

**MODA BASIC ORGANISATIONAL GUIDES
(MBOG)**

This guide is the third of a series of organisational and community development guides which MODA is planning to produce. The guides will also be translated into community languages.

MBOG aims to provide expert practical knowledge and at the same time introduce elements of good practice, and professional understanding of organisational structures, mechanisms and behaviour.

The previous titles in the series are:

- **Starting and Developing a Community Organisation**
- **Quality Assurance Measures for Community Organisations**

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Constitution, Governance & Management for Community Organisations

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SECTION ONE

Constitution & Structure

A Constitution used to be, and for some organisations it still is, no more than an irrelevant document read and consulted by no one. This is no longer the case. Many funders now view an organisation's constitution as a very important document.

What is a constitution?

All organizations are associations of people joined together to work for shared aims and objectives. Therefore, all organizations and community initiatives need structures.

These structures may be ad-hoc and informal, part of a large body, or a fully constituted organization. But for a group to be able to work together and achieve tasks, there has to be some form of management and accountability. Small informal groups usually get forced to formalize themselves, when either they get too large for everyone to be involved in decision-making, or if they receive a grant which requires the money to be paid to a formally constituted body or when they start to employ paid workers. A constitution is also needed to explain the rules which formalize this structure.

A constitution is often called a “governing instrument”. This is a **legal document** that sets out the aims and objectives for the fulfillment of which an organisation exists. It also explains the rules by which an organisation is governed and managed.

Are there different types of constitution or governing document? Yes.

- A charity's constitution is called Trust Deed.
- An industrial and providential society's constitution (eg. a housing association) is called Rules.
- If you are an unincorporated association (not a company limited by guarantee or a registered charity) then a short constitution or terms of reference will do.
- The most common constitution for the voluntary sector is "Memorandum and Articles of Association". This applies to companies limited by guarantee. Most of voluntary organisations are charitable companies: this means they are companies limited by guarantee and at the same time are registered charities. In this case, the memorandum and Articles of Association is the charitable company's constitution and provided that the Charity Commission approves it, it does not need a Trust Deed

Are model constitutions available?

Yes. Models for most types of the organizations mentioned above are available from the Charity Commission. Companies House have models for Memorandum and Articles of Association. Law Society, Councils for Voluntary Services (CVS) and Co-ordination and Support Organisations can also help. MODA provides practical support to groups wanting to set up community organizations. This includes working with them to develop their aims and objectives, the structure of the association, a proper constitution as well as helping them with registration as a charity and/or a company limited by guarantee.

What structure is suitable for a community organization?

The two basic choices for voluntary groups are:

1. Unincorporated Associations. These are usually: Friendly Society, unregistered Association, Club or Society, Charitable Trust.
2. Incorporated Associations. These are usually: Company Limited by Guarantee or industrial and Provident Society.

The core fundamental difference is that an Incorporated Association has its own “identity” whereas an unincorporated one, in legal terms, is a collection of individual members.

What are the advantages of being incorporated (becoming a company limited by guarantee)?

It is a company which has no shareholders and any profits are reinvested in the company.

What are the advantages of being incorporated (becoming a company limited by guarantee)?

The organization will have its own legal and moral identity separate from that of its members. Therefore the company buy, own, sell or transfer property in its own name. It may take or defend legal proceedings in its own name. The directors will have limited liability (usually £1) if the organization becomes insolvent unless they act fraudulently and/or act in breach of trust.

What are the disadvantages of corporation?

Some extra paper work to satisfy Companies Acts regulations. Annual returns and accounts must be summated to the Registrar of Companies with ten months after the start of company’s financial year. Registers of members and directors must be kept and any changes (new members, members leaving) have to be notified.

What is a charity?

A charity is an organization which has a charitable status because its purposes are charitable. Charitable purposes include:

- the relief of poverty,
- the advancement of education,
- the advancement of religion,
- other social welfare purposes such as relief of unemployment, urban regeneration, helping victims of natural or civil disaster, promoting art for the public benefit, etc.

What is charitable status?

What is not always clearly understood is that charitable **Status** is separate from being an incorporated or an unincorporated association. An organization needs to make a decision as to whether its purposes are charitable (as described above) and whether it wishes to register with the charities Commission (it may be legally required to register as most organizations with charitable purposes are). There are, however, excepted charities (e.g. Scouts, certain religious charities, including some Places of Worship) which may choose to register on a voluntary basis.

What are the advantages of charitable status?

The main advantages are:

1. **Tax relief:** charities, provided that they use their income for charitable purposes only, are exempt from income or corporation tax on their income, from stamp duty, capital gains tax, inheritance tax, value added tax (VAT), donations received and donations made under a deed of covenant.
2. **Rate relief:** a charity pays a maximum 20% (mandatory relief) of the non-domestic rate on any premises used for charitable purposes. The local authority has the discretion to waive this 20% so that the charity pays no rates at all (discretionary relief).

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3. **Fundraising:** having a charity number gives credibility to an organization and helps to attract donations from the public. Some funders especially trusts accept grant applications from registered charities only.

What are the disadvantages of charitable status?

1. **Political campaigning is restricted. A charity must not involve in party politics**

- It is unacceptable to the Charity Commission to seek to influence public opinion, put pressure on the government, participate in party political demonstrations, provide support for or against government or particular MPs, seeking to persuade members of the public to vote for or against a candidate or a political party.
- It is unacceptable to involve members and supporters of the charity to support its position without providing them with sufficient objective information.
- It is unacceptable to engage in propaganda activities for or against a party or a government in the name of educating the public about certain issue or issue material to support or oppose a particular party or government.

2. **Research:**

- All research must apply proper methodology
- Published results must aim to inform and educate the public and not provide misinformation.

3. **Trading:** there are some restrictions on trading activities.

- A charity can raise money for its charitable purposes through sales, collections, and charging for some activities and services as long as the annual turnover is no more than £ 5000 or if it is more than this (but no more than 50,000), this non-charitable trading turnover should be no more than 25% of charity's gross income.

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- A charity which wishes to generate income through a regular activity can set up a separate trading company which can be a subsidiary of the charity. The trading company should be controlled by the charity or its trustees.

4. There is a specific accounting and reporting legislation

- All charities are expected to follow Statement of Recommended Practice (SORP) Accounting by Charities (last revised October 1995 (and usually referred to as the charities SORP).

5. Conflict of interest:

- In order to abide by the Charity Commission's regulations, a charity needs to be aware of conflict of interest that might arise when making decisions about the charity's affairs, services and finances. Potential areas of conflict of interest include: users' representation on the management committee, staff representation on the committee, payments to committee members, etc.
- People who might have a conflict of interest should be excluded from making decisions

What are the uses of having a constitution?

An organisation cannot formally exist without having adopted a constitution. You need a Constitution to form an organisation for the following reasons:

1. It expresses the identity of an organisation:
 - Any organisation means an organised group of people working together for certain aims and objectives. A constitution is necessary to ensure that an organisation's aims and objectives are clear, agreed and understood by all its members and potential members as well as by other stakeholders.

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- An organisation does not exist, in terms of its legal and moral identity until it produces a constitution. It is your constitution, therefore, which tells others who you are and on this basis people who are interested in your organisation, can deal with you. A bank manager does not consider opening a bank account for your organisation until he/she sees your constitution. A local authority will not fund you unless you own a proper constitution. You cannot register as a charity or a limited company without a proper constitution. You cannot apply to membership of many other major organisations without being able to provide a copy of your approved constitution.
2. It expresses the nature of an organisation:

Through your constitution you can demonstrate whether your objectives are charitable or not; whether you are a democratic organisation; which group of people you intend to serve, etc. Your constitution can reflect your principles and values. For example, you can establish your commitment to equal opportunities and positive action to ensure greater representation of underrepresented groups such as women or disadvantaged groups such as minority ethnic groups and the disabled people.
 3. It governs the operations of an organization. This covers:
 - 3.1 Legality and accountability:
 - the constitution defines whether an organisation's aims and objectives are legal, charitable, non-for-profit, etc. Accordingly it can register as a charity, a company, a friendly society, etc.
 - states what an organisation can legally do (legal powers) to achieve its objectives
 - who is accountable in the eyes of Law if something goes wrong
 - what is the degree of legal liability of the members
 - what will happen if the organisation closes down

3.2 Fairness and correctness of procedures

- It establishes the right to membership, who can become a member and who cannot and what procedures are needed to become a member
- What rights the members have and how they can exercise these rights
- How the people who govern the organisation are elected , appointed or dismissed
- What procedures are followed to run the organization
- How its financial administration and accountability are conducted.

What should a standard constitution contain?

A standard constitution has these basic sections:

- Name of the organization
- Its registered office
- Aims and objectives: what it wants to achieve and the services and activities it will organise to achieve its aims
- Its beneficiaries: who will the organisation serve? This should not imply any sort of discrimination in the provision of service on grounds of sex, marital status, race and disability. The exceptions are where the objects specifically state that an organisation is providing services to women, or men only and/or to one racial group (not defined by colour) and/or where a charity is set up to provide services to people with a specific disability.
- Legal powers to achieve its objectives: These should include every means the organisation will use to achieve its objectives and operate its services: such as employing staff, fundraising, borrowing money, buying property, printing and publication, organising events, etc
- Rules and procedures for running the organisation. These cover:

Membership	<p>There are three most common forms of membership:</p> <ul style="list-style-type: none"> • Full members (voting members): ordinary subscribers to aims and objectives of the organisation with right to vote and stand for election. • Associate or affiliate members: members with no voting rights but whose skills will benefit the organisation • Honorary membership: especially to involve influential people in the organisation.
Annual general meetings	Usually companies are required to hold one formal meeting for all members each year with no more than 15 months between AGMs.
Management committees	There should be clauses in the constitution stating who is eligible for committee membership, how many people should sit on the committee, for how long they are elected and how they can be disqualified or their membership terminated. The constitution should also describe the procedures for committee meetings, filling vacancies and co-opting (bringing in) new non-elected members. It is also useful to have a clause in constitution allowing the management committee to form subcommittees to deal with specific issues or areas of management.
Financial accounts and accountability	All organisations are legally required to keep and audit accounts. Charitable companies are governed by the Charities Act 1993 and must submit copies of their accounts to the Charity Commissioner if their annual income is more than £10,000. The constitution should lay down the basic procedures for keeping accounts and state that any funds raised will be used only for the organisation.
Role of officers and committee meetings	Describe frequency of meetings, Quorum, Chair's casting vote, Chair's action.
Company secretary	Companies must appoint a company secretary to meet statutory responsibilities. This role is usually fulfilled by the central worker (Director/Chief Executive, Co-ordinator) in the organisation. Company Secretary should not be confused with Secretary of the management Committee who is one of the officers elected or selected by the Management Committee
Alteration to constitution	Generally any amendments to the rules of an organization must be approved by the AGM or a special general meeting called for this purpose. The Charity Commission must give prior approval for changes in the objects clause and certain others clauses relating to use of charity's money or property.
Dissolution	The dissolution or termination clause describes the procedures for winding up an organization. The power to decide such a move rests with AGM. The clause also describes how any remaining assets to be dealt with.

SECTION TWO

Governance & Management

What does management of an organization entail?

To simplify we define effective Managing as including six main elements:

1. Ensuring that the organization has clear vision and long term aims and objectives.
2. Ensuring that the organization has resources to achieve its aims and objectives
3. Ensuring that the organization has sufficient operational capacity (structure and staff) to carry out its plans.
4. Ensuring that the organization has adequate management and administrative capacity to make the most effective use of its resources in order to achieve its objectives.
5. Ensuring that the organization has adequate plans, systems, policies, procedures and quality standards to male possible an effective and accountable management of its affairs.
6. Ensuring that the organization has effective monitoring and evaluation mechanism to ensure efficient and accountable work performance.

These elements are all interdependent. Together they constitute effective management.

What is governance?

We can describe the responsibility of management committees as governance.

What is the difference between management and governance?

It is important to distinguish between governance and management.

- Governance is general control and management of the administration of an organization . It is responsibility for ensuring that the organization is working legally and responsibly according to its constitution to achieve its stated aims and objectives. And this is the responsibility of the governing body usually called the management committee (but also Executive Committee, Board of Trustees, Board of Directors. From now on we use the term trustees). They also take responsibility for the financial dealings of the organization and are accountable for funds and expenditure.
- Governance role is achieved by means of governance process policies which deal explicitly with how the board govern its own process: meeting, subcommittees, and role of individual trustees. These processes aim to define moral owners, the stakeholders to whom the trustees should be accountable.
- Management is responsibility for day-to-day running of the organization's work. And this is the responsibility of paid workers (the staff). Management roles and responsibilities are carried out by means of management processes which deal explicitly with how the organization operates to achieve its objects.

The balance between governing and managing can become blurred and the committee may find itself pulling in different directions or unable to extract itself from the daily operation and problems of the organization. When this happens members may lose sight of their governance role. Particularly in smaller organizations, it is not easy to be so clear cut. Board (management committee) members may be closely involved in different aspects of the work of the organization and will often comment on their experience.

Why can't the trustees be managers?

- 1. The trustees are not employees therefore cannot be managers.** Every association is made up of members who have joined together. These members elect a governing body (board of directors, management/executive committee, trustees) to act on their behalf.
Decisions of elected governing bodies are taken by various mechanisms, ranging from standard committee procedures to the voting of corporate boards. The important point however is that members of association and their elected representatives are not employees. There are therefore no managers and subordinates within the association.
- 2. The trustees cannot commit enough time for managing organization's operations.** The trustees of average charities will meet at most on a monthly basis for three hours. This is less than the equivalent of one week's full-time work during the course of a year. It cannot possibly be sensible to expect such a part-time non executive officers to take full responsibility for major strategic decisions.
- 3. Usually there is no sufficient technical management skills within the board of trustees.** The board of trustees may or may not include people with personal experience of technical management issues.
- 4. Turnover of trustees and their lack of commitment.** Often because of annual elections or other reasons there is change in the constitution and position of trustees which make it unrealistic to dedicate themselves for running an organization for a long time. Furthermore, as a majority of trustees do have other personal and professional commitments, they are reluctant to take on management responsibilities and if they do, there is no guarantee that they will or can fulfill them adequately.

So, what do they do to fulfill their governance role?

When an association becomes formal and needs workers to run its activities and services, then it is within the authority and responsibility of the trustees to employ people to get its work done. The board usually appoints a central worker (who is called Director, Manager, Chief Executive Officer (CEO), Co-ordinator) to run the association. (From now on we shall refer to this position as CEO).

Then the committee must oversee the work of the appointed staff not as their manager but acting on behalf of the governing body.

In practice the trustees rely heavily on the advice they receive from their senior staff. The two are not independent from each other. The most effective organizations are those in which trustees and managers operate interdependently.

The most problematic challenging issue within the community and voluntary organizations is how to sort out and establish in a clear structured way:

- The areas of responsibility of both management committees and paid workers and hence
- To establish and successfully operate structures and mechanisms which will ensure that the Trustees adequately fulfill their governance role while the paid workers fulfill their day-to-day management and operational roles.

Trustees must look to management for high-quality, well-informed advice on which to base decisions about the organization's objectives, evaluation process and the like. Management must rely on the trustees to provide objective and challenging feedback from a non-executive perspective.

Distinction between the roles of trustees and managers must be clearly defined and separated and the way these groups fulfill their

roles. The trustees can focus on outcomes and impact without having to worry about the fact that they should also be involved with operational issues of inputs and outputs. Trustees should act as internal watchdogs on behalf of the intended beneficiaries, to determine the performance to be achieved for those beneficiaries.

The best model of management is one in which the trustees and the CEO work in a co-operative way.

What must the trustees do to carry out this governance role?

- To appoint, remunerate, delegate power to and dismiss CEO
- To set strategic policy and planning framework within which management will operate
- To monitor the organization's performance in respect of these two and to report annually to the intended beneficiaries.
- To ensure that there are lines of responsibility to ensure accountability: Key is defining responsibility for reporting to ensure that information of the right type and detail for the organization's size and complexity gets to members in reasonable time scale.
- Ensure that the Board meet frequently enough to handle the resulting workload.
- Subcommittees, working parties and officers can play a part.

The most important element of governance role is that the management committee (the governing body) is legally and financially responsible for the organization. The governing body is responsible for ensuring that the organization carries out its business according to its constitution, the law and the good practice.

The following Table sets out the areas of responsibilities of the trustees.

Constitutional, legal and financial responsibilities of governing bodies

Responsibilities	Action Required
Legal requirements	<ul style="list-style-type: none"> • Compliance with requirement of Health and safety legislation (Health & Safety at Work Act 1974)(See Voluntary but non amateur chapter 5) • Insurance requirements <ul style="list-style-type: none"> • employer's liability insurance must be held by any organisation with paid staff, and the certificate of insurance must be prominently displayed at the organisation's office. • public liability insurance may be necessary for any organisation providing services or activities for the public • third party insurance if an organisation has vehicles • professional indemnity insurance if an organization wishes to ensure against injury, loss or damage cause by negligence or incompetence in the provision of professional services, such as information, legal advice or medical services. • Building insurance • Contents insurance • Data Protection Act • Equal opportunities legislation
Financial viability	Ensuring that the organisation has been enough money to meet its financial obligations and carry out its work
Financial control	<ul style="list-style-type: none"> • Ultimate responsibility for paying rent, rates, wages, salaries, tax, national insurance, any contractual or legal obligations such as statutory sick pay, statutory maternity pay, redundancy pay, pensions • Ensuring that grants received are used for purposes specified. • Ensuring the organisation keeps accurate and comprehensive financial records. • Ensuring that the committee receives regular financial reports • Ensuring that the annual accounts are drawn up and audited in accordance with the constitution and, for charities, with the Charity Commission's SORP (statement of recommended practice). Companies limited by guarantee whether charitable or non-charitable, must maintain records to the same standard, under the Companies Act, 1985. • Ensuring the organisation has and implements adequate financial control policy and procedures to cover all the above and all other required financial control measures.

Employment

- Ensuring fair recruitment procedures and awareness of equal opportunities/anti-discrimination legislation (Race Relations Act, Sex Discrimination Acts, Disability Discrimination Act)
- Ensuring adequate funding to pay the staff
- Ensuring that the organisation has appropriate administrative capacity and procedures to carry out the following:
 - Monitoring equal opportunities
 - Providing contract of employment or a written statement of employment particulars as required by law (Under the employment Rights Act, 1996, anyone who is employed for more than one month is entitled to a written statement of employment particulars, covering the major terms and conditions of employment, within two months of taking up the employment (even if the employment ends within two months of starting work).
 - Drawing up and regularly reviewing/updating job descriptions
 - Developing staff training and professional development policy
 - Developing staff support, supervision and appraisal policy
 - Ensuring that all staff, whether paid or voluntary, are properly inducted, supervised, trained and supported
 - Developing disciplinary policy and procedures
 - Developing grievance policy and procedures
 - Paying employees and providing the, with payslips
 - Tax deduction and paying employers' and employees' National Insurance Contributions (NICs)
 - Developing health and safety policy and providing adequate health and safety information and training for those using equipment
 - Ensuring suitability and maintenance of equipment
 - Under Part 11 of the Disability Discrimination Act, 1995, organisations employing 15 or more staff (whether full or part time) must make "reasonable" changes to any physical features of their premises which may put a disabled employee or prospective employee at a disadvantage. (For further information see The Disability Discrimination Act 1995: what employees need to know, (DL 170), from Disability on the Agenda or from www.disability.gov.uk. The second stage of Part 111 of the DDA (introduced in October 1999) requires all providers of goods, services or facilities—regardless of number of employees—to take reasonable steps to change practices, policies or procedures that make it impossible or unreasonably difficult for a disabled person to access a service, which may mean finding an alternative method of providing the service, or adapting the service to make it accessible.

**What skills are needed in the board of trustees
(management committee)?**

There must be certain experience, knowledge and skills within the trustees board to enable it to carry out its governance role in an informed and effective way:

- Effective governance role
- Planning strategically
- Defining the boundaries of management authority
- Understanding the charity's legal and political environment

We assume an organization already exists, have a number of trustees and is adding new ones annually. The numbers in the table refers to the trustees of the organization. We used 7 members as average.

As MODA is working with migrant and ethnic minority organizations, we use, for general required knowledge, issues related to the work of migrant community organizations.

Trustee skills audit

Identifying the skills and experience needed from the trustees

Skills required	Trustees/MC members (replace numbers with names)
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** = skilled *+ semi-skilled X= no skills

Skills	1	2	3	4	5	6	7
1 General experience and knowledge							
• Refugee issues / immigration	**	*	X	X	**	**	*
• Community development							
• Equal opportunities							
• Race/ethnic minority issues							
• User involvement / interests							
• Advice and information							
1 Fundraising							
• Corporate donations							
• Business sector							
• National Lottery funding							
• Government funding							
• European funding							
• Trusts							
• Individuals							
• Events							
• Covenants/wills							
3. Finance/Administration							
• Charity status and law							

What are the trustees' roles and responsibilities?

As explained above, the ideal board of trustees concerns itself with overall governance, guidance and support for CEO and staff. They should not involve in the day-to-day affairs of the CEO and staff, but they should rather take a wider strategic perspective to ensure that the organization has resources, plans and procedure to achieve its goals.

The following table shows the areas where the trustees can and should real part in steering the organization and some tools to achieve their roles.

Trustees role	How to achieve it?
Holding Annual General Meeting and Committee (and subcommittees meetings)	<ul style="list-style-type: none"> • Maintain democratic procedures • Meet the requirements of Charities Acts and/or Companies Acts • Provide clear and adequate information • Ensure adequate communication with users and stakeholders • Chair effective meetings and achieve effective decision making • Ensure all meetings are well-minuted • Produce and disseminate your annual report • Train MC in holding effective meetings • Chair should be competent in conducting meetings efficiently and successfully
Considering overall strategy and direction of the organization	<ul style="list-style-type: none"> • Good established induction programme for all new trustees • CEO to regularly update the trustees on all strategic (political, social, inter-organisational and funding) changes affecting the organization • Important changes to be on the agenda of trustee meetings • Have an annual away-day for the trustees, staff and volunteers to review and renew the organisation's strategic direction
Policy making	<ul style="list-style-type: none"> • Ask your CEO to make a checklist of all policies and procedures required to ensure quality services by your organisation • Ask your CEO to produce draft policies and procedures needed by the organization • Debate all the recommended policies at your Committee meetings and approve them • Chair to sign and date all approved policies • Review your policies and procedures annually • Seek expert advice/consultancy if you are not sure about your quality standards.

Staff employment, supervision and support	<ul style="list-style-type: none"> • Employ chief executive officer and other staff • Make decisions regarding staff salaries and other staff issues • Ensure CEO has adequate competence to carry out managerial tasks involved in achieving the strategic aims and objectives of your organization according to the size and complexity of the organization. • Provide CEO with adequate training and personal development opportunities, supervision and support to enable him/her to carry out managerial tasks. • Do carry out annual appraisal of the CEO and re-evaluate the job annually • The Chair or a competent member of MC to provide supervision, support to, and carry out appraisal of, the CEO • If your committee do lacks skills and competence to provide supervision and appraisal, than seek an external resource. • For long-term support you can hire/seek an external mentor • Make sure that the CEO provides leadership, support and supervision to other staff and volunteers • As the CEO is usually at the centre and is the main channel of communication make sure that this does not create a bottleneck making everyone dependant on the skills and ability of this person to hold the organization together and make it work. • Make sure there are adequate structures and mechanisms to enable effective communication and a free flowing channel of information within and across the organisation and committee. E.g. staff meetings, team meetings for projects, staff attending MC meetings, supervision meetings, regular workers' reports, sub-committee meetings, away days.
Fundraising and financial control	<ul style="list-style-type: none"> • Have a proper financial control policy and procedures • Budget to be produced by CEO and Treasurer and approved by the management committee at the beginning of financial year • New projects to be discussed and approved by the management committee • All fundraising proposals and applications need to be approved by the MC • All expenditure to be approved by the Trustees and minuted • Keep separate project accounts • CEO and/or Treasurer to produce detailed quarterly financial reports • Proper audited accounts to be produced shortly after the end of financial year

Model Job Description for Chair, Treasurer and Secretary

The role of Chair:

As the key figure in the organization, the Chair's will include:

- Understanding the political, financial and legal environment in which the group operates
- Interest in and keeping abreast with the strategic direction and policy issues of the organization
- Understanding something of the other members' strengths and weaknesses
- Excellent working relationship with CEO
- Regular attendance at meetings
- Planning and preparation of meetings in liaison with the CEO and the secretary
- Making sure the purpose of meeting is clear and that the items on the agenda are relevant and achievable
- Conducting the meetings efficiently and controlling the discussion without monopolizing it
- Making sure that meeting proceed democratically and everyone has the chance to put their views
- Ensuring the meeting keeps to time
- Ensuring the meeting is properly recorded
- Where necessary to take Chair's action on important decisions that cannot wait until the next management committee meeting
- To ensure that the policy and procedures of the organization are adhered to and that delegates tasks are carried out

Empowering the Trustees to Govern

An Induction Session for Management Committee Members

If your organization wants to get the most from its Committee, it is not enough to depend on the voluntary spirit of the committee members and even their commitment and enthusiasm. They need to be empowered to play their roles affectively. In addition to the tools mentioned above most of which depend on the role played by CEO in providing sufficient information, advice and recommendations to enable the trustees collectively to achieve their government roles. The trustees need to know each other and feel a part of a team. This process will in turn enable people to establish what their strengths and interests are.

- Following your AGM, provide new committee members with an induction pack
- Do a skills audit and develop an annual training plan for the trustees
- Develop an action plan to involve the trustees in the areas of work they are interested in
- Plan a successful induction session for your committee members
- Plan an annual away-day

Is it worth holding an induction day and an away-day. Other committee members—even those who have been attending meetings for some time—will find both an induction session and an away-day gathering very useful

Reasons for Holding an Induction Session and an Away-day for Trustees

- Enables the Trustees to get to know your organization and how it works
 - Enables members to get to know each other
 - Enables members to get to know the staff
 - Help to develop shared vision and values
 - Help members understand the strategic direction of the organization and enable them to involve in its strategic planning
 - Helps team-building and therefore improves working relationships and efficiency
 - Explain members' responsibilities and the managerial and operational tasks in the organization
 - Explains members' legal responsibilities as trustees (if you are registered charity)
 - Explains members' financial responsibilities
- Maximizes usefulness of new members as early as possible

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