraisal and personal development of their chief executive. This may be carried out by the chair, another trustee or by a small group of trustees.							
D18 The Board should ensure that there is a formal mechanism for setting the remuneration of the chief executive, which should be ratified by the Board.							
D19 The remuneration package for the chief executive should:							
D19 (a) be adequate to attract and retain the quality of staff required, but no more;							
D19 (b) be openly disclosed in the organisation's accounts,							



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including pension and other benefits; and							
D19 (c) where there is a performance related element, be linked to the achievement of measurable targets.							
D20 The Board should seek independent expert or professional advice when required concerning sensitive matters relating to the chief executive's employment.							

E. Board review and renewal

The key principle: The Board should periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well.

Performance appraisal: The Board should regularly review and assess its own performance, that of individual trustees, and of sub-committees, standing groups and other bodies.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
E1 The Board should ensure that:							
E1 (a) at least every two years, it sets aside time to reflect on its own performance and functioning as a team;							
E1 (b) the performance of individual trustees is regularly assessed and appraised, either by the chair or another trustee, or by using external assistance;							
E1 (c) the performance of the chair is likewise assessed and appraised, either by another trustee, the Board as a whole, or using external assistance; and							
E1 (d) the performance of sub-committees, standing groups and other bodies is similarly appraised and reviewed.							



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E2 The results of these appraisals should be used to make necessary changes and improvements, to inform the creation of appropriate training programmes, and to guide trustee renewal and recruitment.							
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Renewal and recruitment The Board should have a strategy for its own renewal. Recruitment of new trustees should be open, and focused on creating a diverse and effective Board.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
E3 The Board should have a strategy for its own renewal, with succession planning arrangements in place to ensure timely replacement of trustees resigning or reaching the end of their terms of office; particular attention should be given to succession planning for replacement of the chair and other honorary officers.							
E4 The Board may wish to delegate implementation of this strategy to a sub-committee or panel.							
E5 Trustees must be recruited and appointed in accordance with the organisation's governing document, and with relevant legislation.							
E6 The Board should consider setting maximum terms of office to ensure a steady renewal of trustees; these may be set out in standing orders or in the organisation's governing document.							
E7 Before new trustees are appointed, the Board should determine what new attributes and knowledge are needed, and write them down in the form of a role description, or role profile.							
E8 The Board should ensure that the recruitment process is open to all sections of the community, and should consider open advertising and a range of other recruitment methods to attract a wide range of candidates.							
E9 Candidates should, where the organisation's governing document permits, be interviewed formally, and appointed on merit.							



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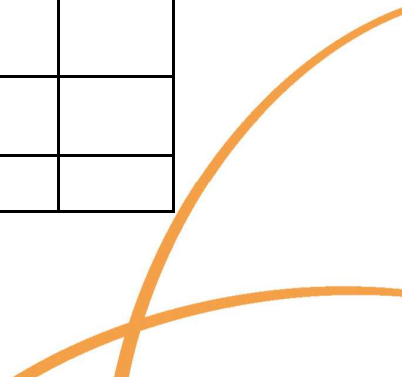


E10 In the case of organisations where the trustees are nominated by an external body, or elected by a wider membership, the Board should work in partnership with the organisations or people concerned to ensure that they are aware of the specific skills and experience required from new trustees.							
E11 Where permitted by the organisation's governing document, using co-options should be used where necessary to recruit individuals with particular skills, experience and qualities that are not fully provided by existing trustees.							
E12 The Board should ensure that the procedures for joining and leaving the Board are clearly understood by all trustees and others involved.							

Review	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
The Board should periodically carry out strategic reviews of all aspects of the organisation's work, and use the results to inform positive change and innovation.							
E13 To remain effective, the Board should periodically conduct strategic reviews of all aspects of the organisation's work and functioning, to ensure that:							
E13 (a) the needs for which the organisation was set up still exist, and its objects as set out in the governing document remain relevant to those needs;							
E13 (b) the organisation is continuing to meet those needs, and remains fit for purpose; and							
E 13 (c) the needs are being met in the most effective way.							
E14: Reviews should include the areas covered in this Code, including the organisation's:							
E14 (a) governing document, standing orders, purposes, mission and vision;							
E14 (b) Board and trustees – their functioning and effectiveness;							



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E14 (c) staffing and volunteer structures, working methods, and operational policies and procedures;							
E14 (d) mechanisms for internal control and performance reporting;							
E14 (e) mechanisms for planning and budgeting;							
E14 (f) sub-committees, working groups and advisory bodies; and							
E14 (g) relations with stakeholders, and arrangements for communication and consultation with them.							
E15 The Board should use the results of such reviews to:							
E15 (a) generate a creative and innovative approach to the organisation's development;							
E15 (b) inform its strategic planning;							
E15 (c) make changes and improvements to its operational activities; and							
E15 (d) initiate collaborative work with other organisations to deliver the best possible outcomes for users, beneficiaries and members; and							
E15 (e) create a positive impact on the overall effectiveness and governance of the organisation.							
E16 Where possible, the Board should be open with stakeholders about the results of such reviews, indicate clearly what steps they intend to take in response, and give explanations concerning actions they have decided not to take.							

F. Board delegation

The key principle: The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and should monitor their performance.



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Clarity of roles: The Board should define the roles and responsibilities of the chair and other honorary officers, in writing.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
F1 The Board should define and write down the role of the chair, and that of other honorary officers such as vice-chair, treasurer and the secretary to the Board; it should be noted that for companies the role of secretary is partly defined by the relevant legislation.							
F2 The role of the chair should include, as a minimum, to ensure:							
F2 (a) the efficient conduct of business at the organisation's Board and general meetings;							
F2 (b) that the organisation's business is efficiently and accountably conducted between Board meetings;							
F2 (c) that the organisation complies generally with this code;							
F2 (d) specifically that the appraisal and remuneration of the organisation's chief executive is conducted in accordance with this Code;							
F2 (e) that the employment of the chief executive complies with employment legislation and good practice; and							
F2 (f) that the appraisal of board and trustee performance is conducted in accordance with this Code.							
F3 Where the Board has delegated specific roles to honorary officers or to other trustees, ultimate responsibility rests with the Board as a whole. In such situations the trustee(s) concerned should separate the specific roles from their wider trustee role.							



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Effective Delegation	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.							
F4 In all but the smallest organisations, the Board will need to delegate parts of its work to others in a clear, practical and legal manner. Delegations may be made to individual trustees, sub-committees (see below), the chief executive, other staff, volunteers or agents and consultants.							
F5 Delegations must comply with the terms of the organisation's governing document and any relevant legislation.							
F6 Where there is a chief executive, delegations to other staff and volunteers should normally be through that individual.							
F7 Delegations should always be in writing, and should set clear limits on matters such as expenditure, authority and decisions that can be made. Delegations may be written in Board minutes, terms of reference for sub-committees, staff job descriptions, or in a separate list.							

Terms of reference	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
The Board should set clear terms of reference for sub-committees, standing groups, advisory panels, etc							
F8 The Board may wish to set up sub-committees, advisory groups, panels or other bodies to assist its work. Such bodies should have clear written terms of reference in addition to any delegated authority.							



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Monitoring All delegated authorities must be subject to regular monitoring by the Board.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
F9 The Board must remain in ultimate control of all delegations:							
F9 (a) Honorary officers and other trustees should report back to the Board promptly on any use of delegated authority;							
F9 (b) the Board should receive regular reports and minutes from all sub-committees etc; and							
F9 (c) the mechanisms established for internal control and performance reporting should be used to monitor use of delegated authority by the chief executive, or other staff or volunteers (see C5-C8).							

G. Board and trustee integrity

The key principle: The Board and individual trustees should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

No personal benefit: Trustees must not benefit from their position beyond what is allowed by the law and is in the interests of the organisation.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
G1 Trustees must be scrupulous to avoid gaining any private benefit from their position, whether financial or other, except:							
G1 (a) as permitted by law and the organisation's governing document; and							
G1 (b) where this is agreed by the Board as demonstrably in the interests of the organisation.							



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G2 Where the law and the organisation's governing document permit payment of trustees, this must not exceed the prescribed limits, and it should be demonstrably in the interests of the organisation to make the payment.							
G3 No trustee should be involved in setting their own remuneration. Mechanisms for setting the level of payment to trustees should be set up to avoid conflicts of interest, including where appropriate making use of independent advice.							
G4 Full disclosure of any payments made to trustees is required by law for some organisations, in the organisation's annual accounts and annual report. All organisations should do the same, even where not required by law.							
G5 The organisation should have procedures for trustees to claim legitimate travel and other expenses incurred while carrying out the organisation's business; trustees should not be out of pocket for the work they carry out for the organisation							

Conflicts of interest Trustees should identify and promptly declare any actual or potential conflicts of interest affecting them.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
G6 The organisation must have procedures for trustees to declare actual or potential conflicts of interest to the Board; such declarations should be made at the earliest opportunity. They should be recorded in Board minutes or in a register kept for the purpose.							
G7 Where a material conflict of interest arises at a Board meeting, the trustee concerned should not vote on the matter or participate in discussions. She or he should also offer to withdraw from the meeting, and the other trustees should decide if this is required.							
G8 Where a trustee has a major or ongoing conflict of interest, she or he should offer to resign from the Board.							



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G9 Boards should have special procedures or standing orders to deal with conflicts of interest for trustees who are the organisation's service users, beneficiaries or members of staff.							
G10 Trustees should declare all personal gifts received and hospitality accepted while on the organisation's business, or from people or organisations connected with the organisation; such declarations should be recorded in Board minutes or in a register kept for that purpose.							
G11 Trustees should not accept gifts with a significant monetary value or lavish hospitality; where this may be a frequent issue, the organisation should set a policy to define what is and is not acceptable.							
G12 Trustees should under no circumstances accept gifts or hospitality where this could be seen as being likely to influence the decisions of the Board.							

H. Board openness

The key principle: The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work.

Communication and consultation: Each organisation should identify those with a legitimate interest in its work (stakeholders), and ensure that there is a strategy for regular and effective communication with them about the organisation's achievements and work.	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
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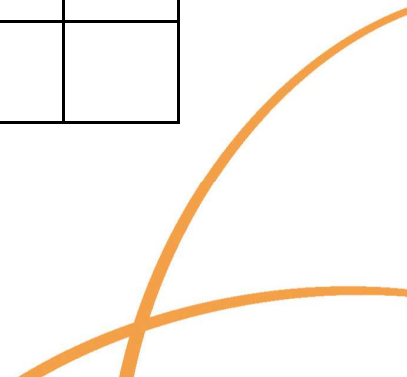
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H1 The Board should identify those people and groups who have a legitimate interest in the organisation's work; these might include users, beneficiaries, members, partners, staff, volunteers, regulators, other government bodies and funders. We refer to these as 'stakeholders' in this code.							
H2 The Board should ensure that the whole organisation, and its stakeholders, have a clear understanding of the Board's role, and of the organisation's objects and values.							
H3 There should be regular and appropriate communication and consultation with stakeholders to ensure that:							
H3 (a) their views are taken into account in the organisation's decision-making;							
H3 (b) they are informed and consulted on the organisation's plans and proposed developments which may affect them;							
H3 (c) there is a procedure for dealing with feedback and complaints from stakeholders, staff, volunteers and the public; and							
H3 (d) the organisation's performance, impacts and outcomes are reported to stakeholders.							
H4 The Board must ensure that the organisation produces an annual report and accounts that comply with relevant legislation; these should provide a balanced and accurate assessment of the organisation's successes and failures.							
H5 Communication should be offered in formats accessible to the stakeholder audiences, for instance in plain language, translated into languages commonly spoken among the communities served, on tape/CD, or in Braille.							
H6 The organisation must hold an Annual General Meeting if required by the governing document or by law; this may be an opportunity to invite stakeholders.							



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Openness and accountability	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
The Board should be open and accountable to stakeholders about its own work, and the governance of the organisation.							
H7 The Board should ensure that the organisation upholds a commitment to openness and accountability at all levels. This will mean:							
H7 (a) being clear about what information is available, and what must remain confidential to protect personal privacy or commercial confidentiality;							
H7 (b) complying with reasonable outside requests for information about the organisation and its work;							
H7 (c) being open about the organisation's governance work, and its strategic reviews;							
H7 (d) ensuring that stakeholders have the opportunity to hold trustees to account and know how to do this; and							
H7 (e) ensuring that the principles of equality and diversity are applied, and that information and meetings are accessible to all sections of the community.							

Stakeholder involvement	Comply	Part comply	Don't comply	Don't know	N/A	Action/evidence	Date
The Board should encourage and enable the engagement of key stakeholders, such as users and beneficiaries, in the organisation's planning and decision-making.							
H8 The Board should ensure that the views of users, beneficiaries, staff, volunteers and other stakeholders are taken into account in the organisation's decision-making and strategic reviews. This will mean:							
H8 (a) encouraging wide stakeholder engagement in the organisation's decision-making, and promoting activities that support that engagement; and							



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Code of Governance Toolkit



<p>H8 (b) ensuring that users, beneficiaries, members and other stakeholders are involved in the most appropriate way, and that involvement is open to all sections of the community (see Equality and Diversity at C15-C17).</p>							
<p>H9 In organisations where the trustees are elected by a wider membership, the Board should ensure that it:</p>							
<p>H9 (a) has clear policies on who is and is not eligible for membership of the organisation, including users, beneficiaries and staff;</p>							
<p>H9 (b) keeps the members informed about the organisation's work; and</p>							
<p>H9 (c) uses the membership as a way of involving stakeholders in the organisation's governance.</p>							



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