



Leeds Grand Theatre

Board Manual

Draft

This document has been produced by combine advice from three sources

- The Charity commission for the majority of the general advice, copyrighted by Charity Commission but available for reproduction for Board members
- In terms of guidance The National Hub of Expertise on Governance again copyrighted but available for reproduction to Board Members
- Leeds Grand Theatre board proposals for specific details

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- **Copyright Notice, Disclaimer and Privacy Statement**
- Charity Commission 2003

- Guidance from the Charity Commission for all who serve as Board members

Foreword

As a board member your skills and energy will help to make a difference to your chosen cause and charity. You will become responsible for the charity's mission, for its property, finances and the employment of any staff or volunteers. Without good and committed Board members, no charity can hope to succeed.

Being a Board member can be hard work and in most cases it is unpaid. But by contributing you should also gain. Board membership should be rewarding, providing many 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.

For instance, you will need to plan the strategic future of the charity and its work. You will need to take the lead in developing and managing staff and volunteers – for most charities, their most important resource. You may also need to become involved in policy decisions within the charity, in the local community, regionally or nationally. Innovation, problem-solving and representing the charity in public may also be needed.

You will of course be joining a team of Board members. To be effective, the team will need a range of people with a good mix of skills. It will also be diverse, with people who understand the needs to be served, and others with business and management experience. This should also be positive – you will be meeting and working with new people with different backgrounds, and from different walks of life.

Geraldine Peacock, Chairman Charity Commission

Andrew Hind, Chief Executive Charity Commission

The Hallmarks of a successful charity

Summary

Leeds Grand Theatre Board's basic responsibilities		
To focus on impact and outcomes	To be clear and confident about why The Grand Theatre exists and what it aims to achieve. What are its values and beliefs which guide its work? In partnership with staff it is the board's role to decide the theatre's purpose and how it will achieve it.	<ul style="list-style-type: none"> • Approve business and marketing plans
To ensure the Grand theatre is fit for purpose	The structure policies and procedures of an effective charity enable it to achieve its mission and aims and deliver its services efficiently	<ul style="list-style-type: none"> • Set goals for venues • Approve artistic policy and agree programming. Assess performance against programme
To ensure sound governance	Ensure the right balance of skills and experience to run the charity effectively	<ul style="list-style-type: none"> • Set boundaries between responsibilities of staff and board • Work to skills matrix •
Maximises potential	To be responsible for establishing plans and policies that will provide long term stability. The Board is trusted with responsibility to provide continuity of management, to set parameters within which staff can make day to day decisions	<ul style="list-style-type: none"> • Appoint Manager • Set employment policies and code of conduct • Build relationship of mutual respect with staff • Strong financial strategy including fund raising • Review quarterly operational income/expenditure for current period and year to date against budget and forecast to year end • Review annual performance against budget • Analyze and approve future annual budget
Accountable and transparent	Accountable to the public and other stakeholders in a way that is transparent and understandable	<ul style="list-style-type: none"> • Comply with legal obligations • Clear about activities • Monitors performance
To establish and promote Leeds Grand Theatre's role in the community	Building and promoting the identity of The Grand Theatre is one of the board's most important tasks. Board members are expected to inform and enthuse friends, acquaintances and strangers about the work of the Theatre. It has the responsibility to encourage the greatest possible involvement of the local community. The board will also be expected to look for opportunities to increase income.	<ul style="list-style-type: none"> • Protect public interest • Review audience development, marketing and education strategies and targets

Focus on impact and outcomes

1. An effective charity considers the impact that it wants to have and actually has on the people who benefit from it, is clear about its objects, vision, mission and values, and how it will achieve them.

In order to demonstrate this, the charity:

- complies with the law by ensuring that its aims and planned activities are within the objects set out in its governing document;
- has a clear idea of its vision, mission, and values (e.g. set out in a written statement that is regularly reviewed) which gives the charity focus, direction and clarity and involves stakeholders both in defining and measuring its efficacy;
- prepares and regularly reviews a written plan outlining the steps it will take to achieve its mission;
- has considered methods of identifying, measuring and learning from the charity's achievements and outcomes, including the positive and negative effects that it has on the people who benefit from the charity, other stakeholders and the community as a whole;
- sets achievable targets and indicators against which success is measured based on the aims of the charity, the needs of the people who benefit from it, the quality of its services and the resources available;
- Regularly reviews whether the charity's objects (as set out in its governing document) are up to date and relevant.

Aims and Objectives of Leeds Grand Theatre and Opera House Ltd

- Present an eclectic programme of attractions on stage to appeal to the broad spectrum of the region's population
- Feature the highest artistic standards and quality of entertainment from drama, ballet, dance and musical companies and concerts promoted by the commercial sector, or supported by the arts Council and the regional Arts Councils;
- Provide a production and administrative base for its residence company Opera North, to present its annual series of operatic performances;
- Provide a theatrical home for Northern Ballet Theatre;
- Support, provide and maintain first class rehearsal, administrative and technical facilities for both its resident and visiting artistic companies cater for and provide hospitality facilities for artists, staff, audiences and sponsors alike;
- Make accessible both artistic work and physical facilities by keeping under review and implementing new pricing, education and diversity and equal opportunities policies for all sectors of the community including the young, unemployed, elderly, black and Asian minority groups, disabled and disadvantaged
- Train and empower staff and provide effective customer care programmes; access awareness and diversity programmes;
- Maintain the highest standards of Health and Safety for the public and personnel required to use , enjoy and work within the venue;
- Promote and market the programme with confidence to the community and maintain good relations with the external funding bodies, the media and the general public at large;
- Balance its annual budget by prudent management, financial control and direction of all its affairs

Fit for purpose

2. The structure, policies and procedures of an effective charity enable it to achieve its mission and aims and deliver its services efficiently.

In order to demonstrate this, the charity:

- reviews its organisational and board member structures and evaluates its achievements and performance against its targets on a regular basis to ensure that it is maximising its potential;
- identifies and regularly assesses the risks that it is exposed to and decides how it will manage them;
- regularly reviews its governing document to ensure that it is up to date and that the board members have the powers that they need in order to achieve the charity's objects and manage its resources;
- identifies and complies with relevant legislation and takes professional advice where necessary;
- develops and uses written policies and procedures for its employment practices, including the appointment, appraisal, training and development of staff;
- recognises and promotes diversity in beneficiaries, staff and volunteers;
- where it utilises volunteers, cultivates an environment which attracts volunteers to support the aims of the charity and puts in place policies and procedures which recognise their worth and maximise their contribution to the charity;
- has policies and procedures to protect vulnerable groups that it works with including, for example, children and people with a learning disability.

Sound governance

3. An effective charity is run by a clearly identifiable board member body that has the right balance of skills and experience to run the charity effectively, acts in the best interests of the charity and its beneficiaries, understands its responsibilities and has systems in place to exercise them effectively.

In order to demonstrate this, the charity:

- complies with the law by ensuring that the board member body is constituted in accordance with the governing document;
- identifies the mix of skills, knowledge and experience necessary for the efficient and effective direction of the charity and ensures that the rotation of board members provides adequate opportunities for re-assessing that mix;
- recruits and selects board members on the basis of the mix of skills, knowledge, experience and the diversity that they bring to the board member body, as well as the time they have to do the job well; undertakes all appropriate checks to ensure that a prospective board member is both eligible and suitable to act in that capacity;
- has a policy for managing conflicts of interest on the board member body and ensures that board members understand that they must act solely in the best interests of the charity;
- has an induction programme for board members which enables them to rapidly become effective and valuable board members;
- has a board member body that takes responsibility for evaluating its own performance and for identifying and addressing the individual training needs of board members;
- has a board member body that is the right size for the charity – large enough to include the right balance of skills and experience needed to run the charity effectively, but small enough to facilitate discussion and effective decision making;
- has a clear understanding of the respective roles of the board member body and staff with written role descriptions for board members and board member officers (such as the Chair and Treasurer), and has systems in place that the board member body use to monitor and oversee the way in which their delegated powers are exercised;

- is able to take decisions which further the work of the charity while recognising and managing the risks to the charity's beneficiaries, to itself and to other stakeholders.

Maximises potential

4. An effective charity manages and uses its resources so as to optimise its potential.

In order to demonstrate this, the charity:

- plans to manage its resources (including finance, skills, knowledge, experience and assets), considers appropriate methods of controlling costs and generating new funding, and monitors actual performance so as to identify any potential problems in good time and take corrective action;
- has robust systems in place for internal financial control and the protection of its funds;
- diversifies its sources of income, for example, to reduce the risk of over dependence on one or two sources;
- has a fund-raising strategy that works within recognised good practice frameworks and considers which methods of fund-raising are appropriate for the charity;
- has robust processes in place for the management and control of all fund-raising activities undertaken by the charity or on its behalf;
- has a strategy in place for both its investments and its reserves which takes into account and plans for the needs of current and future beneficiaries;
- considers and plans for the use of non-cash resources such as volunteers, donated goods, and physical assets for own use or investment;
- considers collaborations and partnerships with other organisations and mergers with other charities to improve efficiency and the better delivery of benefits and services.

Accountable and transparent

5. An effective charity is accountable to the public and other stakeholders in a way that is transparent and understandable.

In order to demonstrate this, the charity:

- complies with its legal obligation to produce an annual report and accounts which includes an explanation of what the charity has done during the year and, as a matter of good practice, the extent to which it has achieved its charitable aims in a way that internal and external stakeholders can understand;
- complies with relevant legal and good practice obligations for financial reporting, including the Charities [Statement of Recommended Practice \(SORP\)](#) and has reporting practices that are honest, open, even-handed (not hiding the bad), clear and comply with the appropriate standards;
- explains its activities and decisions in an open and transparent way while maintaining confidentiality where appropriate, and is able to demonstrate its independence from other bodies. Independence in this context means that the charity must act to carry out its own charitable purposes, and not for the purpose of implementing the policies or directions of a governmental authority, or of any other bodies;
- welcomes both positive and challenging feedback from its stakeholders and has well-publicised, effective and timely procedures for dealing with complaints about the charity and its activities. These explain rights to complain and appeal and give details of the process and likely timescales;
- has a communications strategy that ensures that accurate and timely information is given to stakeholders including the media, donors and beneficiaries.

Flexible

6. An effective charity is flexible enough to influence and adapt to changes in the environment in which it works in order to meet the changing needs of those who use its services.

In order to demonstrate this, the charity:

- has systems in place to gather and analyse information about emerging trends in the environment in which it operates, and their likely impact on the activities of the charity and partner organisations, and uses these to inform its planning processes;
- welcomes feedback from its beneficiaries about the services it provides and the areas where improvements could be made;
- identifies and uses opportunities to influence the environment in which it works to be more conducive to its aims, following the law and good practice when campaigning or lobbying;
- is not complacent but is engaged in a process of continual improvement, using techniques and tools best suited to its size and activities, e.g. recognised quality systems and benchmarking, to improve its own future performance;
- is ready to share good practice with other bodies;
- investigates and makes appropriate use of new technologies to carry out its activities more effectively;
- considers from time to time different methods of carrying out its administrative work, for example buying in external services or collaborative working such as sharing resources such as staff, offices or transport.

List of Board Member Skills and Attributes required by Leeds Grand Theatre

General Skills required by all board members

1. ACCOUNTABILITY - Understand board financial duties and legal (statutory) obligations.

- Act in a lawful, ethical and justifiable manner.
- Demonstrate personal integrity, discretion and reliability.
- Maintain confidentiality
- Participate in board activities in an informed way.
- Review and ensure action is taken on audit reports.
- Ensure compliance with statutory and legal requirements

2. STRATEGIC THINKING

- Contribute to the development of a shared vision and corporate direction.
- Take a long term, broad view of situations in decisions and actions.
- Understand government, business and cultural systems relevant to the board's activities.
- Formulate strategic goals and targets.
- Identify the impact of external trends and changes; and adapt goals and targets accordingly.
- Understand principles of organisational change
- Promote a customer focus ethos.

3. MONITORING

- Analyse and interpret financial statements and management reports.
- Review organisational performance and customer satisfaction on a regular basis.
- Assess and provide feedback on executive performance.
- Assess and improve board/committee performance

4. POLICY DEVELOPMENT

- Assess and determine broad policy objectives.
- Take account of the impact of policy decisions on stakeholders and customers.
- Endorse standards and regulations.
- Establish and review priorities for resource allocation.

5. DECISION MAKING

- Adopt and comply with ethical decision making processes.
- Consider opposing points of view and alternative solutions.
- Present a balanced perspective on issues and decisions.
- Take account of diverse community attitudes, opinions, values and cultures.
- Resolve conflict appropriately.
- Empower people to achieve goals by delegating sufficient authority and resources.
- Delegate day to day management to CEO – set parameters for decision making

6. NETWORKING

- Access business, community and government networks on behalf of the board.
- Develop alliances and partnerships within and outside the industry or community sector.
- Represent and promote the board within the industry and to the community.

7. ADVISING

- Evaluate needs, priorities, alternatives and consequences.
- Interpret information and draw conclusions.
- Suggest proposals and solutions to improve board processes and outcomes.
- Present information, ideas and opinions to others in a convincing way

8. TEAMWORK

- Understand individual and team roles and responsibilities.
- Communicate clearly and effectively.
- Engage in constructive discussion to reach an agreed position.

- Work cooperatively with board members and employees to achieve organisational goals.
- Apply effective time management.
- Foster mutual respect and trust.

Specific Skills required by Board members

Specific expertise in one or more of the following areas in priority order

- Learning
- Property management and development
- Finance and fund raising
- Legal issues
- Human Resources
- Public relations, marketing and communication
- Business management
- Administration and project management

Represent Leeds diverse community

Demonstrate interest in and possess a broad expertise /knowledge of the performing arts industry and facilities

Ability to devote time required to Board Meetings and for pre meeting study and review of agenda and papers

Show no real or perceived bias respecting any special interest group; have in mind the best interests of the entire performing arts community

Willing to maintain and active interest in the affairs of the Grand Theatre and to become familiar with its programmes, resources, clients and staff

What is expected of a board member at Leeds Grand Theatre

Know the Theatre's mission, aims, objectives, policies, programmes, services, strengths and needs

Be willing to take a lead in an area or work on a special project

Remain aware of developments in the performing arts

Bring a sense of humour to deliberations

Be loyal to board decisions

Support senior staff and never criticise them in front of their colleagues

Serve the organisation as a whole rather than a particular interest group within it

Don't accept favours related to your work as a board member

Maintain your independence, avoid conflicts of interest

Suggest the names of board members who could make a significant contribution

Leeds Grand Theatre Board Members Skills Audit

Profile	Chair	Deputy	1	2	3	4	5	6	7	8
Age										
18 – 25										
26 – 35										
36 – 45										
46 – 60										
60+										
Gender										
Male										
Female										
Ethnicity										
Use CRE definitions										
Geographic residency										
Leeds										
Yorkshire										
England										
Other										
Expertise										
Learning										
Legal										
Financial										
Fundraising										
Marketing										
Business										
PR										
Artistic										
Administrative										
HR										
Organisational experience										
Private										
Theatre										
Public										
Voluntary										

Potential sources for new members

- Existing board contacts
- Senior staff suggestions
- Funding body suggestions
- Volunteers
- Friends
- Key client groups
- Board members of other cultural organisations
- Arts and Business
- Trade Unions
- Chamber of Commerce
- Sponsors

Charity Commission recommended

Role of Board members

Board members are the people who serve on the governing body of a charity. They are responsible for controlling the management and administration of a charity.

The great majority of Board members serve as volunteers, and receive no payment for their work.

Charity Board members come from all walks of life, and are united by their wish to create positive change in society. Most people are eligible to serve as Board members. The work of a Board member should be rewarding and enjoyable, and an opportunity to serve the community while learning new skills.

To be a Board member requires time, understanding and effort. It is also a rewarding opportunity to serve the community and develop personal skills.

Board member duties at a glance

This page summarises the main duties and responsibilities of charity Board members. Again, it is not a legal document, but sets out the legal principles in everyday language. The headings on this page are also used for sections of the more detailed guidance that follows.

Board members and their responsibilities

(1) Board members have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for which it has been set up.

Compliance – Board members must:

(2) ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and annual returns and accounts as required by law.

(3) ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.

(4) comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity.

(5) act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

Duty of prudence – Board members must:

(6) ensure that the charity is and will remain solvent.

(7) use charitable funds and assets reasonably, and only in furtherance of the charity's objects.

(8) avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.

(9) take special care when investing the funds of the charity, or borrowing funds for the charity to use.

Duty of care – Board members must:

(10) use reasonable care and skill in their work as Board members, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.

(11) consider getting external professional advice on all matters where there may be material risk to the charity, or where the Board members may be in breach of their duties.

What should I do before I become a Board member?

You should take all reasonable steps to find out as much as you can about the charity, and about what will be expected of you as a Board member.

Finding out more: Before you become a Board member, you should learn as much as you can about the charity, and what being a Board member will mean for you. For instance, for an existing larger charity, we advise you to read annual reports, important policies and the annual accounts; we also advise that you meet existing Board members, senior staff and perhaps some of the people who benefit from the charity's work. Some charities may also invite you to sit in on a Board members' meeting as an observer before you formally join. You may wish to find out what training and support the charity offers its Board members.

The governing document: You should also get a copy of the charity's governing document, and read it. It will probably be a dry legal document, but it is the charity's main constitutional document, and governs key aspects of the charity's work. If it isn't clear what it means, then one of the existing Board members or the charity's Secretary should explain it to you.

Am I eligible to become a Board member?

Most people over 18 years of age can become Board members, but a few are not eligible.

Ineligible people: Those who have already been disqualified as company directors and those who have been convicted of an offence involving dishonesty or deception are some of the people who cannot usually become Board members. In some cases, people who receive benefits from the charity may also be ineligible.

Appointments

Eligibility Criteria To be eligible to serve on the Board you must live or pay council tax to Leeds City Council. You must be willing to work to the general skills list and demonstrate tangible experience in the specific skills required for The Grand Theatre

Appointments	Councillors will be elected through the members appointments committee All other board members will be selected by the current board
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How long does the appointment of a Board member last?

Terms of Office Councillors will be selected annually. All other appointments will be for three years with the eligibility of reappointment for one additional term. For all a maximum of 6 concurrent years. (A rota of appointments will be required at outset to ensure all members do not come up for election simultaneously).

Can a Board member resign?

Yes – it is usually straightforward for a Board member to resign. But in some situations, especially with unincorporated charities, it is important to check the charity's governing document carefully. Sometimes legal advice will be needed to ensure that things are done properly.

How do Board members make decisions?

All decisions by the Board members concerning a charity are taken by all the Board members, acting collectively and as a team. However, the decisions need not be unanimous; a majority decision is sufficient unless the charity's governing document states otherwise.

Collective responsibility: Subject to any power of delegation there is a general rule that Board members must take personal responsibility for their decisions, and that all decisions concerning the charity must be taken by the Board members acting together.

Setting up groups or committees: Board members can always invite some of their number to look into particular matters and make recommendations. The decision whether or not to act on the recommendations is for the Board members to take together. *In some cases the governing document of a charity may permit the Board members to set up committees with delegated powers to carry out particular functions.* Check with legal

Delegating to employees: The Board members of will need to delegate decisions on day-to-day management matters to employees. In these cases the scope of the authority should be clearly laid down in writing and instructions given for decisions on important matters to be reported to the Board members. Board members should establish proper reporting procedures and clear lines of accountability. More needed

What do the Chair and Treasurer do?

Some Board members are known as 'officers' and have special responsibilities. These include the Chair, Treasurer, and in some cases there may also be other designated officers.

Special responsibilities: The Treasurer and the Chair of the charity will have wider responsibilities than other Board members.. The Chair, as well as helping to plan and chair Board member meetings, may also be the link between the Board members and the employees and representing the charity at appropriate events. However, when it comes to making decisions about the charity, the Board members must take them together.

Treasurer support is provided by Leeds City Council who will ensure that proper accounts are kept, and help set financial and investment policies check with Doug

Compliance

Board members must:

- ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports, annual returns and accounts as required by law.
- ensure that the charity does not breach any of the requirements or rules set out in its governing document and remains true to the charitable purpose and objects set out there.
- comply with the requirements of other legislation and regulators which govern the activities of the charity.
- act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

Can Board members be paid for their duties?

Generally, no. Most Board members are unpaid, and must not benefit in any way from their connection with the charity. There are limited exceptions to this rule.

Prohibited benefits: Board members are not entitled to receive any payment out of the charity's funds other than reasonable and necessary out-of-pocket expenses, such as the cost of travel to attend Board member meetings. Additionally, they must not benefit, either directly or indirectly, from the charity by, for instance:

- taking a lease of the charity's property;
- borrowing money from the charity; or
- making contracts to do business with the charity.

When Board members abuse their position: This is a legal rule and any Board member who breaks it may have to make good any loss that results to the charity out of their own pocket. Even if there is no loss, a Board member who makes a profit from breaking the rule may have to pay the amount of any profit to the charity.

Can a Board member be employed by the charity?

Generally, no because Board members must not gain from their position. Again, there are limited exceptions to this rule.

The legal position: Generally, a Board member cannot become an employee of their charity nor can an employee become a Board member. The exceptions are where the governing document of the charity explicitly authorises it, or if permission has been given by us or a court of law.

When Board members abuse their position: This is a legal rule and a Board member who breaks it may have to repay to the charity any benefits they have received, such as salary. The rule still applies even where the Board member has resigned as a Board member, before or after taking up employment.

The exception: The only instance in which special permission may not be needed is where the charity can show that the Board member has not obtained the employment by reason of being a Board member and there is no ongoing conflict of interest. This would mean that the Board member concerned:

- has no significant involvement with the charity's decision to create or retain the post, or with any material aspect of the recruitment process; and
- had resigned as a Board member to apply for the post in advance of a post being advertised publicly in a fair and open competition.

Do Board members have to keep accounts?

Yes. All charities must prepare annual accounts. Different rules apply to different sizes and types of charity. Preparing accounts is of course only one part of proper financial planning and control.

The legal position: There are legal requirements (in the 1993 Act and associated regulations) for charities, relating to:

- maintenance and retention of accounting records;
- preparation of charity accounts and annual reports;
- audit or independent examination of accounts;
- submission of accounts, annual reports and annual returns to us; and
- availability of accounts to the public.

Financial thresholds: How far any individual charity must comply with these requirements depends on the level of gross income and/or total expenditure. Board members must familiarise themselves with the appropriate requirements. Registered charities with gross income or total expenditure of over £10,000 per year must submit their accounts annually, within 10 months of the end of the relevant financial year.

Non-submission of accounts: If Board members fail to submit their accounts and annual return on time, this could lead to us taking action against the Board members. This action could include conducting an investigation into the charity or publishing the charity's details on our website as defaulting in the submission of annual accounts and returns.

Incorporated charities: Different accounting rules apply to charities that are companies. Further information is available from Companies House.

Do charity accounts need external audit or scrutiny?

All charities with income or expenditure of more than £10,000 must have their accounts scrutinised by "an independent person". Larger charities will need a full external audit. Charities that are companies must comply with company law.

Independent person: In general statutory requirements mean that all charities with an income or expenditure over £10,000 must have their accounts scrutinised by an "independent person". This can be by independent examination or an audit by a registered auditor. To be "independent" the person concerned should not be:

- a Board member;
- involved in the administration of the charity;
- a major donor or beneficiary; or
- a close relative, business partner or employee of any of the above.

External audit: If a charity's income or expenditure exceeds £250,000 in the current year or either of the two preceding years, the accounts must be audited by a registered auditor.

Incorporated charities: Different rules apply to charities which are companies. Further information can be obtained from Companies House.

What charity Board members' duties in relation to fundraising?

Board members must ensure that any fundraising activity carried out by, or on behalf of, their charity is properly undertaken, and that all funds collected are properly accounted for.

The legal position: Where Board members allow or employ people to undertake fundraising on their behalf, all funds raised should be paid into a bank account in the charity's name before deduction of the fundraiser's expenses. In certain circumstances this is a legal requirement. Board members must always:

- ensure that any appeal properly describes what donations from the public will be used for; and
- ensure that where professional fundraisers are employed as agents for the charity, a proper contract is drawn up.

Good practice: In addition to these legal requirements, Board members should always:

- insist on approving both the fundraising methods and any appeal literature that will be used on their behalf;
- be prepared to be open and honest about the costs of such an appeal if asked; and
- explain in their annual report the effectiveness of fundraising activities to explain the figures given in the accounts.

What if the charity's objects no longer serve a useful purpose?

If a charity's objects are no longer relevant there are ways of changing them. Where charities don't have the powers themselves to make the changes, they must contact Charity Commission

Regular review: Board members should regularly review whether their charity is still meeting a useful purpose. Sometimes a charity can become more effective by changing the way it works. In other cases it may need to change the objects or provisions (or both) in its governing document.

Amending the governing document: The governing document of most unincorporated charities contains a power enabling its amendment. In some cases the charity can amend the objects without Charity Commission intervention, subject to what is said in the governing document and the general law; in many others any amendment will require our written consent. In either case, any new objects should be kept close to the charity's original intention and must remain legally charitable.

Contacting the Commission: Any Board members intending to make or propose an alteration are strongly advised to seek our views beforehand. If the charity's governing document has no amendment provision, or one that does not allow the objects to be amended, Board members should contact Charity commission help.

Incorporated charities: Section 64 of the 1993 Act requires a charitable company to seek our prior consent to any amendment of the company's objects or provisions relating to the way the company's property is used.

After the objects have been changed: Whether or not our prior authorisation is needed Board members must give us details of any change to the objects of the charity.

With what other laws and regulations must Board members comply?

Like all organisations, charities are subject to the law of the land. Aspects of their work may be regulated by other government bodies. Board members need to be aware of these requirements, and must ensure that the charity complies.

Some examples: The exact answer will depend on the type of charity, and the activities it undertakes. The following list gives examples of key areas that may apply to your charity:

- For charities that are companies, company law.
- For charities employing staff, employment law.
- Health and safety legislation, for instance as relating to staff, volunteers and beneficiaries.
- Legislation concerning racial equality, disability discrimination, equal opportunities and similar areas.
- For charities providing registered care, the requirements of the Commission for Social Care Inspection.
- For charities working with children or other vulnerable people, the range of legislation protecting those clients.
- For charities that are housing associations, the requirements of the Housing Corporation.

External advice: We emphasise that this is not a full list, and that many other regulators and Inspectorates may be involved with certain charities. Board members may need to seek external advice to be sure they are aware of all their compliance responsibilities.

Duty of prudence

Board members must:

- ensure the charity is and will remain 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 undue risk.
- take special care when investing the charity's funds or borrowing funds for it to use.

What are the financial duties of Board members?

The Board members of every charity must ensure that its finances are used appropriately, prudently, lawfully and in accordance with its objects.

Financial management: This could include making decisions about fundraising, the provision of services, and investments. This is an important duty in any charity. Whatever the size of the capital and income of the charity, proper financial management is the key to the success of the charity and its ability to help its beneficiaries.

What are the principles for Board members?

Board members must act reasonably and prudently in all matters relating to the charity and must always bear in mind that their prime concern is the charity's interests. The charity's income and property must be applied only for the purposes set out in the governing document.

Fairness and objectivity: The charity's expenditure must be applied fairly among people who are properly qualified to benefit from it.

Accumulation of surpluses: The income of a charity must be applied for its purposes within a reasonable period of receipt, unless the Board members have explicit power to accumulate it. Without such a power, the Board members should not allow the charity's income to accumulate unless they have a specific use for it in mind.

Personal conduct of Board members: Board members must act reasonably and prudently in all matters relating to the charity and need always to bear in mind that their prime concern is its interests. They must not let any personal views or prejudices affect their conduct as Board members. They must exercise an appropriate degree of care in administering their charity.

Conflict of interest: Where Board members are required to make a decision that affects the personal interests of one of the Board members, the charity's governing document may require that that person should not be present at any discussion or vote on the matter. Even if the governing document does not require this, Board members should follow this procedure as a matter of good practice.

What duties do Board members have towards charity property?

Board members must always act to protect property owned by the charity. If a charity has permanent endowment, particular care must be taken to maintain its value.

The Board member role: Board members are accountable for the charity's solvency, continuing effectiveness and the preservation of its endowments. They must exercise overall control over its financial affairs. They should ensure that the way the charity is administered is not open to abuse by unscrupulous associates or employees; and that their systems of control are rigorous and constantly maintained..

Land and buildings: If the charity owns land or buildings, Board members need to know on a continuing basis what condition it is in, that it is being properly used, and that adequate insurance is in place. The Board member Act 2000 confers a power to insure property but it does not impose a duty to do so. However, the trusts of many charities do impose a positive duty to insure: if Board members fail to insure property this will be a breach of trust.

Cash management: Money not needed for immediate expenditure should be invested. It is recommended that if expenditure is expected in the near future, surplus cash is deposited to earn interest. Investments need to be reviewed periodically to ensure they remain suitable for the charity's needs. Wherever possible, we suggest that funds are placed in a range of investments so as to avoid substantial losses caused by the failure of a single investment or institution.

Bank accounts: **Dougs advice needed** Board members must follow any relevant clause in the charity's governing document that specifies who is authorised to sign cheques. If there is no provision in the governing document which relates to the operation of bank accounts, the bank mandate must specify at least two Board members as signatories, unless the Board members can reasonably claim that it is necessary for employees to sign cheques to allow the charity to operate.

Protecting endowed property: In particular, Board members need to ensure that property which is permanent endowment is used in a way that produces enough money for expenditure while at the same time safeguarding the value of the investment.

Debts and money due: Board members must ensure that all income due to the charity is received and that all tax and rating relief due is claimed.

Duty of care

Board members must:

- use reasonable care and skill in their work as Board members, 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 Board members may be in breach of their duties.

What is the statutory duty of care?

This general duty on Board members means they must give enough time, thought and energy to their duties as Board members, and make reasonable use of their skills and experience.

The law says: The Board member Act 2000 sets out what it calls the “duty of care” – to exercise such care and skill as is reasonable in the circumstances having particular regard to:

- any special knowledge or experience that the Board member has or professes to have; and
- where a Board member acts in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

Application of duty of care: Narrowly speaking, the statutory duty of care only applies to Board members of unincorporated charities who are exercising specified powers conferred on them by the Board member Act 2000. It also applies when such Board members exercise the same type of powers derived from a source other than that Act. An example might be when they exercise investment powers set out in the governing document. More generally, legal precedent and good practice mean that the duty of care should be considered as applying to all aspects of Board members’ work in making decisions about their charity. As noted above, Board members should ensure that they know and understand how the Board member Act 2000 applies to them and their charity.

Incorporated charities: The Board member Act 2000 does not apply, but the principles of general charity law impose similar duties and requirements on Board member directors.

How often do Board members need to meet?

They must meet as often as needed to do justice to the affairs of the charity, and make well-informed decisions. Board members who do not meet often enough risk breaching their duty of care.

Need for regular meetings: Not every charity conducts all its business at meetings of the Board members, but many do. If the charity does so, it cannot be administered properly unless the Board members meet regularly.

Quorum of Board members: **Check legal** The governing document may require a quorum for meetings of the Board members. If so, the Board members must ensure that their number does not fall below the minimum required for a quorum or, if it does, that it does not stay below that number. If there are no such requirements in the governing document, then the number of Board members needs to be kept to an effective working strength. This number will depend on the charity’s administrative requirements and the legal rule (if the governing document does not specify otherwise) that no decision can be taken except by the agreement of all or a majority of the Board members.

How much time will be needed?

Many Board members of larger charities find that they need to give the equivalent of about a day a month.

Giving adequate time and energy: Being a Board member will involve preparation for and attendance at Board member meetings, and often also at other meetings and functions. It is essential that Board members are able to devote enough time to these essential duties of being a Board member. This means they should be aware of their responsibilities and duties and how much time they will need to give.

What else do Board members need to think about?

Running a charity can be complex and Board members need to be up to date on the operating environment for their charity. This may involve wider networking, taking up training opportunities, or reading the relevant newsletters or specialist trade papers.

Collaboration: Board members should find out what work is being done by similar organisations working in the same area. In some cases they can do this by joining an umbrella association co-ordinating work in a particular field. Board members should try to collaborate with other charities and avoid duplicating their efforts..

Strategy and risk: Board members are also responsible for setting the charity's strategic aims, objectives and direction. Identifying risks arising from its activities and managing those risks is important in helping to ensure that the charity achieves its strategic aims and objectives. Board members of charities with gross annual income in excess of £250,000 must make a statement in their annual report as to whether they have considered the major risks to which the charity is exposed and systems designed to minimise those risks..

If things go wrong

The Charity Commission offers information and advice to charities to help them operate as effectively as possible and to prevent problems arising.

What are the liabilities of charity Board members?

As stated above, a conscientious and committed Board member need have few worries about personal liability. But it is important for all Board members to understand their position.

The normal position: If Board members act prudently, lawfully and in accordance with the governing document, then any liabilities (ie debts or financial obligations) that they incur as Board members can normally be met out of the charity's resources. However, if Board members incur liabilities or debts that amount in total to more than the value of the charity's assets they may not be able to cover themselves in full out of the charity's property, even if the liabilities have been properly incurred.

If Board members act imprudently: If the Board members act imprudently, or are otherwise in breach of the law or the governing document, the position is different. Here, Board members may be personally responsible for liabilities incurred by the charity, or for making good any loss to the charity. Since Board members act collectively in running a charity, they will usually be collectively responsible to meet any such liability.

Charity Commission powers: CC can take proceedings in court for the recovery, from Board members personally, of funds lost to charity as a result of a breach of trust by the Board members. However, there is only a small likelihood that Board members will have to pay out of their own pocket towards compensating a third party who has suffered a financial loss as a result of their dealings with the charity. Despite this, we appreciate there are genuine concerns about the risk of personal liability.

Reducing risk: We strongly recommend that Board members are particularly careful when entering into substantial contracts or borrowings to ensure that the charity has the means to meet its obligations. If Board members are clear about all the potential risks and identifying the areas, if any, where their charity might be exposed, Board members can take preventative action to lessen the possibility of personal liability. For example, we recommend that Board members:

- familiarise themselves with the governing document;
- establish effective induction procedures for new Board members;
- take professional advice when needed or required by statute;
- take advice from the Commission or a professional expert when unsure about their duties;
- clarify what powers they have to delegate authority either to an agent or employees;
- implement effective internal management and financial controls;
- find out what areas of law might affect the charity's activities, such as employment, health and safety, human rights and data protection; and
- before they enter into a contract, satisfy themselves that the charity has the resources to meet its part of the contract and understand the consequences of breaching the contract.

Incorporated charities: Different rules apply to the directors of charitable companies, as company law also applies; this confers limited liability on Board member company directors. The general principles of prudence are, however, the same.

Can a charity be wound up?

In certain situations, a charity can be wound up, or its assets transferred to another charity. This is a complex area of law, and Board members must ensure that they act lawfully.

Remaining assets: The governing document will normally require the assets remaining on dissolution to be passed to a charity with similar purposes.

What is 'governance'?

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"the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation."¹

Board members take ultimate responsibility for the governance of their organisations. However, governance is not a role for board members alone. More, it is the way Board members work with chief executives and staff (where appointed), volunteers, service users, members and other stakeholders to ensure their organisation is effectively and properly run and meets the needs for which the organisation was set up

The key principles of good governance

Underlying each of these principles is the additional principle of equality – that of ensuring equity, diversity and equality of treatment for all sections of the community. We see this as fundamental rather than creating a separate 'Equality' section,

Board leadership Every organisation should be led and controlled by an effective Board of Board members which collectively ensures delivery of its objects, sets its strategic direction and upholds its values.

The Board in control The Board members as a Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations.

The high performance Board The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.

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

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

Board and Board member integrity The Board and individual Board members should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

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

What is good governance

1. Good governance means focusing on the organisation's purpose and outcomes for citizens and users

- Being clear about the organisation's purpose and its intended outcomes for citizens and service users
- Ensuring that users receive a high quality service
- Ensuring that taxpayers receive value for money

2. Good governance means performing effectively in clearly defined functions and roles

- Being clear about the functions of the governing body
- Being clear about the responsibilities of non-executives and the executive and ensuring those responsibilities are carried out
- Being clear about relationships between governors and the public

3. Good governance means promoting values that underpin good governance and upholding these through behaviour

- Putting organisational values of good governance into practice
- Individual governors behaving in ways that uphold and exemplify effective governance

4. Good governance means taking informed, transparent decisions within a framework of controls

- Being rigorous and transparent about how decisions are taken
- Having and using good quality information, advice and support
- Having effective controls in place, including managing risk

5. Good governance means developing the capacity of the governance team to be effective

- Ensuring that appointed and elected governors have the skills and experience they need to perform well
- Developing the capacity of people with governance responsibilities and evaluating their performance
- Striking a balance, in the membership of the governing body, between continuity and renewal

6. Good governance means engaging stakeholders and making accountability real

- Understanding formal and informal accountability relationships
- Taking an active and planned approach to accountability to the public
- Taking an active and planned approach to responsibilities to staff
- Engaging effectively with institutional stakeholders

Reproduced with thanks to The Independent Commission for Good Governance in Public Services

Equality and diversity

The Board should ensure that it upholds and applies the principles of equality and diversity, and that the organisation is fair and open to all sections of the community in all of its activities.

The Board should ensure that its organisation upholds and promotes equal opportunities and diversity in all areas of its work, including:

- the identification and assessment of needs to be met;
- allocation of resources, making of grants or provision of services;
- membership of the Board and any sub-committees;
- staff recruitment, selection, training and conditions of service;
- communication with stakeholders and the public;
- accessibility of meetings and communications; and
- the buying of goods and services.

The Board should set strategies for and receive regular reports on the organisation's work to achieve equality and diversity, against clear targets where practicable. These reports should be used to help develop the organisation's overall strategies.

Where the organisation is set up to serve a specific section of the community, this should be clear and the above principles should be interpreted and applied as appropriate.

The Role of Chief Executive

The Board should ensure that formal arrangements are set up for the regular supervision, appraisal and personal development of their chief executive. This may be carried out by the chair, another Board member or by a small group of Board members and be linked to the achievement of measurable targets.

The Board should ensure that there is a formal mechanism for setting the remuneration of the chief executive, which should be ratified by the Board. The remuneration package for the chief executive should: be adequate to attract and retain the quality of staff required, but no more; be openly disclosed in the organisation's accounts, including pension and other benefits.

The Board should seek independent expert or professional advice when required concerning sensitive matters relating to the chief executive's employment.

The key principle:

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

Supporting principles:

Clarity of roles The Board should define the roles and responsibilities of the chair and other honorary officers, in writing.

Effective delegation The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.

Terms of reference The Board should set clear terms of reference for subcommittees, standing groups, advisory panels, etc.

Monitoring All delegated authorities must be subject to regular monitoring by the Board.

Clarity of other roles

The Board should define and write down the role of the chair, and that of other honorary officers such as vice-chair, treasurer and the secretary to the Board; it should be noted that for companies the role of secretary is partly defined by the relevant legislation.

The role of the chair should include, as a minimum, to ensure:

- the efficient conduct of business at the organisation's Board and general meetings;
- that the organisation's business is efficiently and accountably conducted between Board meetings;
- that the organisation complies generally with its responsibilities
- specifically that the appraisal and remuneration of the organisation's chief executive is conducted appropriate
- that the employment of the chief executive complies with employment legislation and good practice; and
- that the appraisal of board and Board member performance is conducted

Where the Board has delegated specific roles to honorary officers or to other Board members, ultimate responsibility rests with the Board as a whole. In such situations the Board member(s) concerned should separate the specific roles from their wider Board member role.

Effective delegation

The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.

The Board will need to delegate parts of its work to others in a clear, practical and legal manner. Delegations may be made to individual Board members, sub-committees the chief executive, other staff, volunteers or agents and consultants.

Delegations must comply with the terms of the organisation's governing document and any relevant legislation.

Where there is a chief executive, delegations to other staff and volunteers should normally be through that individual.

Delegations should always be in writing, and should set clear limits on matters such as expenditure, authority and decisions that can be made. Delegations may be written in Board minutes, terms of reference for sub-committees, staff job descriptions, or in a separate list.

Terms of reference

The Board should set clear terms of reference for sub-committees, standing groups, advisory panels, etc. The Board may wish to set up sub-committees, advisory groups, panels or other bodies to assist its work. Such bodies should have clear written terms of reference in addition to any delegated authority.

Monitoring

All delegated authorities must be subject to regular monitoring by the Board. The Board must remain in ultimate control of all delegations:

- Honorary officers and other Board members should report back to the Board promptly on any use of delegated authority;
- the Board should receive regular reports and minutes from all sub-committees etc;

- mechanisms established for internal control and performance reporting should be used to monitor use of delegated authority by the chief executive, or other staff or volunteers

Nolan Principles (useful base for board members approaches)

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

Reproduced with thanks to the Committee on Standards in Public Life

Appendix 1 Gaining new members

EXPRESSIONS OF INTEREST INVITED

Purpose of Advertisement

The Leeds Grand Theatre invites nominations from women and men interested in serving on the Leeds Grand Theatre Board

Role of the Organisation and Board

Leeds Grand Theatre is <explain organisation mandate, role and/or structure
The role of the Board < is to details of primary purpose

Selection Criteria

Nominations are sought from people with <quals, skills or experience> in <list areas of interest or expertise>.

Other selection criteria include <list selection criteria>.

<target group> candidates are encouraged to apply.

Membership Details

There are number vacancies.

Appointments are for a period of 3 years with the opportunity for one further term of three years

Nomination Process

Nomination forms and further information can be obtained from <contact person>, address and phone number.

Nominations close at <time and date>.

Background Information for Candidates (Pro-Forma)

The following information may be included in background information to send out to interested people to give them a clear idea of what's involved, what's expected and how to submit a nomination.

Tick U	
	Function Enabling legislation Organisation vision and objectives Purpose of board
	Board Structure Terms of reference Number and roles of members Committees reporting to the board/committee
	Meetings Frequency, duration and location of meetings
	Duties and Responsibilities Summary of members' duties and responsibilities Expectations regarding members' availability and time commitment
	Selection Outline of selection process Selection criteria Statement that nomination does not guarantee selection

	Remuneration and Expenses Remuneration rates (if applicable) Expenses policy.
	Directions Mailing address for nominations Closing date Contact person and phone number.

Nomination Form (Pro-Forma)

The following information may be included in the nomination form.

Background Information
Contact Details
Name
Address
Telephone
Demographics (if required)
Date of birth
Country of birth
Qualifications
Work Experience
Current and previous jobs
Voluntary experience
Areas of Expertise or Interest
Board Experience and Community Involvement
Current and past membership of business, professional or community organisations, and positions held
Statement Addressing the Selection Criteria, and/or
Statement in Support of Nomination
Why does this position interest you ?
Leeds Grand Theatre's Board role is to . . . How do you feel you can contribute to achieving this role ?
Any other information you would like to give in support of your nomination.

- Attach a copy of curriculum vitae.
- Nominate 2 or 3 people who can be contacted to provide a reference in support of application
- Forward nominations to, name and address by <closing date>.

Induction Checklist

Tick U	
	<p>1. Information</p> <p>1.1 On the Grand Theatre</p> <ul style="list-style-type: none"> Enabling legislation Corporate plan Annual report Current policy documents Briefing papers on operations Glossary of terms
	<p>1.2 On the Board</p> <ul style="list-style-type: none"> Terms of reference Board structures Member details Meeting arrangements Standing orders or meeting procedures Administrative support
	<p>1.3 On Roles and Responsibilities</p> <ul style="list-style-type: none"> Statement of duties and performance expectations Relationship to Chair, other members, General Manager, Statutory obligations and legal duties
	<p>2. Familiarisation</p> <p>2.1 Briefings</p> <ul style="list-style-type: none"> From the Chair, General Manager From industry, government and community experts.
	<p>2.2 Site Visits</p> <ul style="list-style-type: none"> To see first hand the organisation's operations To meet employees.
	<p>2.3 Seminars, Functions or Meetings</p> <ul style="list-style-type: none"> Arrange special induction seminars for new members. Attend industry seminars or internal meetings. Establish networks.
	<p>3. Training</p> <ul style="list-style-type: none"> Training in board duties, responsibilities and skills. Training in industry specific skills or knowledge areas. Training in general management and or personal competence.
	<p>4. Socialisation</p> <ul style="list-style-type: none"> Interact informally with board members and key stakeholders to establish collaborative working relationships.

Invitation to Nominate (Pro Forma)

Invitation to Nominate

Introduction and Purpose

Announce that the <appointing authority> is seeking to make appointments to the Leeds Grand Theatre Board.

Explain role and function of the Board.

Clarify Status of Invitation

Insert one of the following sentences, depending on whether approaching individuals or organisations:

As a significant <industry/regional/local government/community> body your organisation is invited to submit nominations for Leeds Grand Theatre Board for consideration We are seeking people with board general skills and with experience in <area of expertise>. or

The <appointing authority> is keen to appoint women and men with <key skills, attributes and expertise>. You may wish to consider nominating for Leeds Grand Theatre Board, or alternatively suggest other people who may be willing to nominate.

For versions 2 and 3, include a proviso that receiving an "invitation to nominate" does not imply that a nomination from that person or group will be successful.

Encourage Nominations

Tell them what a great opportunity it is to contribute to the work of the XYZ Board/Committee, to serve the community and to gain professional and personal satisfaction.

Nomination information

Attach background information and a nomination form. State closing date and where to send nominations. Give name & contact number for enquiries.

Nomination requirements

Specify that nominees must be of a high calibre, meet time and availability requirements and meet other selection criteria

Key Charity Commission publications

The Charity Commission produces a wide range of publications and website guidance giving information and advice to charity Board members and the general public on issues relating to charity law, regulation and best practice. The [full list of publications](#) is on our website and in our publication [CC1](#), but the list below is a selection based on the issues covered in this guidance.

Charity Commission Publications

CC8 Internal Financial Controls for Charities
CC11 Payment of Charity Board members
CC14 Investment of Charitable Funds: Basic Principles
CC20 Charities and Fundraising
CC21 Registering as a Charity Commission
CC24 Users on Board: Beneficiaries who become board members
CC28 Disposing of Charity Land
CC30 Finding New Board members
CC33 Acquiring Land
CC36 Amending Charities' Governing Documents: Orders and Schemes
CC42 Appointing Nominees and Custodians: Guidance under s.19(4) of the Board member Act 2000
CC44 Small Charities: Transfer of Property, Alteration of Trusts, Expenditure of Capital
CC48 Charities and Meetings
CC49 Charities and Insurance
CC61 Charity Accounts: The framework
CC64 Receipts and Payments Accounts Pack
CC65 Accrual Accounts Pack
RS2 Charities and Commercial Partners
RS4 Collaborative Working and Mergers
The Charity Commission and Regulation
SORP 2005

Website publications

[Charities and Risk Management](#)
[Guidance on electronic banking](#)
[A Guide to Conflicts of Interest for Charity Board members](#)

To obtain copies of these or any publications you can:

- View and print them from Charity Commission website
- Order during office hours (0830 – 1800 weekdays) by phoning us on 0845 300 0218; or
- Write to the Charity Commission, PO Box 8585, Adamsway, Mansfield, NG18 9AJ

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