

Guidance note

Specimen conflict of interest policy, declaration form and register of interests for charity trustees

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Introduction

This guidance note covers registered charities in England and Wales. Whilst principles of good governance transcends national borders, it is important to bear in mind the specific differences in charity legislation for those charities operating in Scotland, Northern Ireland, and elsewhere.

This guidance note has been drafted to reflect the findings of the Charity Commission and ICSA's review project into the governance arrangements in newly registered charities.¹ The information in this document expands upon, and consolidates, the principles highlighted in *Good governance: A code for the voluntary and community sector*.²

For the purpose of this guidance note, it is assumed that the charity employs staff including a charity secretary, or other governance and compliance professional, who is not the chief executive officer.³

1 Please see the ICSA website

2 This can be downloaded from www.governancecode.org/

3 Further details on the role of the charity secretary can be found in an ICSA guidance note of the same title.

If you have any feedback on the content of these resources, or additional questions that you'd like to discuss, please contact the ICSA information centre: **020 7612 7035** | informationcentre@icsa.org.uk

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Overall purpose

Benefits of being a trustee

Whilst the role of trustee is a serious duty, there are various positive aspects to the role that can help an individual on a personal and professional basis:

- the knowledge that you are contributing to a worthwhile cause
- building self-confidence and experience of committee work
- acquiring new skills – personal and professional – through training and information and sharing
- the enjoyment to be had from working with a group of individuals from different backgrounds who share a similar passion for a particular cause.

The role of charity trustee is one that can offer considerable satisfaction, challenges and experiences, but it should not be forgotten that the position can be quite onerous and require a significant time commitment.

The aim of this guidance note is to provide charities with guidance on how to recognise and manage perceived and real conflicts of interest amongst members of the trustee board. It offers a generic model document that can be amended to suit the needs of individual organisations, whilst addressing the fundamental issues that arise from real and perceived conflicts of interest.

It should be noted that the benefit derived by those trustees who are users of the charity's services should not be over and above that received by any other user or beneficiary of the charity.

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What is a conflict of interest?

Trustees have a duty under common law to act in the best interests of the charities they serve. Trustees, generally, should not benefit from the charity and should not be influenced by their wider interests when making decisions affecting the charity. For charitable companies, trustees have a legal duty to avoid conflicts of interest under s175 of the Companies Act 2006.

A conflict of interest can be defined as:

“...any situation in which a trustee’s personal interests or responsibilities they owe to another body, may, or may appear to influence the trustee’s decision making.”⁴

Conflicts of interest arise when the interests of trustees, or “connected persons”,⁵ are incompatible or in competition with the interests of the charity. Such situations present a risk that trustees will make decisions based on these external influences, rather than the best interests of the charity.

The most common types of conflict include:

- direct financial interest - when a trustee obtains a direct financial benefit via:
 - the payment of a salary to a trustee by the charity
 - the award of a contract to a company with which a trustee is involved
 - the sale of property at below market value to a trustee
- indirect financial interest - this arises when a close relative of a trustee benefits from the charity:
 - the awarding of an employment contract to a trustee’s spouse; and
 - making a grant to a trustee’s dependent child

4 Page 8, *Charitable Museums and Galleries: A guide to conflicts of interest policies, trustee benefits and transactions between trustees and charities*, a joint publication of the Department of Culture, Media and Sport and the Charity Commission, 2008.

5 s.188 Charities Act 2011 defines a “connected” person as:

- a) a child, parent, grandchild, grandparent, brother or sister of a trustee;
- b) spouse or civil partner of trustee, or of (a) above;
- c) business partner of trustee or (a) or (b);
- d) institution controlled i) by trustee or (a), (b), or (c) above or ii) by two or more persons falling within i) when taken together ;
- e) a body corporate which i) the trustee or connected person in (a) to (c) has a substantial interest or, ii) two or more persons falling within i) when taken together have a substantial interest.

Trustees seeking to sell land or other property belonging to the charity should refer to s.118 of the Charities Act 2011 for a further definition of ‘connected persons’ in relation to these transactions. For trustees of charitable companies the definition of ‘connected persons’ is slightly different and readers should refer to s.252 of the Companies Act 2006.

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- non-financial or personal conflicts – occur where trustees receive no financial benefit, but are influenced by external factors:
 - influencing board decisions on service provision to their own advantage, perhaps because they use the charity’s service themselves or care for someone who does
 - to gain some other intangible benefit or kudos
 - awarding contracts to friends
- conflicts of loyalties - trustees may have competing loyalties between the charity to which they owe a primary duty and some other person or entity.

It is, therefore, essential that all trustees are fully aware of their duties and responsibilities and that when acting as a trustee they must act in the best interests of the charity alone.

The interests of the beneficiaries and those of the charity will - for the most part - be consistent or complementary, but on the occasions where a conflict does arise, the responsibility of all the trustees is to the charity. This includes any access that all trustees may gain to confidential or privileged information by virtue of their trusteeship. All trustees should remain alert to the fact that whatever information they acquire in their role should remain confidential and not be used to the advantage of themselves, an external individual, or entity.

Occasionally there may be cases where an apparent conflict is actually in the organisation’s best interests. While the trustees may well act with integrity, the mere appearance of a conflict can be damaging to both the charity and the trustees, so conflicts need to be managed effectively.

Where a charity operates a code of conduct for trustees, it is essential that the document is consistent with and supports the conflicts of interest policy and vice versa.

Identifying potential conflicts of interest

A key means of preventing conflicts of interest from affecting decision-making is to identify potential conflicts in advance. This gives trustees time to consider the implications and to respond appropriately. To ensure that trustees remain in an optimal position to manage any real or perceived conflict, it should be standard practice to ask for any such declarations at the start of each trustee meeting.

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By asking trustees to declare their interests and keeping a register of such interests, organisations can monitor potential conflicts of interests on a continuous basis. A policy on the management of conflicts of interest will inform trustees how any conflict will be dealt with and provide a framework for the board when conflicts arise.

Managing conflicts

The majority of trustees have a multiplicity of interests, personal, domestic and professional that may, on occasion, compete with those of the charity. It is almost impossible to avoid conflicts altogether, particularly in the context of charities seeking to appoint trustees with skills and experience of the wider economic community.

If conflicts cannot be avoided, they need to be managed effectively. Organisations should consider developing a policy relating to conflicts of interest and implementing it consistently and transparently.

Declaration of interests

Potential and new trustees should be informed that they will be expected to declare their interests on appointment and subsequently, when they arise. They should also be provided with a copy of the conflicts of interest policy, preferably before appointment. If the potential trustee is concerned about a possible conflict of interest, they should view the policy and discuss the matter with the charity secretary before agreeing to take up the position.

On appointment, trustees should be asked to complete a declaration of interests. New trustees may be uncertain as to what comes under this heading (in which case they should consult the charity secretary), but as they gain more experience on the board, their understanding of exactly what constitutes a potential conflict will develop. The declaration of interests needs to be updated when material changes occur, and reviewed on a regular basis – at least annually.

When asking trustees to complete a declaration of interests, the following areas should be considered:

- employment
- any previous employment in which the trustee still has a financial, or other, interest

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- any other appointments (voluntary or otherwise) e.g. trusteeships, directorships, local authority membership, tribunals
- professional and organisational membership
- membership of any special interest groups
- investments in unlisted companies, partnerships and other forms of business
- major shareholdings (charities may set a figure here, e.g. more than 1% or 5% of issued capital) and beneficial interests
- gifts or hospitality offered to the trustee by external bodies and whether this was declined or accepted
- family connections where relevant, such as the trustee's spouse/partner working for a similar organisation or funder
- using, or caring for a user of, the organisation's services
- any contractual relationship between the trustee or a connected person and the charity or its subsidiary.

The level of detail required in the register may depend on:

- the size and culture of the organisation
- the likelihood of a conflict arising
- the potential damage that could be caused by a conflict.

All charities and not-for-profit organisations are accountable to a range of stakeholders and should consider conflicts of interest carefully. Those working in sensitive areas, involved with large sums of money, or subject to a high level of scrutiny, may need to be extra vigilant. Organisations will need to find a balance between accountability and unwarranted intrusion into the affairs of their trustees.

Register of interests

The completed declarations should be returned to the charity secretary, who will be responsible for keeping the register of interests up to date. A model register can be found below.

Charities will need to consider whether the register of interests is kept as a confidential document, to be maintained and monitored by the charity secretary and accessible

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only to the chairman of the trustees and chief executive; or whether to allow greater access. Public access to the register would further the interests of accountability and transparency, as well as demonstrating that the charity is following best practice in relation to managing conflicts of interest.

There may be sections of the declaration, or levels of detail within certain sections, which trustees may want and decide to keep confidential. For example, trustees of a women's' refuge may wish to keep their home or business addresses confidential. The requirement that the whole register be publicly available may serve as a disincentive to trustees joining the board, or declaring their full range of interests. Possible compromises include:

- arranging for some sections of the register to be publicly available, whilst maintaining the confidentiality of other sections
- making sections of the register accessible to the organisation's membership, again maintaining the confidentiality of the remaining sections
- making the complete register available to all trustees.

When a conflict of interest does arise, it is the responsibility of the trustee in question to declare such a conflict to the board. If he or she fails to do so, the chairman of the trustees or charity secretary should declare the conflict. It is advisable at the start of board and committee meetings to request the declaration of any interests in relation to any item covered on the meeting agenda, ensuring that appropriate action can be taken and formal records made.

Dangers of conflicts of interest

If trustees allow factors such as other external interests to influence their decision-making, they may make decisions that are not in the charity's best interest. This could be costly to them and damage the work and reputation of the charity. The most common dangers arising out of a conflict of interest are:

- poor decision-making
- legal challenge
- loss of trust within the boardroom
- reputational damage, including a reduction in donations, volunteers and public support.

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Trustees acting outside the terms of their governing document, without permission from the courts or the Charity Commission, will be in breach of trust. Relief from such breaches, however, may be available to those where such a breach occurs even though the trustees have acted as reasonable and 'prudent men of business', seeking and following appropriate professional advice.⁶

A breach of trust will occur if a trustee knowingly accepts a benefit from the charity without proper authority. Such authority may come from legislation, the Charity Commission, the courts, or the charity's governing document. If the transaction is challenged (e.g. by the Charity Commission, or another interested party) and found to be invalid, the trustee could be required to pay back any benefit received, or become liable for any loss incurred by the charity.

Governance

Within the board itself, poorly managed conflicts of interest will harm working relationships, adversely affecting free discussion. Where a trustee is known to have an interest in a decision, the remaining trustees may feel under pressure, whether express, implied or simply imagined, to decide in the interests of their fellow trustee. Alternatively they may resent the interest of the other trustee and vote against it, even when following the trustee's interest may be the best course of action for the charity. In both cases, the trustees' primary consideration has been a trustee's interest, not that of the charity. Developing and applying a conflicts of interest policy is therefore key to managing such conflicts in an open and transparent manner.

Even where the governing board is able to make decisions free of these emotional influences, they may feel uncomfortable speaking against the trustee's interests in a trustee meeting, or lose confidence in the ability of the trustee in question to make decisions free of external influence. Such problems may undermine the trustee board's ability to function effectively as a decision-making group.

Where the trustee board is presented with a conflict of interest, the interest should be declared, the trustee(s) involved should remove themselves from the discussion.⁷ The conflict and action taken to manage it should be recorded in the minutes. Where the

6 S191 Charities Act 2011 provides the Charity Commission with the power to relieve trustees of a personal liability resulting from a breach of trust where the trustee "...has acted honestly, and reasonably and ought fairly to be excused...".

7 Except where a charitable company has an authorisation clause within its governing document permitting the trustees to authorise certain conflicts.

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trustee has withdrawn from the meeting, steps should be taken to ensure that any details of the discussion relating to the conflict of interest are not divulged. This could be done via the use of printing sensitive items on separate, different coloured paper⁸ and circulated to those trustees free from the conflict. This should enable the conflicted trustee to continue to exercise their responsibility in all other aspects of the trustees' duties by receiving minutes of meetings, without gaining access to information relating to the conflict.

Adverse publicity

Even where trustees have acted in the best interests of the charity, those outside the trustee board may gain an impression, or mere suspicion, that the trustees acted in their own interest. Accurate or otherwise, such an impression could damage the reputation of the charity and trustees.

Such publicity may be so adverse that it demands a response from the charity, for example because of interest from the media, a funder or regulator. The charity will then need to invest time and energy in justifying its actions and defending its reputation, deflecting resources and attention from its objectives.

Company law requirements

Director/trustees⁹ of charitable companies, or of a charity's subsidiary company, will be subject to the provisions of the Companies Act 2006 in relation to conflicts of interest and how they are managed.¹⁰ Specifically, directors have a duty to:

- exercise independent judgment¹¹
- avoid conflicts of interest¹²
- not to accept benefits from third parties¹³

8 For electronic versions, the minutes relating to the conflict of interest should be emailed under a separate cover to those trustees not affected by the conflict, as a discrete document in its own right, or saved in an area where it can only be accessed by those entitled to see it.

9 Those responsible for the governance of a charitable company have dual responsibilities under companies and charities legislation. To emphasise the dual nature, this guide will use the term 'director/trustee'. Further information on directors' duties can be found in ICSA guidance note on the *Role and Duties of Trustees*, and *Directors' Duties for Charitable Companies*, and the *ICSA Solutions guide to companies limited by guarantee*.

10 For charitable companies wanting to authorise a conflict of interest of a trustee/director, an appropriate clause in the company's articles of association will be required. Wording for such a clause can be found in the Charity Commission's model articles of association for a charitable company – GD1.

11 s. 173 Companies Act 2006.

12 s. 175, Companies Act 2006. This however, is modified for charitable companies by s.181 of the same Act.

13 s. 176, Companies Act 2006.

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- declare any interest in a proposed transaction or arrangement¹⁴
- declare any interest in an existing transaction or arrangement.¹⁵

s. 175 Companies Act 2006 provides directors with the power to authorise certain conflicts of interests by provisions in the articles of association. Any charitable company wishing to take advantage of such a power will need to give due regard to what types of conflict it should cover. Any amendment to the articles that permits the directors, members or connected persons to benefit from the charity is a 'regulated alteration' and would require the prior approval of the Charity Commission.¹⁶

If the board of a charitable company exceeds its constitutional powers in entering into a transaction with a director/trustee (or someone connected to a director/trustee), the transaction may be declared void. Where a director fails to declare an interest in a proposed transaction, the director may be liable to a fine. The directors/trustees involved in the transaction, including those who authorised it, may be required to return any gains to the company or to make good any losses incurred.¹⁷

Company legislation imposes limitations and prohibitions on certain conflicts of interest. ss. 190 to 196 of the Companies Act 2006 limit substantial property transactions between companies and their directors and people connected with the directors:¹⁸

- if the value is greater than £5000 or 10% of the company's net assets; or
- the total value of the property is greater than £100,000 the transaction requires the prior approval of the membership by a resolution in a general meeting

14 s. 177, Companies Act 2006.

15 s. 182, Companies Act 2006.

16 s. 198 Charities Act 2011.

17 s.41 of the Companies Act 2006.

18 A "connected person" to a director is defined in s252(2) of the Companies Act 2006 as:

- a) members of the directors' family (s253 defines these as – spouse or civil partner; any other person with whom the director lives as a partner in an enduring family relationship, and that partners' children or step-children under 18 years of age; children or step-children of the director and their partner or spouse; directors' parents);
- b) a body corporate with which the director is connected;
- c) a person acting in his capacity as a trustee of a trust – i) the beneficiaries of which include the director or a person who by virtue of (a) or (b) is connected with him, or ii) the terms of which confer a power on the trustees that may be exercised for the benefit of the director or any such person, other than a trust for the purposes of an employees' share scheme or pension scheme;
- d) a person acting in his capacity as a partner – i) of the director, or ii) of a person who by virtue of (a) to (c) is connected with that director;
- e) a firm that is a legal person under the law by which it is governed and in which - i) the director is a partner, ii) a partner is a person who by virtue of (a) to (c) is connected with the director, or iii) a partner is a firm in which the director is a partner or in which there is a partner who by virtue of (a), (b) or (c) is connected with the director.

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Under ss. 197 – 223 of the Companies Act 2006, companies are prohibited from:

- making loans or giving similar financial assistance to directors; and
- giving guarantees or other forms of security in order to enable a director to obtain a loan.

The prohibition does not apply to advance payment of reasonable out-of-pocket expenses that directors/trustees incur in the course of their work on behalf of the charity. This provision could impact on charitable companies that provide 'social loans' or venture capital to new businesses where the organisation's users are board members. There is however, a special exemption for loans made by 'money-lending' companies in the ordinary course of their business.

Statement of Recommended Practice (Charities) 2005¹⁹

Under paragraph 226 of the Charities SORP, trustees (and connected persons) receiving any benefit or remuneration are required to regard such payment as material and must disclose it in the charity's annual report and accounts. Furthermore, paragraph 230(d) states that where trustees have not received any remuneration this should be disclosed too, as a means to promoting transparency in the governance of the charity.

A similar approach to declaring the reimbursement of all reasonable out-of-pocket expenses for trustees would also represent best practice and support the promotion of transparency within the charity.

Developing a policy on conflicts of interest

Conflicts of interest cannot be avoided altogether, so organisations should develop a policy to manage them effectively, when they arise. The existence and application of a conflicts of interest policy will serve as a means of demonstrating good practice and governance under external scrutiny. A well-written and properly implemented policy will support trustees in establishing that they have acted in the charity's best interest.

¹⁹ More commonly referred to as the 'Charities SORP' or 'SORP 2005'.

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A conflict of interest policy should address the most likely areas of conflict:

- how conflicts will be identified and managed
- the payment of trustees
- conflicts of loyalties.

Other elements of the policy will be determined by the nature of the organisation and its governance structure. The policy should be appropriate for the work of the organisation.

In drafting and implementing a conflict of interest policy, it may be beneficial to develop other policies on matters peripheral to managing such conflicts. For instance, a formal expenses policy and statement on the giving and receiving of corporate hospitality and gifts would provide clear and transparent guidance to trustees, staff and other interested parties of the steps to be taken in these situations that would reinforce the principles of avoiding conflicts of interest and the policy on managing them when they occur.²⁰

Data protection

The information held on a voluntary register of interests is subject to the provisions of the Data Protection Act 1998. Certain conditions must be met in order to establish that personal data has been processed fairly and lawfully. These conditions should not prove too onerous providing the trustees are told:

- who is controlling the data
- why the information is being processed
- how often records will be updated

and:

- the individual has consented to the processing and that the processing is necessary for the performance of a contract with the individual
- it is necessary to carry out public functions or to pursue the legitimate interests of the data controller without prejudice to the interests of the individual.

²⁰ Such model documents can be found on the ICSA website.

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Sensitive personal data, such as trade union membership, political opinions and religious beliefs, may be processed but is subject to stricter criteria. In the case of the register of interests, such information may be included with the explicit consent of the individual, but organisations should consider carefully the level of detail they actually need in terms of trustees' interests.²¹

Data should be accurate and kept up to date. Data controllers are expected to take appropriate security measures to ensure that data is not unlawfully processed, lost or damaged.

All organisations should make themselves aware of their responsibilities under data protection legislation. Further information is available at www.ico.gov.uk.

It should be made clear to trustees why a register of interests is being developed and how it will be used. This should include explanations as to what kind of information will be recorded and whether any, or no part, of that information will be available to interested members of the public, including stakeholders, members and other trustees.

²¹ There may be some occasions for certain charities undertaking specific activities, e.g. think-tanks, to note the membership of political parties. Further professional guidance is recommended in such circumstances to ascertain the level of disclosure required and that it does not impinge on the rights and privacy of the trustee concerned.

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Specimen conflicts of interest policy for charities (England & Wales)

Please adapt the following model policy to suit the needs of your organisation.

This policy applies to [trustees] [trustees and directors] [trustees and senior staff] [trustees and all staff].

Why we have a policy

Trustees have a legal obligation to act in the best interests of [name of the charity], and in accordance with [the charity's] governing document, and to avoid situations where there may be a potential conflict of interest. [Staff and volunteers have similar obligations].

Conflicts of interests may arise where an individual's personal or family interests and/or loyalties conflict with those of [the charity]. Such conflicts may create problems; they can:

- inhibit free discussion
- result in decisions or actions that are not in the interests of [the charity]
- risk the impression that [the charity] has acted improperly.

The aim of this policy is to protect both the organisation and the individuals involved from any appearance of impropriety.

The declaration of interests

Accordingly, we are asking [trustees] [trustees and senior staff] [trustees and all staff] to declare their interests, and any gifts or hospitality offered and received in connection with their role in [the charity]. A declaration of interests form is provided for this purpose, listing the types of interest you should declare.

To be effective, the declaration of interests needs to be updated at least annually, and when any material changes occur.

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If you are not sure what to declare, or whether/when your declaration needs to be updated, please err on the side of caution. If you would like to discuss this issue, please contact the charity secretary [*or.....*] for confidential guidance.

This register of interests shall be used to record all gifts of a value over [*£xx*] and hospitality over [*£xx*] received by the trustees and staff.

Interests and gifts will be recorded on the charity's register of interests, which will be maintained by [*the charity secretary*]. The register will be accessible by [*level of access, noting any statutory requirements applicable*].

Data protection

The information provided will be processed in accordance with data protection principles as set out in the Data Protection Act 1998. Data will be processed only to ensure that [*trustees*][*trustees and senior staff*][*trustees and all staff*] act in the best interests of [*the charity*]. The information provided will not be used for any other purpose.

What to do if you face a conflict of interest

If you believe you have a perceived or real conflict of interest you should:

- declare the interest at the earliest opportunity
- withdraw from discussions and decisions relating to the conflict.

The charity secretary should take special care to ensure that minutes or other documents relating to the item presenting a conflict are appropriately redacted for the person facing the conflict. A balance needs to be made to ensure that the person still receives sufficient information about the activities of the charity generally without disclosing such sensitive information that could place the individual in an untenable position.

If you are user of [*the charity's*] services, or the carer of someone who uses [*the charity's*] services, you should not be involved in decisions that directly affect the service that you, or the person you care for, receive(s). You should declare your interest at the earliest opportunity and withdraw from any subsequent discussion, unless expressly invited to remain in order to

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provide information. In this case you may not participate in, or influence, the decision or any vote on the matter. You will not be counted in the quorum for that part of the meeting and must withdraw from the meeting during any vote on the conflicted item.

There are situations where you may participate in discussions from which you could indirectly benefit, for example where the benefits are universal to all users, or where your benefit is minimal. This action will be agreed by the chair and minuted accordingly.²²

If you fail to declare an interest that is known to [*the charity secretary*] and/or [*the chair of the board,*] the [*charity secretary*] or [*chair*] will declare that interest.

Decisions taken where a trustee or member of staff has an interest

In the event of the board having to decide upon a question in which a trustee or member of staff has an interest, all decisions will be made by vote, with a [*simple majority*][*two thirds majority*][...] required. A quorum must be present for the discussion and decision; interested parties will not be counted when deciding whether the meeting is quorate. Interested board members may not vote on matters affecting their own interests

All decisions under a conflict of interest will be recorded by [*the charity secretary*] and reported in the minutes of the meeting. The report will record:

- the nature and extent of the conflict
- an outline of the discussion
- the actions taken to manage the conflict.

Where a trustee benefits from the decision, this will be reported in the annual report and accounts in accordance with the current Charities SORP.

All payments or benefits in kind to trustees will be reported in the charity's accounts and annual report, with amounts for each trustee listed for the year in question.²³

Where a member of [*the charity's*] staff are connected to a party involved in the supply of a service or product to the charity, this information will be fully disclosed in the annual report and accounts.

²² This option is only available to those charities which have an express power to authorise situational conflicts in their governing document.

²³ The Charities SORP 2005 requires the full disclosure of all 'related party' transactions with any third party that may inhibit the charity being able to pursue its separate interests. The Charity Commission strongly recommends that all trustee payments should be disclosed in an appropriate manner, see CC11 Trustee payments and expenses

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Independent external moderation will be used where conflicts cannot be resolved through the usual procedures.

(Organisations should add any further requirements that relate to the nature of the organisation's work)

Managing contracts

If you have a conflict of interest, you must not be involved in managing or monitoring a contract in which you have an interest. Monitoring arrangements for such contracts will include provisions for an independent challenge of bills and invoices, and termination of the contract if the relationship is unsatisfactory.

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Specimen charity trustee declaration of interests form (England & Wales)

I as employee/trustee* [**delete as appropriate*] of [*name of organisation*] have set out below my interests in accordance with the organisation's conflicts of interest policy.

Category	Please give details of the interest and whether it applies to yourself or, where appropriate, a member of your immediate family, connected persons or some other close personal connection
Current employment and any previous employment in which you continue to have a financial interest.	
Appointments (voluntary or otherwise) e.g. trusteeships, directorships, local authority membership, tribunals etc.	
Membership of any professional bodies, special interest groups or mutual support organisations.	
Investments in unlisted companies, partnerships and other forms of business, major shareholdings [charities may set a figure here, e.g. more than 1% or 5% of issued capital] and beneficial interests.	
Gifts or hospitality offered to you by external bodies and whether this was declined or accepted in the last twelve months.	
Do you use, or care for a user of the organisation's services?	
Any contractual relationship with the charity or its subsidiary.	
Any other conflicts that are not covered by the above.	

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To the best of my knowledge, the above information is complete and correct. I undertake to update as necessary the information provided, and to review the accuracy of the information on an annual basis. I give my consent for it to be used for the purposes described in the conflicts of interest policy and for no other purpose.

Signed:

Position:

Date:

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Specimen register of interests for charity trustees (England & Wales)

Name of trustee	Description of interest	Does the interest relate to the trustee or a person closely connected to the trustee (describe)?	Is the interest current?
Mr. T. Smith	Joint owner of catering company Member of the local authority	Trustee, other joint owner is the trustee's daughter. Trustee	Current Current
Mrs. A Jones	Employee of ABC charity with similar aims and objectives working in the same area	Trustee	No, trustee resigned post in 1999
Mr. A. Wright	Trustee of xyz charity	Trustee	Current
Miss. R. Clifford	Was bought lunch to value of £40 by representative of a photocopying machine supplier	Trustee	Current



Trust through governance

ICSA is the chartered membership and qualifying body for professionals working in governance, risk and compliance, including company secretaries.

We seek to develop the skills, effectiveness and profile of people working in governance roles at all levels and in all sectors through:

- A portfolio of respected qualifications.
- Authoritative publications and technical guidance.
- Breakfast briefings, training courses and national conferences.
- CPD and networking events.
- Research and advice.
- Board evaluation services
- Market-leading entity management and board portal software.

Guidance notes are prepared by the ICSA policy team to support the work of company secretaries and other governance professionals working in the business and not-for-profit sectors, and in NHS trusts.

Guidance notes offer authoritative advice, interpretation and sample materials for the many issues involved in the management and support of boards. As such, they are invaluable for those helping their organisations to build trust through good governance.

There are over 100 guidance notes available to ICSA members at www.icsa.org.uk/guidance

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