

Fenland Volunteer Bureau known as Volunteer Centre Fenland

Governing Document

Charity no. 803237

**Date of Issue: 4 June 2013
Date Of Review: Five years**

Fenland Volunteer Bureau known as Volunteer Centre Fenland

Thirteen roles of a Trustee at Fenland Volunteer Bureau known as Volunteer Centre Fenland

1. The VCF Trustee Board is collectively responsible for establishing the essential purposes of VCF, and we are also responsible for safe-guarding its ethos and values.
2. Together, the Board and the Manager develop long-term strategy. Our meeting agendas reflect the key points of the strategy to keep us on track.
3. We create policies to govern organisational activity. These cover:
 - ❖ Guidance and procedures for staff, volunteers and clients/service users
 - ❖ Systems for reporting and monitoring
 - ❖ An ethical framework for everyone connected with the organisation
 - ❖ Conduct of trustees and board businessUltimate policy-making responsibility belongs to the Board. For this reason, we have the responsibility of keeping apprised of our policies. Revisions to some policies emanating from staff may give rise to a recommendation for the board to discuss, and bate. Examples of these may include Health and Safety policies, child and data protection policies and occupational health policies.
4. We create and implement comprehensive, fair and legal personnel policies. These protect the organisation and those who work for us. They cover:
 - ❖ Recruitment
 - ❖ Support
 - ❖ Appraisal
 - ❖ Remuneration
 - ❖ Discipline
5. We recruit and select new trustee board members.
6. We make sure our memorandum and articles of association are followed. In particular our activities must comply with our charitable objects as stated in our memorandum.
7. We are responsible for checking that all our activities are legal.
8. We ensure that VCF as a charity fulfils our accountability as required by law to:
9.
 - ❖ The Charity Commission
 - ❖ HM Revenue and Customs
 - ❖ Registrar of Companies

We are also accountable to:

- ❖ Donors and funders
- ❖ Beneficiaries
- ❖ Members
- ❖ Staff and volunteers
- ❖ The general public

This means publishing annual reports and accounts.

10. We are responsible for effectively managing VCF's resources so it can meet its charitable objects. This means:
 - ❖ Securing sufficient resources to fulfil the mission
 - ❖ Monitoring spending in the best interests of the organisation
 - ❖ Approving the annual financial statement and budget
 - ❖ Protecting VCF against liability by providing insurance
 - ❖ Seeking to minimise risk for the organisation
 - ❖ Participating in fundraising
 - ❖ Ensuring legal compliance
11. We create policy covering the employment of our chief executive. We also select and support her/him and review her/his performance. We recognise and respect the domain of staff responsibility. At the same time, we create policy to guide staff activities and safeguard VCF's interests.
12. We keep our own house in order by engaging in:
 - ❖ Productive meetings
 - ❖ Effective committees with adequate resources
 - ❖ Development activities
 - ❖ Regular performance reviews
 - ❖ Partnership with consultants where necessary
12. Through our own behaviour, our governance oversight and our activities on behalf of VCF, we enhance and protect its reputation. We are good ambassadors for VCF and adhere to our codes of conduct

ELIGIBILITY OF CHARITY TRUSTEES

- 1 **Age**
Under charity law, a person must be aged **18 or over** to serve as a charity trustee. Note that under the 1993 Charities Act, the legal definition of a charity trustee is a person having the general control and management of the administration of a charity.
- 2 **Personal Solvency**
Under charity law, a person is disqualified from acting as a charity trustee if he/she:
 - ❖ is an **undischarged bankrupt** or

- ❖ is subject to an **order for composition or arrangement with her/his creditors** under the Insolvency Act 1986 and the order has not yet been discharged
- ❖ is subject to an Insolvency Act Order for failing to make payments under **an administration order** is also disqualified, unless s/he has been specifically cleared to be a trustee by the Court that made the Order.

3 **Criminal Record**

A person is disqualified from being a charity trustee if s/he has been convicted of a criminal offence involving **dishonesty or deception** which has not been spent under the Rehabilitation of Offenders Act 1974. **NB:** If the sentence on conviction for the offence was **imprisonment (even if suspended) for 2½ years or more**, then that person is **disqualified for life**. A person is disqualified from being a trustee of a children’s charity if s/he has been **disqualified from working with children** under Criminal Justice and Courts Services Act 2000.

4 **Removal Orders**

Charity trustees who have been removed as company directors by the High Court or as trustees by the Charity Commission are disqualified from acting as company directors and/or charity trustees.

5 **Company Directors Disqualification Act 1986**

Company directors cannot act as directors or charity trustees while disqualified by the Court under this Act. Directors can be disqualified for:

- 5.1 **general misconduct** i.e.
 - 5.1.1 persistently failing to file accounts and returns
 - 5.1.2 conviction on indictment in relation to the formation, management or liquidation of a company
 - 5.1.3 fraudulent trading resulting in the winding up of a company
- 5.2 **unfitness to manage** i.e.
 - 5.2.1 being involved in an insolvent company that has since wound up
 - 5.2.2 because the Court declares the person unfit for other reasons

Anyone who acts as a company director knowing s/he is disqualified under 2 to 5 above can be made personally liable for the company's debts.

Fenland Volunteer Bureau known as Volunteer Centre Fenland

CODE OF CONDUCT

The following commitments are required of Trustees.

“As a trustee of VCF, I promise to abide by the fundamental values that underpin all the activity of this organisation. These are:

- A Accountability

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

B Integrity and honesty

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

C Transparency

VCF 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 tenets:

1 Law, mission, policies

- 1.1 I will not break the law or go against charity regulations in any aspect of my role of trustee.
- 1.2 I am not disqualified by law from acting as a charity trustee or a company director and I will sign an annual declaration that I continue to be eligible to act as a trustee
- 1.2 I will support the mission and consider myself its guardian.
- 1.3 I will abide by organisational policies.

2 Conflict of interest

- 2.1 I will always strive to act in the best interests of the organisation.
- 2.2 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.
- 2.3 I will submit to the judgment of the board and do as it requires regarding potential conflicts of interest.

3 Person to person

- 3.1 I will not break the law, go against charity regulations or act in disregard of organisational policies in my relationships with fellow trustees, staff, volunteers, members, service recipients, contractors or anyone I come into contact with in my role as trustee.
- 3.2 I will strive to establish respectful, collegial and courteous relationships with all I come into contact with in my role as trustee.

4. Protecting the organisation's reputation

- 4.1 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 Manager or Chair.
- 4.2 When prior consent has not been obtained, I will inform the Chair or Manager at once when I have spoken as a trustee of this organisation to the media or in a public forum.
- 4.3 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.
- 4.4 When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.
- 4.5 I will respect organisational, board and individual confidentiality.

- 4.6 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.
5. Personal gain
- 5.1 I will not personally gain materially or financially from my role as trustee, nor will I permit others to do so as a result of my actions or negligence.
- 5.2 I will document expenses and seek reimbursement according to procedure.
- 5.3 I will not accept substantial gifts or hospitality without prior consent of the Board.
- 5.4 I will use organisational resources responsibly, when authorised, in accordance with procedure.
6. In Trustee meetings
- 6.1 I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by (organisation).
- 6.2 I will abide by board governance procedures and practices.
- 6.3 I will strive to attend all board meetings, giving apologies ahead of time to the Chair if unable to attend.
- 6.4 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.
- 6.5 I will honour the authority of the Chair and respect his or her role as meeting leader.
- 6.6 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.
- 6.7 I will accept a majority board vote on an issue as decisive and final.
- 6.8 I will maintain confidentiality about what goes on in the boardroom unless authorised by the Chair or board to speak of it.
7. Enhancing governance
- 7.1 I will participate in induction, training and development activities for trustees.
- 7.2 I will continually seek ways to improve board governance practice.
- 7.3 I will strive to identify good candidates for trusteeship and appoint new trustees on the basis of merit.
- 7.4 I will support the Chair in his/her efforts to improve his/her leadership skills.
- 7.5 I will support the CEO in his/her executive role and, with my fellow board members, seek development opportunities for him/her.
8. Leaving the board
- 8.1 I understand that substantial breach of any part of this compact may result in my removal from the trustee board.
- 8.3 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 as agreed by: Date:

PRINT NAME _____

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Fit and proper persons help sheet (as issued by HMRC)

Who is this helpsheet for?

This helpsheet and the model declaration are for use by 'managers' of a charity, Community Amateur Sports Club (CASC) or other organisation entitled to UK charity tax reliefs. The term 'managers' applies to the trustees of charities, directors of corporate charities, CASC officials and any other persons having general control and management over the running of the charity or the application of its assets. For example:

- In a typical small local charity a manager for the purposes of the fit and proper persons test could include the Chairperson, Treasurer, Secretary and the rest of the management committee who would have control over expenditure.
- In a larger charity a manager for the purposes of the fit and proper persons test would include all trustees or directors of a corporate charity but may also extend to certain employees who are able to determine how a significant proportion of the charity's funds are spent. For example, most large charities have a Board of Trustees and an Executive Board of senior employees. In such a case the trustees and members of the Executive Board would be managers of the charity.

If you are a 'manager' of a charity you should read this helpsheet and, if appropriate, sign a declaration based on the model below. You can use the model declaration below or copy the wording onto your own stationery. The charity, CASC or other organisation entitled to charity tax reliefs should keep the signed declaration in case HM Revenue & Customs (HMRC) ask to see it. The signed form should not be sent to HMRC unless HMRC asks to see it.

Why is there a 'fit and proper persons' test?

The 'fit and proper persons' test exists to ensure that charities, CASCs and other organisations entitled to charity tax reliefs are not managed or controlled by individuals who might misuse the valuable tax reliefs the organisation receives. Unfortunately fraudsters have been known to exploit charity tax reliefs so the fit and proper persons test exists to help prevent that.

What does 'fit and proper' mean?

An individual is 'fit and proper' if they ensure that charity funds and tax reliefs are used only for charitable purposes.

In signing a declaration like the one below you are confirming that you will ensure that funds are used for charitable purposes and also disclosing certain information about your past that may impact on whether or not you are indeed 'fit and proper'. When a charity notifies HMRC of certain new managers, HMRC cross checks that person's details against any information it has and will raise any concerns it has if there is anything to indicate the person may misuse the charity funds and tax reliefs.

Factors that may lead to HMRC deciding that an individual manager is not a fit and proper person include:

- individuals with a history of tax fraud or other fraudulent behaviour including misrepresentation and/or identity theft
- individuals for whom HMRC has knowledge of involvement in attacks against, or abuse of, tax repayment systems
- individuals who are barred from acting as a charity trustee by a charity regulator or Court, or have been disqualified from acting as a company director

However, just because an individual has been, say, barred from acting as a charity trustee or one of the other points above applies, it does not always follow that the charity will not be eligible for tax reliefs. When considering the application of the fit and proper persons test to particular managers, HMRC will take account of the likely impact on the charity's tax position. For example any person who has no dealings with HMRC and no control over spending charity funds, even if the person is not a fit and proper person, is unlikely to affect the charity's eligibility to tax reliefs.

What do I need to do?

- If you are confident you will do your best to ensure that charity funds and tax reliefs are used only for charitable purposes and do not need to disclose any information listed on the declaration then you should sign a declaration and give it to the charity.
- If you are confident you will do your best to ensure that charity funds and tax reliefs are used only for charitable purposes but you do need to disclose any information listed on the declaration then you should sign the declaration suitably amended - for example by crossing out the relevant bullet point - and provide details in the final box before you give the declaration to the charity. The charity will then need to decide what to do.

If neither of the above applies you should not sign the declaration.

I've signed the declaration so what happens next?

The charity will keep the declaration and in certain cases pass your details to HMRC. If HMRC have any concerns about you they will contact you to clarify the situation.

If you have signed this declaration but want to make any information known or clarify any points please add them in the space below.

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ROLES OF OFFICERS ON THE BOARD

CHAIR ROLE DESCRIPTION

1. Scrutinise board papers and prepare for each meeting
2. Lead discussions
3. Focus on key issues
4. Provide guidance on new initiatives
5. Provide guidance on other issues in which the charity has special expertise.
6. Plan the annual cycle of board meetings
7. Set agendas for board meetings
8. Chair and facilitate board meetings
9. Give direction to board policy-making
10. Monitor that decisions taken at meetings are implemented
11. Represent the organisation at functions, meetings
12. Act as a spokesperson as appropriate
13. Bring impartiality and objectivity to decision-making

Where staff are employed:

14. Liaise with the chief executive to keep an overview of the organisation's affairs and to provide support as appropriate;
15. Lead the process of appraising the performance of the chief executive;
16. Sit on appointment and disciplinary panels
17. Liaise with the Chief Executive Officer to develop the board of trustees
18. Facilitate change and addressing conflict within the board and within the organisation, liaising with the Chief Executive Officer (if staff are employed) to achieve this.

The vice-chair acts for the chair when the chair is not available and undertakes assignments at the request of the chair. In most circumstances it would also be desirable for the chair / vice-chair to have knowledge of the type of work undertaken by the organisation and a wider involvement with the voluntary sector and other networks.

CHAIR PERSON SPECIFICATION

1. Commitment to the organisation
2. Willingness to devote the necessary time and effort
3. Strategic vision
4. Good, independent judgment
5. Ability to think creatively
6. Willingness to speak their mind
7. Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
8. Ability to work effectively as a member of a team
9. Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

10. Leadership skills
11. Experience of committee work
12. Tact and diplomacy
13. Good communication and interpersonal skills
14. Impartiality, fairness and the ability to respect confidences

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SECRETARY – ROLE DESCRIPTION AND PERSON SPECIFICATION

SECRETARY ROLE DESCRIPTION

The general role of the Charity secretary is to support the chair by ensuring the smooth functioning of the board. Either personally or by delegation, the secretary should:

1. Receive agenda items from other trustees/staff
2. Prepare agendas in consultation with the chair and chief executive
3. Circulate agendas and supporting papers in good time
4. Make arrangements for meetings:
5. Booking the room
6. Equipment
7. Refreshments
8. Facilities for those with special needs
9. Check that a quorum is present
10. Minute the meetings and circulating the draft minutes to all trustees
11. Ensure that the minutes are signed by the chair once they have been approved
12. Check that trustees and staff have carried out action agreed at a previous meeting
13. Circulate agendas and minutes of the annual general meeting and any special or extraordinary general meetings
14. In organisations which are companies, act as company secretary where this role is not delegated to a member of staff
15. Sit on appraisal, recruitment and disciplinary panels as required

SECRETARY PERSON SPECIFICATION

1. Willingness to devote the necessary time and effort
2. Strategic vision
3. Good, independent judgment
4. Ability to think creatively
5. Willingness to speak their mind
6. Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
7. Ability to work effectively as a member of a team
8. Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
9. Organisational ability
10. Knowledge or experience of business and committee procedures

11. Minute-taking experience, if this is not being delegated to staff

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TREASURER – ROLE DESCRIPTION AND PERSON SPECIFICATION

TREASURER ROLE DESCRIPTION

1. Maintain an overview of the organisation's affairs so as to ensure its financial viability and that proper financial records and procedures are maintained. In small charities without paid staff the treasurer may take a greater role in the day-to-day finances of the organisation.
2. Oversee approving and presenting budgets, accounts and financial statements
3. Be assured that the financial resources of the organisation meet its present and future needs
4. Ensure that the charity has an appropriate reserves policy
5. Prepare and present financial reports to the board
6. Ensure that appropriate accounting procedures and controls are in place
7. Liaise with any paid staff and volunteers about financial matters
8. Advise on the financial implications of the organisation's strategic plans
9. Ensure that the charity has an appropriate investment policy
10. Ensure that there is no conflict between any investment held and the aims and objects of the charity
11. Monitor the organisation's investment activity and ensuring its consistency with the organisation's policies and legal responsibilities
12. Ensure the organisation's compliance with finance, tax and similar legislation
13. Ensure equipment and assets are adequately maintained and insured
14. Ensure that the accounts are prepared and disclosed in the form required by funders and the relevant statutory bodies, e.g. The charity commission and/or the registrar of companies
15. If external scrutiny of accounts is required, ensure that the accounts are scrutinised in the manner required (independent examination or audit) and any recommendations are implemented
16. Keep the board informed about its financial duties and responsibilities
17. Contribute to the fundraising strategy of the organisation
18. Make a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent and easily understandable way
19. Sit on appraisal, recruitment and disciplinary panels as required

TREASURER PERSON SPECIFICATION

1. Commitment to the organisation
2. Willingness to devote the necessary time and effort
3. Strategic vision
4. Good, independent judgment
5. Ability to think creatively
6. Willingness to speak their mind
7. Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
8. Ability to work effectively as a member of a team
9. Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
10. Financial qualifications and experience

11. Some experience of charity finance, fundraising and pension schemes
12. The skills to analyse proposals and examine their financial consequences
13. Being prepared to make unpopular recommendations to the board
14. Willingness to be available to staff for advice and enquiries on an ad hoc basis

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CONFLICTS OF INTEREST POLICY AND PROCEDURE

1.0 Preliminary Note:

Guidance on the law and practice relating to conflicts of interest for charity trustees can be found in the Charity Commission's guidance document at:

<http://www.charitycommission.gov.uk/supportingcharities/conflicts.asp>

2.0 The principles

- 2.1 Trustees have both a legal and a moral obligation to act in the best interests of their charity and its beneficiaries (present and future) and in accordance with the relevant Code of Conduct.
- 2.2 Trustees need therefore to be sensitive to the possibility that their activities outside their charity (including holding office or being otherwise employed by or involved in organisations, companies or political parties) could be perceived as having a bearing on – or coming into conflict with – the objects and integrity of the organisation.
- 2.3 Conflicts of interest may arise where an individual trustee's personal or family interests and/or loyalties conflict with those of the charity. Such conflicts may create problems; they can:
 - inhibit free discussions;
 - result in decisions or actions that are not in the interests of the charity; and
 - risk the impression that charity or the trustee has acted improperly.The aim of this policy is to protect both the organisation and the individuals involved from any appearance of impropriety.
- 2.4 Trustees have a duty in law to avoid conflicts of interest and must not take part in any discussion or decision in which there is such a conflict.
- 2.5 A conflict of interest arises
 - 2.5.1 where a trustee or *person connected with her/him (see 2.8 below)* has a material interest in or stands to gain financially from any decision of the charity or,
 - 2.5.2 where the trustee has an interest or position outside the charity which is or may be in actual or potential conflict with their position as a trustee even though there is no possibility of financial gain.

- 2.6 An example of a potential conflict of interest is where a Trustee (or an organisation in which he/she has an interest)) may be tendering/or considering to tender for a contract where it known that the Volunteer Centre Fenland is also tendering for the same contract. In such circumstances, a conflict of interest should be declared and the trustee should follow procedures described at point 3.
- 2.7 At the start of each Trustee Board meeting, members should declare whether any agenda items raise a potential conflict of interest. This will be recorded and minuted. From that point onwards, if a matter arises where a trustee has declared an interest, then the procedure under 3 below must be followed.
- 2.8 Where it is decided at a meeting to enable a trustee to obtain a personal benefit from the charity (and thereby put that trustee in a position of a potential conflict of interest), then the procedure under 3.2 below must be followed.
- 2.9 ** a person connected with a trustee is:*
 - 2.9.1 a child, parent, grandchild, grandparent, brother, sister or spouse of the Trustee or any person living with the Trustee as his or her partner
 - 2.9.2 a business partner or co-owner of a business of which the Trustee is an owner

3.0 Procedure in dealing with trustee benefits and conflicts of interest

- 3.1 Any Trustee (or any firm or company of which a Trustee is a member or employee) may enter into a contract with the Charity to supply goods or services in return for a payment or other material benefit but only if
 - 3.1.1 the goods or services are actually required by the Charity
 - 3.1.2 the nature and level of the remuneration is no more than is reasonable in relation to the value of the goods or services and is set in accordance with the procedure in paragraph 3.2
 - 3.1.3 no more than one half of the Trustees are subject to such a contract in any financial year.
- 3.2 Whenever a Trustee has a personal interest in a matter to be discussed at a meeting of the Trustees or a sub-committee the Trustee concerned must:
 - 3.2.1 declare an interest at or before discussion begins on the matter
 - 3.2.2 withdraw from the meeting for that item unless expressly invited to remain in order to provide information
 - 3.2.3 not be counted in the quorum for that part of the meeting
 - 3.2.4 withdraw during the vote and have no vote on the matter.
- 3.3 If a trustee has any interest in the matter under discussion which creates a real danger of bias: that is, the interest affects her/him, or a member of her / his household, more than the generality affected by the decision, s/he should declare the nature of the interest and withdraw from the room, unless he / she has a dispensation to speak.
- 3.4 If a trustee has any other interest which does not create a real danger of bias, but which might reasonably cause others to think it could influence their decision, s/he should declare the nature of the interest, but may remain in the room, participate in the discussion, and vote if s/he wishes.
- 3.5 If in any doubt about the application of these rules s/he should consult with the chair.

- 3.6 All decisions under a conflict of interest will be recorded in the minutes of the meeting. The report will record:
- The nature and extent of the conflict;
 - An outline of the discussion;
 - The actions taken to manage the conflict.
- 3.7 Whenever possible, there should be competitive tendering for contracts or work for which a trustee might be suited (and taking up references from other clients or customers).
- 3.8 VCF's register of trustees' interests is located in the managers' Office.

Signature (Chairman of the Board of Trustees)

Name in full and in capitals

Date Of Issue of Governance document: 4 June 2013
Date Of Review: Five years

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Conflicts of Interest Statement and Agreement

As a trustee, you are required to act in the best interests of VCF. However, inevitably, trustees have a wide range of interests in private, public and professional life and these interests might, on occasions, conflict, (for example: Director of supplier or consultant to charity).

We are obliged to review any possible conflicts when preparing our annual report so ask you to supply the following tails:

Has VCF made any loans to you?	Yes	No
--------------------------------	-----	----

Have you, or people connected with you through family, business or another charity, an interest in a contract or transaction with VCF	Yes	No
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Have you or any person connected with you derived any pecuniary benefit or gain from VCF?	Yes	No
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Signed: _____ Date: _____

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REGISTER OF TRUSTEES' INTERESTS

Name of Trustee	Name of organisation	Position in organisation	Date interest commenced and terminated	Nature of conflict and steps taken

Fenland Volunteer Bureau known as Volunteer Centre Fenland
Declaration for fit and proper persons

Name of organisation in full.....

Name of individual.....

Role in the organisation.....

I, the undersigned, declare that:

- I am not disqualified from acting as a charity trustee
- I have not been convicted of an offence involving deception or dishonesty (or any such conviction is legally regarded as spent)
- I have not been involved in tax fraud
- I am not an undischarged bankrupt
- I have not made compositions or arrangements with my creditors from which I have not been discharged
- I have not been removed from serving as a charity trustee, or been stopped from acting in a management position within a charity
- I have not been disqualified from serving as a Company Director
- I will at all times seek to ensure the charity's funds, and charity tax reliefs received by this organisation, are used only for charitable purposes

Signed..... Date

Name in full in CapitalsDate of Birth

Home address.....

.....

Previous address if moved in past 12 months

.....

National Insurance number

National Identity Card Number (If you have one).....

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1. TRUSTEE SKILLS AUDIT - please tick the boxes adjacent to your relevant skills

Name in capitals

Address in full

Contact telephone

Email address

Date

Area	
Administration	
Campaigning	
Change	
Conflict Resolution	
Consultancy	
Customer Care	
Development	
Disability	
Equal Opportunities	
Financial	
Fundraising	
General Strategic Planning and Training	
Governance	
History of the Sector	
Human Resources/Training	
Information Technology	
Knowledge of the Community	
Legal	
Marketing	
Media/PR	
Neighbourhood Renewal	
Networks/Alliances	
Organisational Management	
Organisational Restructuring	
Policy Implementation	
Property	
Research	
Systems	
Other (please give tails)	

2. What other experience or skills do you feel you offer?

3. Are there any areas of the charity's work you have a particular interest in and/or would like to become more involved in?

4. What motivated you to become a trustee of the charity?