

THE GOVERNANCE WHEEL

A TOOL TO MEASURE AND DEVELOP YOUR
GOVERNANCE AND LEADERSHIP

Governance wheel

This tool is available exclusively to NCVO members at www.knowhownonprofit.org

About the governance wheel

The governance wheel is a simple tool that helps boards¹ of voluntary organisations quickly get a sense of how well they're functioning and fulfilling their roles.

Completing it will give you an instant visual impression of the shape that your board is in.

The governance wheel links to [The Charity Governance Code](#) (the Code) and can be used as a starting point for reviews based on the Code.

¹ The term 'board' is used to describe the group of people who govern the organisation and have ultimate legal responsibility for all the organisation's activities. It can also be known as the executive committee, management committee, council, governing body or steering committee. We also use the term CEO (chief executive officer) to describe the most senior member of paid staff.

What it covers

The governance wheel covers eight areas of good governance following the key principles from the Code. These include:

- foundation principle
- organisational purpose
- leadership
- integrity
- decision making, risk and control
- board effectiveness
- diversity
- openness and accountability.

How to use the wheel

1. Read the description of the journey of change on the following page.
2. Work through the eight areas of good governance, which relate to the eight spokes of the wheel. Use the detailed scale in each area to help you decide where your board is on its journey. The questions before each scale set out the types of questions you should be asking yourselves. Remember that it's about deciding which number fits best, not saying 'we're quite good, so that must be a 6'.
3. Circle your chosen number on each spoke of the wheel. When you've completed all eight points, join them to create a shape. This will help you to see where you're doing well and where you need to focus attention.

The governance wheel can be used by trustees individually, or as a discussion tool for a board of trustees. However you decide to use the wheel, it is an important part of the process to agree as a board which areas you need to prioritise and to decide a process for moving forward. Follow-up action might include drawing up an action plan, undertaking a more in-depth governance review, seeking further information and/or drawing in external support.

The Wheel can be used as a stand-alone tool. However given the light touch nature of the Wheel and the fact it is a perceptions based exercise you may wish to also use it in conjunction with a complete audit against the Code's recommend practice. A full audit template can be found at www.charitygovernancecode.org.

NCVO consultancy services can also provide a facilitated workshop for boards of trustees based on the governance wheel. Contact consultancy@ncvo.org.uk.

The journey of change

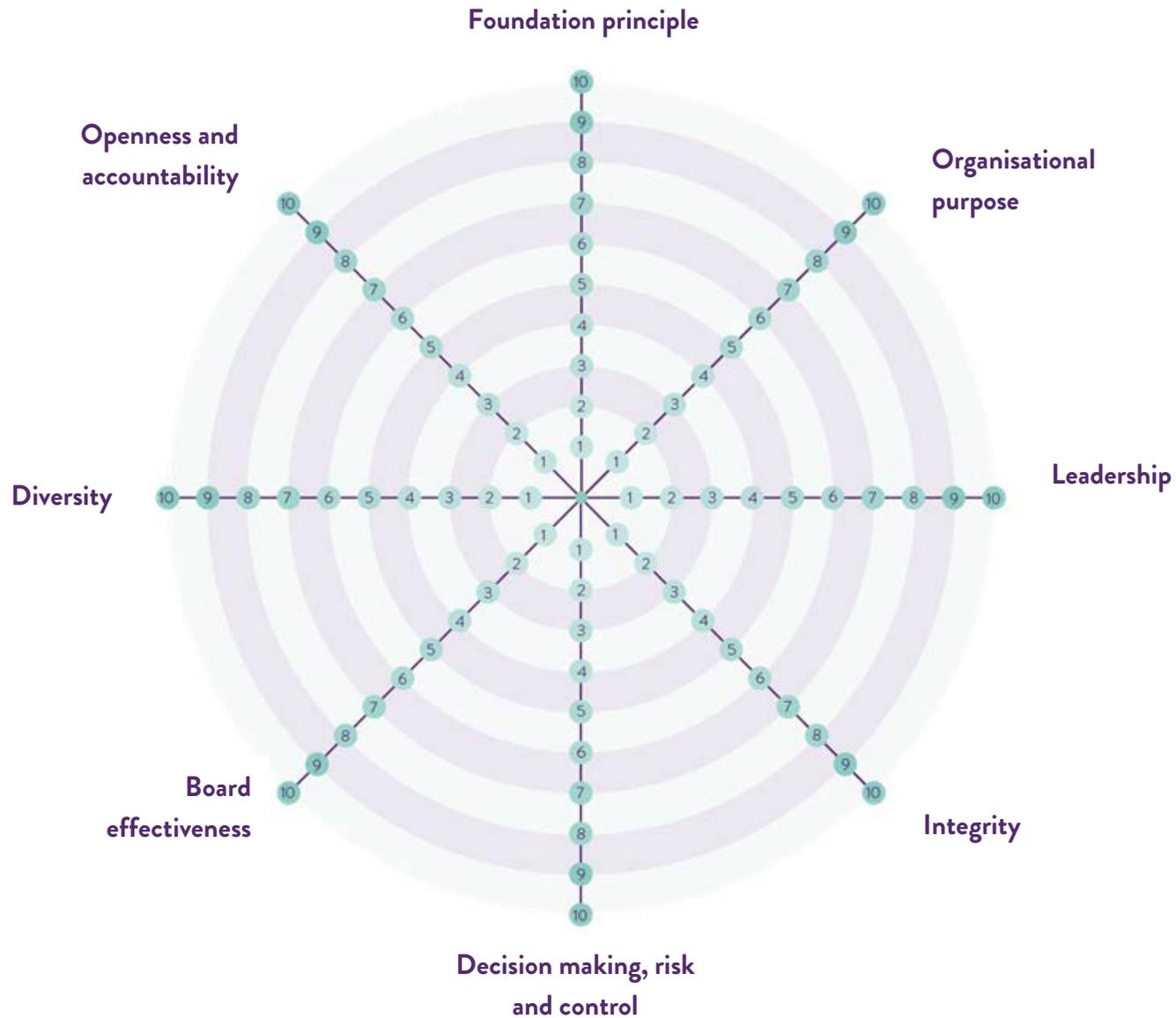
Achieving a high performing board doesn't happen overnight. Change is a journey and can be described as a series of steps towards excellence.

Each area in the governance wheel is described as a 10-point journey that can be broken down into five stages.

10	Excellence	Excellence: a level of mastery beyond where many boards get to. A role model for other organisations.
9		Opening to excellence: taking good governance and leadership to a higher level and aiming to be a role model for other organisations.
8	Competence	Moving beyond competence: starting to think beyond compliance and good practice to best practice.
7		Achieving competence: new practice becomes established. Governance is sound and the board works well to provide a leadership role.
6	Getting a grip	Putting plans into action: getting started and improving the way the organisation and the board works; challenging past practices.
5		Getting a grip: taking responsibility for improving governance and starting to provide leadership.
4	Aware	Aware and looking for solutions, though hoping someone else can sort things out fairly easily, or doesn't see the identified solutions through.
3		Aware of some problems; having niggling concerns but no solutions. May accept help if offered but are unlikely to seek it.
2	At risk	At risk and largely unaware: there is some discomfort and occasional worry among some trustees.
1		At risk and unaware: the board is not functioning and is unaware of risk.

Not all boards start at the bottom and work up. Many will start half way up, or even near the top, and have different challenges. Progress isn't always in one direction: boards have lifecycles and they may move up and down the journey of change, eg as new board members join or the organisation's circumstances change.

The governance wheel



Foundation principle

Questions to ask

- Do trustees understand their roles and responsibilities?
- Do trustees feel motivated and committed to the work of the board?
- Have trustees been sent and read [CC3: The essential trustee](#)?
- Do trustees demonstrate commitment to the charity, eg by reading the papers, attending meetings, attending other events?
- Is there a clear induction process which introduces trustees to their responsibilities and to the organisation?
- Do trustees receive updates on charity governance?

Scale

10	Excellence	Trustees have undertaken a comprehensive and structured induction to the organisation and their legal duties. This has likely involved trustee training. Trustees have all been provided with an induction pack which contains The Essential Trustee (CC3) and the charity's governing document.
9		They have a shared understanding of the charity's stated public benefit and how this is met. Trustees make ongoing efforts to remain informed of changes in charity law and regulation. Trustees are committed to the charity's cause and have joined its board because they want to help the charity deliver its purposes effectively.
8	Competence	Trustees have undertaken an induction to the organisation and their legal duties. Trustees have all been provided with and read The Essential Trustee (CC3) and the charity's governing document. Trustees have a good understanding of why the charity exists and who it serves.
7		Trustees receive updates on changes in charity law and regulation. Trustees are committed to the charity's cause.
6	Getting a grip	Trustees have all been provided with and read The Essential Trustee (CC3) and the charity's governing document. They have a good understanding of why the charity exists and who it serves.
5		We know we want to develop a structured induction, but for now trustees meet with the chair for a conversation when they join. Trustees are committed to the charity's cause but we often have people absent from our meetings, but they always send apologies.
4	Aware	Some trustees have looked at The Essential Trustee (CC3) . Most have some understanding of why the charity exists.
3		Most trustees are committed to the cause, but we rarely have full attendance at board meetings and some trustees hardly ever turn up.
2	At risk	There is no induction for trustees on our responsibilities or on the organisations works. As a result, we have a limited understanding of our responsibilities and do not know where to find out about them.
1		We regularly struggle to reach quorum, many trustees are absent, some without apologies.

1. Organisational purpose

Questions to ask

- As a board do you fully understand your organisational purpose?
- Do you have a long-term strategy to achieve your purpose?
- Do you assess your purpose to ensure that it remains relevant and valid to the (changing) needs of your beneficiaries?
- Are stakeholders engaged in shaping your purpose?
- Do you take decisions with the organisational purpose in mind to avoid 'mission drift'?
- Do you consider partnership working or merger with other charities?
- Are operational plans and budgets in place?
- Do you monitor progress against these plans and amend them where appropriate?
- Do you have systems in place to measure the impact of your organisation's work and ensure that you are advancing your organisational purpose?

Scale

10	Excellence	Our board constantly assesses our organisational purpose to ensure it remains relevant. As a board we set and monitor short-, medium- and long-term goals, and we are not afraid to make changes to these where this is in the best interests of our beneficiaries. The needs and interests of our beneficiaries are paramount, and we seek stakeholder feedback where appropriate. We consider whether these needs could be better met by working differently, collaborating or merging with other organisations. Our service provision is assessed against relevant benchmarks. Trustees can articulate the public benefit provided by the charity. We have clear, planned and specific impacts for which we generate the right amount of evidence, based on a clear understanding of how we will use it. We also consider our organisations responsibility toward communities, stakeholder, wider society and the environment and act on these responsibilities.
9		
8	Competence	We have a clear understanding of our organisational purpose, which we use to support decision making; meeting agendas and reports are shaped around our strategy. We are confident that our work remains valid to the needs of our beneficiaries and we effectively engage them to ensure this remains the case. We monitor the impact and effectiveness of our work and review new ways of working which might better meet the needs of our beneficiaries. We consider the impacts of external changes on our plans. We have sound reporting and monitoring mechanisms in place.
7		
6	Getting a grip	We have considered how best we can articulate to others what we do and we're in the process of putting together a strategy to achieve this. We are planning to review our services in light of this and work is underway to look at the impact of our work. We are beginning to understand the evidence we need to collect and are beginning to speak with stakeholders.
5		
4	Aware	Some board members are raising concerns that we are drifting away from our purpose. Our decision-making lacks clarity and we are wondering if what we do continues to meet the needs of our beneficiaries. There never seems to be time to look at the real impact of our work and consider whether our organisational purpose is still relevant. 'We think we're good at what we do, but we have no way of proving this to anyone.'
3		
2	At risk	As far as we are aware, the organisation seems to be ticking over nicely. We haven't actually thought about questioning what we are trying to achieve or if we are actually achieving it. 'I would say we muddle along – the staff do a great job!'
1		

2. Leadership

Questions to ask

- Does the board provide oversight and direction to the charity?
- Does the board operate strategically?
- Does the board accept collective responsibility for decisions?
- Are decisions clearly and formally recorded in a timely way which allows for actions to be followed up?
- Has the board agreed values, consistent with the charity's purpose?
- Does the board demonstrate these values in its work?
- Does the board recognise, respect and welcomes diverse, different and, at times, conflicting trustee views?
- Do all trustees give sufficient time to the charity to carry out their responsibilities effectively?
- Does the board provide appropriate support and challenge to the CEO?
- Is there clarity between the role of volunteers, staff and the role of trustees?

Scale

10	Excellence	We embrace collective decision making, considering all trustee perspectives in meetings. We are happy to challenge each other and compromise where necessary to come together and reach decisions. Our chair provides leadership determining the agenda of meetings and creating an atmosphere where everyone can contribute.
9		We have a strategic planning cycle and have agreed relevant set of aims and a strategy for the charity. We have also set out the charity's vision, values statements and as trustees demonstrate these values. We are confident that these values are reflected in all of the charity's work. There is a productive, mutually challenging and supportive relationship with the CEO whose management involves defined objectives, regular meetings and reporting to trustees. It feels like the CEO and the senior team are confident to report on both successes and challenges. We keep good records of our decisions which capture our discussion and actions.
8	Competence	Decision-making is largely collective, there is a healthy challenge in trustee meetings which helps us reach better decisions as a group. We have agreed a set of aims and an appropriate strategy for the charity. We have vision and values. Trustees do their best to demonstrate these values and there is evidence that these are reflected in the charities work. We follow a structured approach to managing the most senior member of staff, involving defined objectives, regular meetings and reporting. Our relationship with the CEO is productive and mutually supportive – we provide critical challenge where appropriate. We keep good records of our decisions which capture our discussion and actions.
7		
6	Getting a grip	Trustees understand their collective responsibilities and the chair works hard to involve trustee in decisions. We have developed some values statements and are thinking through how these translate into the way the charity does business. We are establishing a structured approach to managing the CEO and the board will be involved in setting these objectives. We keep clear records of our decisions.
5		
4	Aware	It doesn't feel like everyone contributes equally discussion, louder voices seem to get a bit more say. We trust the CEO to get on with the job, sometimes it feels like they know a lot more than we do as trustees, but we still try to ask questions where we can. The board's behaviour is largely professional and respectful but there are some examples of where this hasn't always been the case. It's not always clear what capacity trustees are acting in. Where trustees are also volunteers the lines between their trustee duties and their role as volunteer can sometimes be blurred. The minutes are taken and shared.
3		
2	At risk	Key decisions seem to be made without the whole board's involvement. There are limited records of these decisions. 'We had to make that decision between meetings so a group of us just got together'
1		'The CEO is the expert, we should leave them to get on with their job' 'As trustee we are just critical friends of the charity'

3. Integrity

Questions to ask

- Does your board always put the interests of the organisation and its beneficiaries first?
- Do you take decisions independently and free from external influence, and where conflicts of interest do arise, do trustees declare these as a matter of course?
- Does the board take the lead in setting and championing the values and ethos of the organisation, ensuring these are enshrined in its own conduct, and the organisation's policies and practices?
- Do you make clear your approach to managing conflicts?
- Does the board safeguard and promote the organisation's reputation?
- Does the board ensure that any statement made on behalf of the organisation is consistent with its mission, vision and values?

Scale

10	Excellence	The needs and best interests of our beneficiaries are paramount; they are the guiding principle in all of our work. We declare and record conflicts of interest/loyalty and publish our approach to handling conflicts. As individual trustees we are prepared to be challenged on their perceived conflicts. There is a clear conflict of interest policy and code of conduct for trustees that sets out expected standards of probity and behaviour.
9		We are able to demonstrate that we are free from undue influence from funders or other stakeholders. We always consider the external view of any decision, statement or action, and are honest and transparent in all dealings with, or on behalf of, the organisation. The way trustees behave both in and outside the boardroom reflects the charity's values.
8	Competence	A culture of trust, commitment, openness and transparency exists. The needs and interests of our beneficiaries are paramount and we are confident that the decisions we make are well informed and free from inappropriate influence.
7		A conflict of interest policy is in place and we conduct ourselves according to a code of conduct. We take the time to ensure that the organisation's values and ethos are brought alive through our activities and embedded in the organisation's policies and procedures.
6	Getting a grip	We are beginning to get clarity on what the values and ethos of the organisation are and we are looking at how the board should conduct itself in accordance with these. We are conscious of taking decisions in the best interests of our beneficiaries and the organisation, free from inappropriate external influence.
5		We are establishing clear guidance so trustees know what they are supposed to do in the event that a potential or actual conflict of interest arises.
4	Aware	There are some concerns that board discussions aren't open and that some trustees are not declaring personal interests when they should be. This is preventing the organisation from moving forward. When speaking publicly about the organisation, some trustees represent their own views as those of the organisation.
3		
2	At risk	Trustees are using membership of the board to promote their own personal interests. Family members of trustees or 'connected people' are paid employees of the charity and there is no record of how the potential for conflict is handled or the seeking of consent from the Charity Commission.
1		

4. Decision making, risk and control

Questions to ask

- As a board, do you ensure that your organisation is performing well, solvent and complying with all its obligations?
- Are you confident that everyone acting in the organisation's name is complying with the board's directions and the requirements of law, regulators and your governing document?
- Do you ensure that your resources (assets, reputation, staff etc) are protected?
- Do you monitor and manage risk?
- Do you take appropriate professional advice where necessary?
- Do you have clarity around what has been delegated by the board, and is delegated authority properly supervised?
- Do you have in place a framework of financial controls, internal controls, performance reporting and policies and procedures?
- Do you review the appropriateness and effectiveness of these?
- Do you periodically review any committee and advisory group structures to ensure that they continue to meet the organisation's governance needs?

Scale

10	Excellence	We see the big picture. As a board we are clear on what we have delegated and regularly review these written delegations. We take appropriate advice where necessary before making important decisions. We have clear written terms and reporting mechanisms for all delegated powers to committees and individuals. We are able to monitor organisational performance through regular reports on key performance indicators. Our risk analysis, delegations, legal and regulatory reviews, equality and diversity reviews are integrated into strategic and operational decision making, making it easy to explore future and wide implications of changes. We have a culture of regular review to make sure everything we have in place meets the organisation's governance needs. Where they exist, we have written contracts with all third party suppliers which we regularly review to ensure they support our objectives and values of our charity.
9		
8	Competence	We have a framework of internal controls and checks, and are satisfied that we comply with all relevant legal and regulatory requirements. We are able to monitor organisational performance through regular reports on key performance indicators. We comply with our governing document and are confident that the organisation's resources are secure and being used for the purpose for which the organisation was set up. We have all necessary policies and procedures in place and are regularly reviewed. We have a clear approach to risk management and risk register for monitoring and reviewing on a regular basis. We are clear what we have delegated to subcommittees and to the chief executive. We have a culture of regular review to make sure everything we have in place meets the organisation's governance needs.
7		
6	Getting a grip	We are having discussions about what we need to do and put in place to do this properly. We are referring back to the governing document and checking which legal and regulatory requirements we need to fulfil. We may need to develop in one or two areas first, possibly led by circumstance. It would be a good idea to get some professional support to ensure we are doing things right.
5		
4	Aware	There are some concerns that liabilities may be lurking but we are not sure what steps to take.
3		
2	At risk	There is very little grasp of what is required or what is actually in place. We don't know what we are supposed to do or how to do it.
1		

5. Board effectiveness

Questions to ask

- Do trustees work together as a committed, effective and supportive team?
- Are there trustees on your board with the skills, knowledge and experience that your organisation needs?
- Do you have a trustee recruitment plan to ensure this remains the case and to refresh the board?
- Do you have term limits for trustees to ensure the board is constantly refreshed?
- Is your board big enough to have the skills required but small enough to make decisions collectively (typically between 5-12 trustees)?
- Does your board ensure that beneficiaries and other stakeholders can contribute appropriately and meaningfully to decision making?
- Does your board meet often enough to be effective?
- Are meetings structured and productive, and are trustees well prepared?
- Do you focus on the right things?
- Do you regularly review the performance of your board and individual trustees?
- Do you provide trustees with opportunities for training and development?
- Are new trustees given a suitable induction?

Scale

10	Excellence	<p>We are a high performing team. We scan for future needs so that we recruit trustees with the skills we need tomorrow as much as those we need today. There is a formal, rigorous and transparent procedure to appoint new trustees to the board, which includes advertising vacancies widely. There is a clear, structured induction and we devote time to sharing our experience and learning together so that organisational memory is handed on. Trustees excel in contributing to board and organisational results both within and outside meetings. Trustees challenge each other and generate new solutions from diverse perspectives. The chair and CEO executive enjoy a dynamic, mutually challenging and supportive relationship characterised by openness, trust, and a shared vision. The chair works with board members and staff to plan the board's programme of work and its meetings, making sure trustees have the necessary information, time and space to explore key issues. The board reviews its own performance annually agreeing clear actions and KPI's for its own development. Being a trustee is a really satisfying and fulfilling experience, and trustees feel fully connected to the results the organisation achieves.</p>
9		
8	Competence	<p>We work well as a team. We conduct ourselves in accordance with a code of conduct, and trustees are committed to the work of the board. We have a regular system of trustee renewal and use skills audits and board reviews to feed into a formal trustee recruitment process and how we organise our board. There is a clear, structured induction which introduces trustees to their role and the organisation. Meetings are planned carefully and well chaired. Meeting time is used well, and discussions are open and challenging, focusing on the right strategic issues. We use sub-committees to help us focus on key business areas and the detail where needed. There is confidence in the decisions reached due to the competency of the board and the quality of information presented. The board regularly reviews its own performance agreeing areas for development.</p>
7		
6	Getting a grip	<p>We have identified that we need a more skilled board and are looking for more trustees with the specific skills that we need. We have a clear role description for trustees. We are beginning to have a good idea of how we would like to work as a team and organise ourselves. We are generally focusing on the right issues in meetings and are clarifying our information needs, which means that we make sound decisions and identify clear action points. The chair and chief executive are finding ways to work together effectively. We have a trustee induction pack of key documents.</p>
5		
4	Aware	<p>We need to look at how we do things. Some people have been trustees for many years and we don't have a system to replace them. At time the board either feels too large to make collective decisions or too small to have the required skills. We keep finding the same issues come up and no one knows how to respond. There never seems to be time to look at ourselves. Our board meetings can get uncomfortable, with frustration being expressed by trustees at the lack of progress, competency of the board, the papers, attendance, behaviour at meetings etc.</p>
3		
2	At risk	<p>There is no sense of being part of a team, and many trustees feel unable to contribute. Relationships are generally weak. Meetings are long and unfocused and leave trustees feeling frustrated. The board barely makes a decision.</p>
1		

6. Diversity

Questions to ask

- Is your board comprised of trustees with a diverse range of perspectives, experiences and skills?
- Does your board conduct skills and diversity audits to help inform recruitment of trustees?
- Has your board set any targets around its own diversity and make up?
- Does your board recruit trustees formerly through an open transparent processes?
- Are trustees respectful of differing perspectives and prepared to be challenged?
- Has the board considered how trustee meetings can be made more accessible?
- Does your chair ensure that all trustees are able to participate in meetings?
- Does your board monitor or report on its own diversity?

Scale

10	Excellence	<p>Our board values diversity in all its forms. We review our diversity regularly and our trustees reflect this, bringing a wide range of backgrounds, perspectives, experiences and skills to the table. We follow principles of equality and diversity, going beyond the legal minimum where appropriate to ensure trusteeship of our charity is inclusive and accessible. Where we lack diversity, we have set clear trustee recruitment targets, based on the needs of our charity and the outcome of skills and diversity audits. We have an established formal recruitment process to ensure we attract a diverse range of candidates. Our chair regularly asks for feedback on how meetings can be made more accessible and we have made efforts to remove, reduce or prevent obstacles to people being trustees. As a result our trustees are all able to participate and find the experience rewarding and fulfilling. We monitor our diversity as a board and make public our approach to recruiting diverse trustees.</p> <p>'it really feels like we each bring something different to the table'</p> <p>'every trustee has the opportunity to speak and influence our decisions'</p>
9		
8	Competence	<p>Our board values diversity and our trustees bring a range of backgrounds, perspectives, experiences and skills to the table which help us make better decisions. We ensure that the charity follows principles of equality and diversity. Where we lack diversity, we develop plans to address this. When recruiting trustees, we think about how best to attract a diverse pool of candidates and reflect this in our recruitment processes. Our chair regularly asks for feedback on how meetings can be made more accessible and we have made efforts to remove, reduce or prevent obstacles to people being trustees. We monitor our diversity as a board and use this to inform recruitment.</p>
7		
6	Getting a grip	<p>We understand the importance of diversity and are developing plans to diversify our board. Our trustees bring a range of experiences and skills, but we know we have some gaps. Although we have a variety of professional skills, we often share similar backgrounds or characteristics. We ensure that the charity follows principles of equality and diversity. We use a skills audit to inform recruitment of new trustees and have agreed a structured recruitment processes. Our meetings work well for those of us who attend but we have not yet reflected on how they could be more accessible for prospective trustees.</p>
5		
4	Aware	<p>Most of our board are aware of the importance of board diversity, but we are so busy it is hard to make it a priority at the moment. Sometimes it would be nice to get some differing perspectives in the room but right now we all tend to just agree without there being any challenge.</p> <p>'Being a trustee is an excuse to spend time with my friends'</p> <p>'We are all likeminded people'</p>
3		
2	At risk	<p>We were all recruited through informal networks and friends of friends. We are volunteers and contribute our time for free surely that should be enough?</p> <p>'It's hard enough getting trustees as it is'</p> <p>'Diversity is just political correctness gone mad'</p>
1		

7. Open and accountable

Questions to ask

- Does your board operate with a 'presumption of openness' communicating key decisions to stakeholders and only withholding information when it may be sensitive?
- Does your organisation communicate openly about itself and its work?
- Is it responsive and accountable to those with an interest in your work?
- Do you know who your stakeholders are, ie those with a legitimate interest in the organisation's work (for example service users, beneficiaries, staff, members, funders and partners)?
- Do you have a strategy in place for effective communication with your stakeholders and do their views inform the organisation's planning, decision making and strategic reviews?
- Do you have a clear and effective complaints procedure and, as an organisation, do you learn from your mistakes?
- Do you comply with legal requirements to produce annual reports and accounts and hold an annual general meeting (AGM)?
- Do your trustee take seriously a responsibility for building public trust and confidence in your work and the wider charity sector?
- Would you say the organisation is clear who represents it externally and how?

Scale

10	Excellence	<p>We actively seek the views of stakeholders when making strategic decisions and regularly seek feedback from stakeholders when evaluating a project or service. We feel that this process provides legitimacy to our work and helps us know that we are doing the right thing. Our AGM is a vibrant meeting that really involves stakeholders in holding us to account, learning from mistakes and improving organisational performance. We have a strong public profile, which enables us to exert real influence. As well as seeking new partnerships, many potential partners come to us.</p> <p>‘We are a user-led organisation – everything we do is shaped by users’ views and experiences.’</p> <p>‘We ensure that information on our organisation is accessible to as wide an audience as possible.’</p>
9		
8	Competence	<p>We have developed mechanisms to help us be as open and accountable as possible and clear when confidentiality is required. Consultation with stakeholders forms an integral part of our planning process and we have in place a procedure for handling complaints and suggestions. We value all stakeholder views and we learn from them. We are clear about what information our stakeholders need and we regularly report to them, including telling them how we have used their feedback to improve what we do. We are confident that we comply with our legal duties regarding reporting. We have an established public profile and clear roles for those looking outwards. Working with others is an integral part of our strategic plan and critical if we are to advance our work.</p> <p>‘We used focus groups and interviews with stakeholders to shape the latest version of our strategic plan. We found their feedback invaluable.’</p>
7		
6	Getting a grip	<p>We are reasonably confident that we comply with our legal duties regarding reporting, but at present we don’t go much further than that. We know who our main stakeholders are and are planning how we communicate with them and who needs to know what. We recognise the importance of being accountable and are striving to be more open in future.</p> <p>‘We are good at communicating out – newsletters etc – but not so good at listening to our stakeholders.’</p> <p>‘We are thinking of starting a quality review, staff survey and user satisfaction survey. We really need to be more active in engaging our stakeholders.’</p>
5		
4	Aware	<p>We suspect that while we should be able to say who our stakeholders are, we are not sure where to start.</p> <p>‘There are lots of different people involved in our work and they would probably all tell us something useful if we stopped to ask them formally for their views. But we don’t have any resources for communications and we don’t want to raise expectation that we can respond to their demands.’</p>
3		
2	At risk	<p>We are not even clear on who the organisation’s stakeholders are.</p> <p>‘We are too busy running our group to tell others about what we do.’</p>
1		