

CHESHIRE EAST COUNCIL

APPOINTMENTS TO OUTSIDE ORGANISATIONS

DRAFT GUIDANCE FOR MEMBERS

March 2010

1. Introduction

Members are routinely appointed or nominated by the Council to represent it on outside organisations, or will be involved in such bodies in their personal capacity. The Council encourages participation in the wider community where an organisation's objectives support delivery of the Council's strategic objectives as identified in the Corporate Plan. The Council also recognises that participation is a two-way process which enables Members to bring back knowledge and experience which is of value to the Council.

As a Member it is important that you appreciate the responsibilities you are taking on and how those responsibilities interact with your existing duties to the Council. It is also important that you are able to recognise and deal with conflicts of interest if and when they arise.

If you are appointed or nominated to an outside organisation by the Council, it is essential that you read and follow this guidance.

2. How and when are appointments made?

From 1 April 2009, the Cabinet made appointments to approximately 45 outside organisations; the Governance and Constitution Committee appointed to the remaining 80 outside organisations.

All appointments have been made for an initial period of two years, until 2011.

In making decisions about whether or not to appoint to a particular outside organisation, the Governance and Constitution Committee has agreed appointment criteria. As a general rule an appointment or nomination should not be made unless the appointment will satisfy one or more of those Appointment Criteria. A copy is attached as Appendix A.

3. What does the Council expect of me?

Appointments to outside organisations can be demanding in terms of time and commitment. You are advised to check with the organisation as to what is expected of you before accepting an appointment or nomination. You should also be clear with the organisation about what you can realistically contribute, at the outset.

In general terms the Council expects you to –

- Act in accordance with the rules or constitution of the outside organisation;
- Regularly attend meetings;
- Take an active and informed role in discussions and decision making;
- Report back to the Council annually – see the section headed “Annual Report”;

- Behave ethically and follow the Council's Code of Conduct for Members as far as applicable;
- Provide a link between the Council and the outside organisation;
- Where the Council provides funding, ensure that it is used effectively and properly;

You should be aware that for some organisations, missing a number of consecutive meetings may lead to a loss of your place on the Committee or Board. Neglect of your duties could also, in some circumstances, lead to personal liability.

4. What does the outside organisation expect of me?

The role and status of outside bodies varies enormously, from national and regional groups involved in strategic issues to those focused on very local issues. Generally, the organisation will expect you to –

- Understand its aims and objectives;
- Regularly attend meetings and be prepared to be involved in discussions and decisions;
- Send apologies if you cannot attend meetings;
- See things from their perspective, not just that of the Council;

At the start of the appointment you should –

- Make contact with the organisation;
- Find out the date and times of meetings and the names of key contacts;
- Find out what training is offered – at the very least a senior member of the organisation should be available to meet with you to explain how the organisation operates;
- Be clear about the capacity in which you are acting.

There may be a Council Officer responsible for working with the outside organisation who can help you – please contact the Democratic Services Manager initially.

5. Checklist

The following checklist will help you to identify the sort of questions to ask of both the Council and the outside organisation on being appointed;

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| <ul style="list-style-type: none"> • What type of organisation is it and what are its main activities? • Is it a company and if so, is it a company limited by shares or by guarantee? Is it also a charity? • In what capacity have I been appointed? Am I a director, trustee or appointed in some other capacity? • Do I have a copy of the organisation's rules? • Have I been supplied with a copy of any code of conduct to which I am subject as a member of the organisation? |
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- Do I know the identity of other directors, trustees or members?
- Who is my contact within the organisation?
- Are written minutes of meetings kept and I have I seen them?
- Do I know what the financial position of the organisation is?
- Am I aware of any contracts or funding arrangements between the Council and the organisation?
- Does the organisation receive regular reports on its financial position?
- Have I seen the last annual report and accounts?
- Am I aware of the main risks which the organisation faces and what steps are being taken to deal with those risks?
- Do I know what indemnities and insurance the organisation has in place?

6. What training is available for me?

There are no formal arrangements for training Members appointed or nominated to outside organisations. However, some organisations, particularly those with a statutory role, will offer their own training. You should check the organisation to see what is available. If Members consider that the outside body has not given adequate training, please contact the Democratic Services Manager.

7. What allowances am I entitled to?

Any allowances payable for duties connected with representation on outside organisations will be in accordance with the Members Scheme of Allowances.

8. What types of outside organisations are there?

Your responsibilities as a member of an outside organisation will depend on the nature of the organisation itself and the capacity in which you have been appointed. This should be identified in the list of current appointments maintained by Legal and Democratic Services.

The organisations will usually fall into one of the following categories:

(a) Statutory corporations

These are bodies which are set up by statute. There are a wide range of statutory corporations such as the police and fire authorities as well as school governing bodies. The composition of statutory corporations and the appointment of members to them are set out in the statute, as are their legal powers and responsibilities.

(b) Companies

A company is a separate legal entity which can own property, enter into contracts, employ staff, sue and be sued in its own name. There are two main types of company –

Company limited by shares

Companies limited by shares are those which have a share capital – for example, 1000 shares at £1 each. Each company member holds a number of shares and receives a proportion of the profits according to the value of their shareholding. Shares can be bought and sold and the shares of public limited companies are traded on the stock exchange. The liability of shareholders is limited to the amount they have paid or agreed to pay for their shares.

Company limited by guarantee

Companies limited by guarantee are those with no shareholding. Instead, each member of the company agrees to pay a certain amount in the event of the company being wound up. This may be as little as £1. This type of company is non-profit making and any surpluses are ploughed back into the company. It is the most common form in the public and voluntary sectors. The company may also have charitable status.

For both types of company, the scope of the company is set out in its Memorandum of Association which sets out the extent of its activities.

Company members

A company is usually managed by a Board of Directors but owned by company members. Company members may be shareholders or guarantors. Company members have the right to vote at general meetings and the company's AGM.

Board of directors

Whether the company is limited by shares or guarantee, the management of the company will be the responsibility of the directors. The powers of the directors are set out in the Articles of Association (company rules which govern its internal management). Sometimes directors may be referred to as members of the Management Committee, governors or trustees. However, this does not change their status as directors.

In some cases, the Council has the right to appoint directors and/or company members; for example, where it was instrumental in setting up a company which delivers key services. In other cases, the Council makes nominations and the company itself makes the appointment.

Director or company member?

It is very important to be clear about the capacity in which you have been appointed or nominated to a company. If your role is that of company director you have certain legal responsibilities, details of which are set out in this guidance. Alternatively (or in addition), the Council itself may be a member of a company and you may have been appointed to exercise the

Council's voting rights in such capacity. This is an entirely different role to that of director.

(c) Charities

Some companies and unincorporated associations are also charities. To be a charity, the organisation must have satisfied the Charity Commission that it operates for a charitable purpose. As a charity it is entitled to relief from corporation tax, VAT and business rates but it is subject to strict regulation by the Charity Commission. The Management Board of a charity is referred to as Trustees.

(d) Unincorporated Associations

Unincorporated associations are informal organisations where members regulate their relationship by contract, such as a membership agreement or the rules of a club or association. The association has no separate legal identity so cannot enter into contracts, employ staff or own property in its own right. The liability of members is not limited and members incur personal liability for their actions, relying on the membership contract to recover costs from other members. Various partnerships set up by local authorities are unincorporated and a local authority Member will often act as the "accountable body", entering into contracts or employing staff etc on behalf of other members.

9. What are my responsibilities as a director?

As a director you are under a legal duty to act in the best interests of the company, notwithstanding the fact that you have been appointed or nominated as the Council's representative. This duty will override your duties to the Council.

There may be circumstances where you wish to provide information about the Council's policy or proposals on a specific issue (provided that information is in the public domain). However, you must not act on the instructions of the Council or your political group to persuade the company to act in a particular way to further the Council's aims, unless it would be in the best interests of the company to do so.

The key responsibilities of company directors have now been codified in the Companies Act 2006, summarised below.

1. To act within their powers

A director must act within the terms of the company's constitution and decisions made by shareholders or members and exercise his powers for the purposes for which they were given.

2. To promote the success of the company

A director must act in the way he considers, in good faith, would most likely promote the success of the company for the benefit of its members as a whole but have regard to a non-exhaustive list of factors which aim to reflect

responsible business behaviour. The listed factors are (in no order of preference) –

- Long-term consequences of decisions;
- The interests of employees;
- The need to foster the company's business relationships with customers, suppliers and others;
- The impact of the company's operations on the community and the environment;
- The desire to maintain a reputation for high standards of business conduct; and
- The need to act fairly between members.

Whilst directors must have regard to these factors they are subject to an overriding duty to act in a way which promotes the success of the company for the benefit of its members.

3. To exercise independent judgement

This should not prevent a director from relying on other people provided that in his judgment it is reasonable to do so in the circumstances; or fettering his discretion pursuant to an agreement entered into by the company or in a way authorised by the company's constitution.

4. To exercise reasonable care, skill and diligence

A director must carry out his duties to the standard expected of someone with both the general knowledge, skill and experience reasonably expected of a person carrying out the functions of that director for the company and the actual knowledge, skill and experience of that director. The more experienced or qualified the director is, the greater the statutory standard required of him.

5. To avoid conflicts of interest

A director must avoid a situation where he has or may have an interest (direct or indirect) that conflicts or may conflict with the interests of the company (other than as a result of a transaction or arrangement with the company itself, as to which see duty 7 below).

6. Not to accept benefits from third parties

A director must not accept any benefits from a third party conferred by reason of his directorship. This duty continues to apply even after a person ceases to be a director. There is an exemption for benefits that could not reasonably be regarded as giving rise to an actual or potential conflict of interest, such as small corporate gifts or routine hospitality. Unlike conflicts of interest, Boards will not be able to authorise the acceptance of benefits.

7. To declare interests in any proposed transaction or arrangement with the company

A director must disclose to the company the nature and extent of any interests (direct or indirect) of which he ought reasonably to be aware in any proposed transaction or arrangement with the company and any changes to such interests. General notice of an interest in another company or a connection with certain people (or bodies) will be permitted. There are exemptions for matters that are not likely to give rise to a conflict of interest, matters of which the other directors are already aware and for service contracts that have been or will be considered by the directors

10. Indemnities for directors

If you are a director, the company cannot indemnify you against liability arising out of negligence, default, or breach of duty or trust. However, the company's Articles of Association may allow for directors to be indemnified by the company in respect of the cost of defending such proceedings if the director is granted relief by the Court or acquitted. It is lawful for companies to purchase insurance to protect its directors against claims of negligence, breach of duty, trust, default etc. You are advised to ensure that such a policy of insurance is maintained at all times by the company.

11. What are my duties as a trustee?

The following are common law duties. Where a charity is incorporated (which is usually the case) these duties will be in addition to the duties of directors set out above.

(a) Duty of compliance

Trustees must ensure that -

- the charity does not breach any of the requirements or rules set out in its governing documents and that it remains true to and fulfils the charitable purpose and objects set out there;
- the charity complies with charity law and the requirements of the charity commission as regulator; in particular the requirements to prepare reports on what it has achieved and annual returns and accounts;
- the charity complies with requirements of other legislation and other regulators (if any) which govern the activities of the charity;
- they act with integrity and avoid any personal conflicts of interest or misuse of charity funds or assets

(b) Duty of prudence

Trustees must -

- Ensure the charity is and remains solvent;
- Use charitable funds and assets reasonably and only in furtherance of the charity's objects;

- Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at risk;
- Take special care when investing funds of the charity, or borrowing funds for the charity to use.

(c) Duty of care

Trustees must -

- Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient;
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of trust.

12. Indemnities for trustees

An indemnity can be given from the trust fund provided a trustee has acted properly and within his/her powers. Trustees may take out insurance to protect themselves against personal liability but not for criminal acts, fraud etc. There will be no problem if the trustees themselves pay the premiums but if they are paid out of the charitable funds, the trustees will need the consent of the Charity Commissioners first, unless the trust deed allows it. You are advised to check the position with the charity to which you have been appointed.

13. What are my duties as a member of an unincorporated association?

Groups which are not charitable trusts or companies are "unincorporated associations" and have no separate legal identity. The rules governing the Members' duties and liability will be set out in a constitution which is simply an agreement between the Members as to how the organisation will operate. Usually the constitution will provide for a management committee to be responsible for the everyday running of the organisation. An unincorporated organisation may be charitable and may register as a charity.

Property and contracts will have to be held/let by individuals as the association has no legal existence of its own.

Broadly, Management Committee Members must act within the constitution, and must take reasonable care in exercising their powers. The Management Committee Members are liable for the acts of the organisation, but are entitled to an indemnity from the funds of the organisation if they have acted properly. If there are not enough funds, the Committee Members are personally liable for the shortfall.

If one person is appointed by the constitution to act as the agent of the organisation for certain purposes, then that person acts as the agent for all the Members, who have joint liability for the agent's actions.

Members of the Committee of Management will have personal liability if they act outside the authority given to them or if they do not comply with statute e.g. the payment over of employees' tax deductions etc.

14. Indemnities for members of unincorporated associations

Members will be entitled to an indemnity if they act in accordance with the constitution and are not at fault. It is possible to obtain insurance but if the organisation is to pay the premium this must be permitted by the constitution.

15. Conflicts of interest

The role of Members on outside organisations may occasionally give rise to conflicts of interest. The Council's Code of Conduct for Members sets out the rules for dealing with such conflicts of interest.

If any matter relating to the outside organisation comes up in the course of your work as a Member, it is likely that you will have an interest which you will have to disclose. Where the conflict is such that it might be considered likely to affect the way that you would vote or act as a Member, you may have not only to disclose the outside interest but take no part in any decision on the matter, although you may still be able to speak on the item.

Further guidance on conflicts of interest can be found in Part 5 of the Council's Constitution - The Member Code of Conduct May 2007 - a copy of which has been issued to all Members.

In a very few cases, if there is a major dispute between the Council and the outside organisation, you could be placed in a difficult situation. It is possible that you may find you are unable to carry out your responsibilities properly. In such cases, resignation from the outside organisation might be appropriate. Such circumstances would be rare and should not deflect you from being prepared to participate in the management and running of outside organisations.

As there is always a potential for conflict between the interests of the Council and the outside organisation, if you who are thinking of taking on such an outside interest, you should consider how that interest will impact on your responsibilities as a Member. If there are issues arising from a particular situation at any time, please contact the Monitoring Officer for advice.

Registration and disclosure of outside interests

The registration and disclosure of outside interests are dealt with in the Council's Code of Conduct for Members. You should register all interests falling within section 13 of Part 3 of the Code within 28 days of becoming aware of a new personal interest or a change, by written notice to the Monitoring Officer.

Personal interests which require registration

For the purposes of this guidance, you will have a personal interest if any business of the Council relates to or is likely to affect a registerable interest, which includes -

- Your membership or position of control or management in an outside organisation
- to which the Council has nominated or appointed you; or
- which exercises functions of a public nature (such as parish council); or
- which is directed to a charitable purpose; or
- one of whose principal purposes includes influencing public opinion or policy (including any political party or trade union).

Declaring personal interests

If you attend a meeting of the Council at which a matter in which you have a personal interest is considered you must declare that you have a personal interest and the nature of it at the start of the meeting or as soon as it becomes apparent to you. This applies even where your interest is on the Register of Interests.

Exemption to declaration of personal interests

However, if your interest arises solely out of -

- your nomination or appointment to an outside organisation by the Council; or
- the body exercises functions of a public nature,

you do not need to disclose it unless you choose to speak on the matter, provided you do not also have a prejudicial interest.

Prejudicial interests

Your personal interest will be prejudicial if all of the following conditions are met -

- the matter does not fall within one of the exempt categories for decisions; and
- that matter affects your financial interests or relates to a licensing or regulatory matter; and
- a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

If you have a prejudicial interest, you must declare it and the nature of the interest as soon as it becomes apparent to you. You should then leave the room unless members of the public are allowed to make representations, give evidence or answer questions about the matter. If so, then you can attend the meeting for that purpose.

16. How do I deal with conflicts in my role on the outside organisation?

Your role as a member of an outside organisation may give rise to a conflict of interest when you are carrying out your duties for the organisation - for example, where the organisation is discussing grant funding from the Council, or the standard of services it performs for the Council under contract. The action required depends on the rules of

the organisation. On being appointed you should ensure that the organisation informs you about its rules on conflicts of interest. There are also some general guidelines below.

From the 1 October 2008, directors are under a statutory duty to avoid conflicts of interest. The action required where a conflict of interest arises will depend on the company's Articles of Association (company rules). Where a company has adopted standard rules (known as Table A) a director with a conflict of interests must declare the interest to the company, and neither vote nor count in the quorum on the resolution concerning the matter. There is no legal requirement to withdraw from the meeting, unless specified in the company rules. You may nevertheless consider it prudent to do so. The above covers both contractual and non-contractual interests.

Even where an interest is declared, as a director you are still bound by other duties, to act in good faith and in a way likely to promote the success of the company.

If you are a trustee, the Charity Commission has produced guidance specifically aimed at trustees nominated by local authorities, a copy of which is attached as Appendix B.

The guidance provides that where a Member is a trustee and a conflict of interest arises, s/he should consider withdrawing from any meeting at which the matter is discussed. According to the guidance, where there is a conflict of interest and a trustee fails to take such action, there is the risk of a transaction being set aside if it is not in the interests of the charity.

Annual Report

The task of reviewing appointments to outside organisations in the light of LGR has been time-consuming. The number of Members covering the former districts and County Council area has reduced from 215 to 81. With fewer Members, it is essential that the Council operates a focused approach to outside appointments. With this in mind, the Governance and Constitution Committee has agreed that all Members be required to complete an annual report detailing meeting attendance, updating key contact information and ensuring that involvement meets the Council's strategic objectives as identified in the Corporate Plan.

This report will be issued to all Members appointed to outside bodies.

Where to get help

If you need further help or advice please contact

Brian Reed, Democratic Services Manager (Tel: 01270 686670 – e-mail: brian.reed@cheshireeast.gov.uk)

APPENDIX A

CHESHIRE EAST COUNCIL

Appointments to Outside Organisations

Appointment Criteria

The Authority has agreed to adopt appointment criteria which will form the basis of an objective, rational and open appointment process.

1. Criteria for making appointments

(a) The Appointment is a Statutory Requirement

There will be a limited number of bodies to which the authority is required to appoint but statutory requirement should be included as a criterion. Examples include the Police Authority and Fire Authority.

(b) Appointment Allows the Authority to Influence Policy at National or Regional Level

This will apply to those organisations which give the authority a voice at national or regional level and enables it to influence high-level policy decisions. Examples will include the Local Government Association, 4NW and the North-West Employers Organisation.

(c) Appointment Assists the Authority to Deliver its Strategic Objectives and Priorities

This is a key part of any appointment system, where it can be demonstrated that the appointment will make a direct or significant contribution to the authority's strategic objectives, in particular the Corporate Plan.

(d) Appointment is to an Organisation which Receives Major Funding from the Authority or Provides Key Public Services

Representation will ensure that the organisation uses its funding properly and develops in a way which the authority considers appropriate.

Those organisations which provide key public services, for example Housing Trusts, are often created by a local authority which reserves the right to place Members on its Board.

- (e) **Where an approved organisation is ward-specific, the Member appointed should be the appropriate Ward Member.**

2. Criteria for Declining to make Appointment

In rare cases, it may not be appropriate to appoint to an outside organisation; for example, where there are significant cost or resource implications for the Authority when balanced against the benefits. These will be determined as and when the situation arises.

3. Issues for Consideration in Making Appointments

In addition to adopting the approved criteria, the following should be taken into account -

○ Political Proportionality

When making appointments to outside organisations, there is no requirement to adopt the rules of proportionality, but there are some organisations where it is appropriate for the leading political group to take the places. These will, for the most part, be those organisations identified as Category 1.

○ Continuity/Members' Interests

Continuity of representation can be important to outside organisations. Even where the term of office is 12 months only, the representative can build up expertise and experience which can be a loss to that organisation if a new representative is appointed after expiry of the term of office. For this reason, where possible, and provided the representative is willing to continue to serve, consideration be given to re-appointing the same Member, if appropriate. This could depend on, for example, where elections may change the political balance or it may be appropriate to provide opportunities for newly-elected councillors to serve on organisations which reflect their interests.

○ Term of Office

The term of office for each Councillor should, in general, be commensurate with the requirements of the organisation. The first tranche of appointments will terminate in 2011 at the next elections.

○ Appointments Made in Accordance with Criterion 1 (d) Above

Members will need to consider, when being appointed, that in taking up a formal position within an incorporated body - as director or trustee – the Member will be under a legal duty to act in the best interests of that outside body, notwithstanding the fact that s/he is there as a representative of the

Authority. That duty will override a Member's duties to the Authority or the Council-tax payers it serves. It is also worth noting that where a matter is raised by the outside organisation relating to its relationship with the Authority, it is likely to give rise to a conflict of interest for the Member representative who will usually be required to absent him/herself from the meeting during the discussion. A dual-mandated role may therefore be problematic and out-weigh any perceived benefits for either the organisation or the authority.

APPENDIX B

GUIDANCE ON TRUSTEESHIPS – PROVIDED BY CHARITY COMMISSION (CC3a)

Who are charity trustees?

Charity trustees are the people who form the governing body of a charity. They may be known as trustees, directors, board members, governors or committee members. Trustees are responsible for controlling the management and administration of a charity. The great majority of trustees serve as volunteers, and receive no payment (other than to repay necessary out-of-pocket expenses incurred). Trustees should work together as a team, and have collective responsibility for their charity.

Being a trustee can be hard work, but by contributing you should also gain. Trusteeship should be rewarding, providing opportunities for personal development. As you give your skills to the running of your charity, you will at the same time gather new skills and experience.

What are the duties of trustees?

Trustees have, and must accept, ultimate responsibility for directing the affairs of their charity, ensuring that it is solvent and well-run, and delivering the charitable outcomes for the benefit of the public for which it was set up. You need to keep in mind the following areas of responsibility.

Ensuring compliance – Trustees must ensure that their charity complies with:

- Charity law, and the requirements of the Charity Commission as regulator; in particular you must ensure that the charity prepares reports on its work, and submits Annual Returns and accounts as required by law. You can find more information in our publication [The Hallmarks of an Effective Charity \(CC10\)](#).
- The requirements or rules, and the charitable purpose and objects, set out in the charity's own governing document. All trustees should have a copy of this document, and be familiar with it.
- The requirements of other legislation and other regulators (if any) which govern the activities of the charity; these will vary according to the type of work the charity carries out, and whether it employs staff or volunteers.
- The requirement for trustees to act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets. You should check the charity's governing document for provisions relating to conflicts of interest and you can find [more information](#) in our website guidance on conflicts of interest and in our publication [Trustee expenses and payments\(CC11\)](#) .

Duty of prudence – Trustees must:

- Ensure that the charity is and will remain solvent; this means that you need to keep yourself informed of the charity's activities and financial position.
- Use charitable funds and assets wisely, and only to further the purposes and interests of the charity.
- Avoid undertaking activities that might place the charity's property, funds, assets or reputation at undue risk.
- Take special care when investing the funds of the charity, or borrowing funds for the charity to use.

Duty of care – Trustees must:

- Exercise reasonable care and skill as trustees, using personal knowledge and experience to ensure that the charity is well-run and efficient.
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.

To fulfil these responsibilities properly, trustees should make sure that they keep up to date with what the charity is doing. You should give enough time and energy to the business of the charity, and meet regularly enough to make the decisions needed. How this is done will vary between different types and sizes of charity.

What is the Charity Commission?

We are the independent charity regulator for England and Wales. Our job is to work with charities to ensure that they are accountable, well run and meet their legal obligations. We also aim to promote public trust and confidence in charities. Most charities must register with us, although some types of charity do not have to register. We provide a wide range of advice and guidance to charities. We produce a [twice yearly newsletter](#) which is sent to all registered charities in England and Wales and offer a number of online services via our website. You can also read and download any of our [publications](#) and [guidance](#) from our website.

What happens if things go wrong?

We offer information and advice to charities on both legal requirements and best practice to help them operate as effectively as possible and to prevent problems arising. In the very few cases where serious problems occur, we have wide powers to look into them and put things right. Depending on the circumstances and the charity's governing document, trustees may be personally liable for any debts or losses that the charity faces. However, personal liability of this kind is rare, and trustees who have followed the requirements summarised in this guidance will generally be protected.

Where can I find out more?

This is only a summary of the responsibilities and duties of trustees and you can find out more in [The Essential Trustee: What you need to know \(CC3\)](#), which contains more detailed information. To get a copy of this or any of our other publications you can :

- view and print them from our website;
- order during opening hours – Monday to Friday 0800-2000 and 0900-1300 Saturdays - by phoning us on 0845 300 0218;
- write to Charity Commission Direct, PO Box 1227, Liverpool, L69 3UG.

For a full list see the Publications section of the Charity Commission's website or [Charity Commission Publications \(CC1\)](#).

As well as the guidance produced, there are many other resources that trustees can use to help them carry out their duties. We encourage you to make use of the wide range of organisations that can help you run your charity as effectively as possible. Details of some of these organisations are listed in [The Essential Trustee: What you need to know](#). You can also find details of other sources of information in '[Useful links](#)' on the homepage of our website.

This guidance is available in audio format and in Welsh. It is also available in Braille and large print on request.