

Disability Advice Service (East Suffolk)

TRUSTEES' & MANAGER'S HANDBOOK



"Enabling those who live with disabilities to gain the same rights and quality of life opportunities as others."

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1. An introduction to DAS

1.1 A potted history

- 1985 Disability Advice Service began with two volunteers giving advice and information over the telephone to elderly and disabled people in the Suffolk Coastal area.
- 1989 Part-time paid manager appointed.
- 1990 Became a registered charity with our own management committee.
- 1991 Part-time Senior Advisor appointed.
- 1996 Moved from a cramped single room into Cedar House, Woodbridge.
- 2013 Became a Charitable Incorporated Organisation (CIO) and moved from Woodbridge to our current premises in Martlesham Heath.
- 2022 Expanded into additional office at 12 The Square.
- 2023 Awarded Advice Quality Standards mark and Pride In Practice gold standard.

1.2 Charity structure

CIOs are not required to file reports at Companies House and the more complex and costly reporting and accounting requirements in the Companies Act 2006 do not apply. We are only required to report to and file accounts, an annual return and other documents with the Charity Commission.

The CIO Foundation Model we chose has no separate members from its trustees (meaning the trustees are the members). An "Association Model" CIO has separate voting members other than its charity trustees. Each model prescribes the terms of the charity's constitution or Governing Document. Trustees must receive a copy of this on their appointment (see Appendix 6).

3. Object

The object of the CIO is, the relief of children and adults with disabilities and their carers in East Suffolk and nearby areas.

According to Section 4 in our Governing Document, *"the CIO has power to do anything which is calculated to further its object or is conducive or incidental to doing so"*. CIO status gives DAS "legal personality", that is to say the ability to enter into contracts and transact business in its own name and incur the liabilities associated with such. In unincorporated charities the trustees carry this responsibility personally.

The officers of the charity are (see Section 6.2 for a description of the officers' responsibilities):

- Chairman (Graham Walker)
- Secretary (Rod Gibson)
- Treasurer (Robin Stroud)
- Deputy Treasurer (Steve Doe)

The other trustees of the charity are Claire Hindmarch and Gary Morgan.

The minimum number of trustees we can have is three and the maximum is 12.

DAS occasionally operates through sub-committees but there are none at present.

Generally, trustees must be unpaid volunteers. There are stringent rules governing any charity proposal to make payments to a trustee and the subject is covered at length in our Governing Document at Section 6. Benefits and payments to Charity Trustees and connected persons.

The operations are managed by Steve Race who was appointed in January 2023. There are 11 more part-time staff and around 12 part-time volunteers.

This Handbook is applicable to the DAS Manager as well as the trustees because the Charity Commission brings "senior staff" into scope in several of the guidelines that apply to DAS's governance.

1.3 Governance

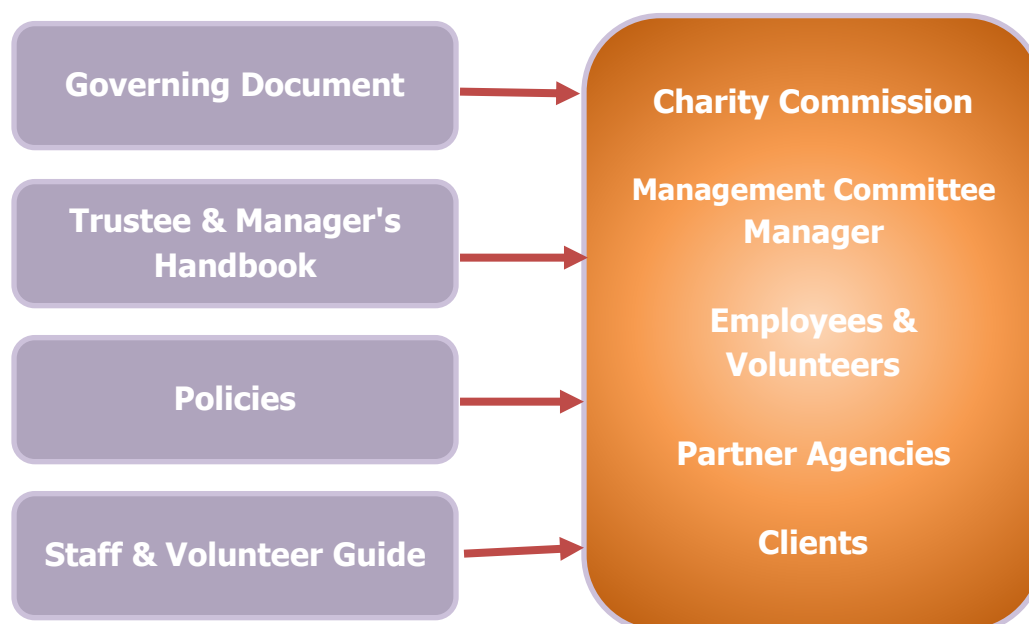
The trustees govern DAS in much the same way as the board of directors run a company:

- agreeing strategic plans with the manager and setting policy;
- making available the resources and support needed by the manager to deliver;
- ensuring budgets are set and controlled;
- in compliance with laws and regulations and ensuring risks are managed;

exercising oversight and bearing ultimate responsibility for the effective running of the charity.

A key difference is that a company's board answers to its shareholders whereas the DAS Management Committee serves the disabled community and answers to the Charity Commission for the way in which we do it. We submit an annual report to the Charity Commission (see Appendix 7) which, in part, is a re-declaration of certain compliance factors.

As an overview, governance as exercised in DAS is set out in the chart below:



The Charity Commission is a non-ministerial government department that regulates registered charities and maintains the Central Register of Charities. It answers directly to Parliament rather than to government ministers. It is itself governed by a board which is assisted by a chief executive and an executive team.

Another difference to note is that the chair of the Management Committee is not deputed the sort of executive powers associated with a company CEO or chair. The DAS chair does, of course, have a key leadership role but accountability rests with the Management Committee collectively and equally, and the chair has one vote the same as everyone else (plus a casting vote, where applicable).

DAS does not have investors in the traditional sense but there are similarities in the way we should treat the organisations that provide the funds to enable us to serve our beneficiaries. These are stakeholders in the organisation alongside clients, suppliers, staff and volunteers. We all have the same common interest in ensuring DAS is run well and meets its legal and moral obligations with a view to ensuring its long-term sustainability.

1.4 Strategic Objectives

Over the three years of our Business Plan 2024-2026 our key aims are:

Outreach

- Bringing the service closer to our communities by establishing triage outreach centres in appropriate locations e.g. GP surgeries and libraries; and pursue opportunities to extend our geographic reach to areas not well provided for.
- Reviewing the case for reintroducing home visits on a selected basis.

Awareness

- Building on the progress made to get our message out through a better social media presence, increasing our leadership presence on networks and developing partnerships. All with the aim of increasing referrals into the service.
- Using non-digital forms of communication via parish councils, benefice organisations, town magazines and targeted leafleting.

Partnerships

- Building on our success in engaging with “hard to reach” groups e.g. ex-offenders and LGBTQ+, where feasible developing into e.g. ethnic minority groups, refugees and food bank users, and capitalising on our efforts to get ever closer to NHS agencies.

Clients and Operational Excellence

- Building in particular on our advice accreditation success by encouraging staff and volunteers to obtain recognised individual qualifications for the work they do.
- Exploiting our IT investment in digitising all remaining processes to become as close as possible to a paperless office.
- Adding to the expression of our positive impact on our beneficiaries’ well-being by introducing further industry standard qualitative measures e.g. Warwick-Edinburgh.

Our ability to achieve these objectives is dependent on having the necessary resources in place and that means achieving the targeted income in our budget each year. Given its significance, the path to securing funding is covered in a Fundraising Strategy document.

2. Our values and client outcomes

Our values – These are important in setting the tone for how we go about running DAS. They represent what we want to be known for:

Client Focused (eye on the prize)

Compassionate (empathetic, understanding and tolerant)

Tenacious (go the extra mile, don't give up)

Diligent (cover all bases, do all checks)

One Team (all on the pitch together, supporting each other)

Welcoming (don't turn people away, signposting as a minimum)

Our values should be in the heart of everything we do and the trustees and managers have an important part to play in bringing them to life at DAS.

Client outcomes - This is how we want clients and their carers to feel, think and do when experiencing our service:

- *safe and supported*
- *listened to*
- *confident someone cares*
- *no longer alone in their difficulties*
- *know more about the next steps to take*
- *more motivated to take action*

We monitor how effective we are in achieving these through our Future Well-being survey carried out with a sample of clients plus our customer service survey which examines client opinion on the basics of our service delivery. We plan to augment these procedures by trialling the Warwick-Edinburgh measurement in 2024.

3. Ethical Principles of Governance

In 2018, in response to a series of high-profile safeguarding scandals in the charity sector, the National Council for Voluntary Organisations (NCVO) drafted, and consulted widely on, a new set of ethical principles:

"These principles provide an overarching framework for voluntary organisations to guide decision-making, good judgement and conduct. Endorsement of the principles is voluntary, but all charities are encouraged to reflect on the principles in their work and decision-making."

In its response to the consultation the Charity Commission commented as follows (extracts):

"As recent events have shown, ensuring that charities live up to their purpose and the public's high expectations is about more than compliance with minimum legal requirements. We welcome the statement that 'all charities should proactively champion ethical behaviour and reflect their charitable ethos in every activity they undertake, going beyond legal and regulatory requirements.' Voluntary codes set by the sector should promote higher standards than regulators can expect or require. We welcome the statement that the Code is complementary to the Charity Governance Code."

In time, it stated, the Charity Governance Code could be developed to encompass the key elements of the Code of Ethics. In the meantime, the Commission updated its guidance on safeguarding to *"enshrine the principle that charities should ensure the safety of any individual who engages with them."* The DAS Safeguarding Policy & Procedure is regarded to be in compliance with the CC guidance on this matter.

In applying the code of principles below, we:

- respect every individual's dignity and rights to privacy and confidentiality;
- commit to challenging any instances of sexism, gender inequality and other power imbalances that leave some people at risk of harm; and
- value diversity in our Management Committee, workforce and volunteers.

Beneficiaries First	Charities have a responsibility to carry out their purposes for the public benefit. The interests of their beneficiaries and the causes they work for should be at the heart of everything charities and those who work and volunteer in and with them do.
Integrity	Charities and those who work and volunteer in and with them should uphold the highest level of institutional integrity and personal conduct at all times.
Openness	Charities should create a culture and space where donors and supporters, as well as the wider public, can see and understand how they work, how they deal with problems when they arise and how they spend their funds.
Right To Be Safe	Every person who volunteers with, works for or comes into contact with a charity should be treated with dignity and

	<p>respect, and feel that they are in a safe and supportive environment.</p> <p>All charities have a responsibility to create an inclusive culture that does not tolerate inappropriate, discriminatory, offensive or harmful behaviour towards any person who works for, volunteers with, or comes into contact with the charity.</p>
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4. Trustee and Manager Appointments

4.1 Eligibility

Our CIO governing document states the following:

9. Charity trustees

(2) Eligibility for trusteeship

- (a) Every charity trustee must be a natural person.
- (b) No individual may be appointed as a charity trustee of the CIO:
 - i. if he or she is under the age of 16 years; or
 - ii. if he or she is disqualified from acting as a charity trustee by virtue of the Charities Act 2011.
- (c) No one is entitled to act as a charity trustee whether on appointment or on any re-appointment until he or she has expressly acknowledged, in whatever way the charity trustees decide, his or her acceptance of the office of charity trustee.
- (d) At least one of the trustees of the CIO must be 18 years of age or over. If there is no trustee aged at least 18 years, the remaining trustees may only act to call a meeting of the charity trustees or appoint a new charity trustee.

The implication of this is that before they can be appointed, trustees must complete the DAS Agreement to Serve Declaration Form (see Appendix 1).

4.2 Vetting procedure

When preparing to appoint a new trustee or manager, the Management Committee must ensure that the person is qualified to act as a trustee or manager. Managers are subject to the same DAS recruitment procedures as other staff which have been adjusted to accommodate these additional vetting requirements. In terms of trustees, a good starting point is to obtain basic education, qualification and employment history details in our DAS Trustee Application Form (see Appendix 2). This also incorporates a declaration on disqualified areas (in the unlikely event they exist, better to identify these at the beginning of the process).

The Charity Commission requires that we consult official registers of disqualified persons:

1. The Individual Insolvency Register kept by the Insolvency Service contains details of:
 - Bankruptcies that are either current or have ended in the last three months;
 - Current individual voluntary arrangements and fast track voluntary arrangements; and
 - Current bankruptcy restriction orders and undertakings
2. The register of disqualified directors maintained by Companies House. Searches of the register are made on the Companies House website.
3. The register of all persons who have been removed as a charity trustee either by the commission or by an Order of the High Court since 1 January 1993.

If these checks are not carried out the Charity Commission is likely to find out as it uses several ways to monitor whether or not charities are checking the eligibility of their trustees.

The Management Committee will also take into consideration any other declarations and disclosures communicated on the application form or otherwise before going ahead and formalising the appointment of any new trustee.

Trustee roles within DAS are not considered eligible for Disclosure and Barring Service (DBS) checks.

4.3 Appointment

10. Appointment of charity trustees

- 1) Apart from the first charity trustees, every trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.
- 2) In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

Therefore, a new trustee appointment under CIO governance can take place at any Management Committee (MC) meeting. In practice, the chair may seek approval of the MC to make an appointment between meetings that is then ratified at the next available meeting.

It follows that the appointment of the manager in the operations requires Management Committee approval.

On appointment, trustees are required to complete the DAS Trustee Personal Details Form (see Appendix 3) and to give an undertaking to inform DAS via the Charity Secretary when the information provided changes.

4.4 Information for new charity trustees

11. Information for new charity trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

- (a) a copy of the current version of this constitution; and
- (b) a copy of the CIO's latest Trustees' Annual Report and Statement of Accounts.

The responsibility for ensuring the information specified is delivered to newly appointed trustees lies with the Charity Secretary. Both documents are appended herewith.

4.5 Seeking re-appointment

In accordance with 4.3 above, trustees should make it known to the chair or secretary at the appropriate juncture should they wish to be considered for a further three-year term of appointment and complete a new Agreement to Serve form (Appendix 1). Their re-appointment will be passed upon a majority vote of the other trustees.

In contemplating their candidacy for reappointment trustees are encouraged to complete a process of self-assessment on their past performance as a DAS trustee utilising the DAS Trustee Assessment & Development Form at Appendix 4.

5. Charter for Trustee Behaviour

The Management Committee has adopted a *Charter for Trustee Behaviour* which states the following:

"All the codes of ethics and governance policies in the world don't make for an effective Management Committee. It's our behaviour that counts. We need to work together, identify the behaviours we want in forming a simple set of ground rules.

For this to work everyone has to buy into a description of how we actually work together, not a code of conduct to gather dust. So, it's important that this is owned by the Management Committee. What we adopted described below is based on a template provided by the Charity Excellence Framework.

As a Management Committee, collectively and individually, we:

- **Create a safe space** – in which everyone is encouraged and feels able to speak.
- **Positively challenge** – each other, but avoid being confrontational - saying 'no, that won't work'. Instead, we ask open questions that will help us work together to explore/test an idea, or suggestion - who, what, when, how and why.
- **Think, then speak** – what can I say succinctly that will most help the Management Committee?
- **Feel able to ask the questions that need to be** – there is no elephant in the room or, if there is, we're all working together to get it out.
- **Act strategically** – by thinking externally and longer term.
- **Understand that operational delivery is the remit of the DAS manager** - by recognising that it's not our role to manage the operations, but to ensure these are led and managed well.
- **Focus on solutions** – by talking about the past, only to learn from it, avoid talking about what we can't do and, instead, focus on what we could do.
- **Welcome differing viewpoints** - respect each other's right to hold a different opinion and recognise our own right to do so too.
- **Don't make assumptions** – about who someone is, but rather respond based on the facts/content of what he/she said.
- **All contribute** - the contribution of the young, old, or those with lived experience is different to that of the professionals, but isn't less than. Everyone has something to give and something to learn.
- **Are slow to take offence** – and quick to apologise, always.
- **Accept our responsibility** – for ensuring that everyone is treated fairly, with respect and kept safe from harm.
- **Give permission** – to everyone else to remind us when we inadvertently stray from the above."

6. Functions, duties and responsibilities

9. Charity trustees

(1) Functions and duties of charity trustees

The charity trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO. It is the duty of each charity trustee:

- (a) to exercise his or her powers and to perform his or her functions in his or her capacity as a trustee of the CIO in the way he or she decides in good faith would be most likely to further the purposes of the CIO; and
- (b) to exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:
 - (i) any special knowledge or experience that he or she has or holds himself or herself out as having; and,
 - (ii) if he or she acts as a charity trustee of the CIO 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.

6.1 Functions and duties

The basic role of the trustee is set out at Section 9 in our governing document as shown above.

6.2 Officers' roles

The following trustees are designated Officers of the charity with special responsibilities as follows:

- Chair: chairs the meetings of the Management Committee (MC); leads on the Business Plan; supervises the operations manager.
- Secretary: produces agendas for, and records minutes of, MC meetings; oversees legal and compliance matters; manages the interface with the Charity Commission; leads on the Fundraising Strategy; leads on risk management and insurance.
- Treasurer: leads on budgeting and financial management; manages book-keeping, banking and payroll; manages production of monthly management accounts and cashflow forecasts; manages the interface with the External Examiner.
- Deputy Treasurer: acts as secondary bank signature; vets bank accounts; manages investment accounts.

6.3 Responsibilities

It is the Management Committee's duty to ensure that a prospective trustee or manager understands the responsibilities they are taking on and can be relied on to carry them out responsibly. This is a key purpose of this Handbook.

The content headings of the Charity Commission guidance entitled "The Essential Trustee: What you Need to Know, What you Need to Do" is provided in Appendix 5. To summarise this, as a Management Committee and in tandem with the manager, we are collectively responsible for ensuring:

- DAS is carrying out its purposes for the public benefit;
- we comply with our governing document and the law;
- we act in the best interests of DAS
- we manage DAS's resources responsibly;
- we manage risks including reducing the risk of liability;

- we act with reasonable care and skill; and
- ensure DAS is accountable.

6.4 Delegation

6.4.1 Operations Manager

Subject to supervision by the Chair, and as directed by the Management Committee, the manager is delegated the authority to manage and develop the charity's service delivery to its specified beneficiaries. This is in accordance with the DAS Business Plan and their job description and in compliance with the DAS governing document and its policies.

7. Standing Orders for Management Committee Proceedings

7.1 Taking decisions

This is covered in Section 13 of our governing document. Any decision may be taken either:

- at a meeting of the Management Committee; or
- by resolution in writing or electronic form agreed by a majority of all of the trustees.

It should be understood and accepted that all decisions taken by the Management Committee or by any delegated sub-committee are the collective responsibility of the relevant committee and its members.

7.2 Delegation to a committee

This is covered in Section 14 of our governing document. The Management Committee may delegate any of its powers or functions to a committee and determine the terms and conditions on which the delegation is made [we need to be explicit as to what power a committee has to take decisions and report back as opposed to having to revert back to the Management Committee with a recommendation for a decision to be taken by the Management Committee], subject to:

- a committee may consist of two or more persons, but at least one must be a trustee;
- the acts and proceedings of any committee must be brought to the attention of the Management Committee as a whole as soon as is reasonably practicable; and
- the Management Committee shall from time to time review the arrangements which they have made for the delegation of their powers.

7.3 Meetings

This is covered in Sections 15 and 19 of our governing document. Any trustee may call a meeting and, subject to that, the Management Committee can decide how its meetings are to be called and what notice is required. DAS works to a bi-monthly timetable published well in advance.

The trustees may appoint a chair for their meetings and at any time revoke such appointment. If the Chair is for any reason not able to attend or for any reason not present within 10 minutes after the starting time of the meeting, the trustees present may appoint one of their number to chair that meeting.

A quorum of trustees is required to take a decision and this is two trustees, or the number nearest to one third of the total number of trustees, whichever is greater, or a larger number if the Management Committee decides. A trustee is not considered to be in the quorum where any decision is on a matter which they are not entitled to vote. Normally, this will be where they have declared a conflict of interest.

Decisions are carried by a majority of those eligible to vote. In the case of an equality of votes, the chair has a second or casting vote.

A meeting can be held fully or partially by suitable electronic means as agreed by the Management Committee in which each participant may communicate with all the other participants.

The Management Committee may designate any of our meetings as a general meeting of the members of the CIO. The purpose of such a meeting is to discharge any business which must

by law be discharged by a resolution of the members of the CIO as specified in Section 18 of our governing document, which is any decision to:

- amend the constitution of the CIO;
- amalgamate the CIO with another CIO; or
- wind up or dissolve the CIO.

7.4 Minutes

This is covered in Section 24 of our governing document. The Management Committee must keep minutes of:

- appointments of officers;
- proceedings at general meetings of the CIO;
- Management Committee meetings and committees including:
 - the names of the trustees present;
 - the decisions made; and
 - where appropriate, the reasons for the decisions;
- decisions made other than in meetings (e.g. via email).

7.5 Execution of documents

This is covered in Section 21 of our governing document which states, *"A document is validly executed by signature if it is signed by at least two of the charity trustees."*

7.6 Disputes

This is covered in Section 27 of our governing document which states, *"If a dispute arises between members of the CIO about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation."*

7.7 Keeping of registers

This is covered in Section 23 of our governing document which states, *"The CIO must comply with its obligations under the General Regulations in relation to the keeping of, and provision of access to, a (combined) register of its members and charity trustees."* This is a reference to the maintenance of the DAS page on the Charity Commission's website. This is carried out by the Secretary.

8. Liability of trustees if the CIO has to be wound up

This is often a question on the minds of prospective trustees for understandable reasons. The liability on trustees of the CIO is out at Section 8 of our governing document:

8. Liability of members to contribute to the assets of the CIO if it is wound up

If the CIO is wound up the members of the CIO have **no liability** to contribute to its assets and no personal responsibility for settling its debts and liabilities. of its debts and liabilities beyond the amount that they are liable to contribute.

9. Policies

This is a list of the key DAS policies and related documents with their last review date and their due date for the next review:

Policy	Owner	Current Date	Review Period	Review Date
Complaints	Chair	17/01/2022	2 years	17/01/2024
Confidentiality	Secretary	20/08/2022	2 years	20/08/2024
Conflicts of Interest (Charity)	Secretary	26/01/2022	1 year	26/01/2024
Conflicts of Interest (Office Procedure)	Manager	22/08/2022	2 years	22/08/2024
Criminal Record Checking	Chair	17/01/2022	2 years	17/01/2024
Data Protection	Secretary	15/08/2022	2 years	15/08/2024
Data Retention	Secretary	18/08/2022	2 years	18/08/2024
Environmental	Secretary	17/01/2022	2 years	17/01/2024
Equality and Diversity	Secretary	01/08/2023	1 year	01/08/2024
Expenses	Secretary	20/08/2022	2 years	20/08/2024
Financial Reserves	Secretary	15/09/2022	2 years	15/09/2024
First Aid	Manager	31/01/2022	2 years	31/01/2024
Health & Safety	Manager	29/11/2022	1 year	29/11/2023
IT, Internet (inc Acc Use) & Communications	Secretary	20/08/2022	2 years	20/08/2024
Payments, Receipts and Accounting	Secretary	16/11/2022	2 years	29/11/2024
Risk Register	Secretary	29/11/2022	1 year	29/11/2023
Safeguarding	Chair	09/05/2023	1 year	09/05/2024
Social Media	Secretary	14/12/2023	2 years	14/12/2025
Staff & Volunteer Guide	Manager	29/11/2022	1 year	29/11/2023
Welfare Grants	Chair	21/03/2022	2 years	21/03/2024

Those policies that affect only the operations, are covered in the Staff & Volunteer Guide.

All policies and their updates are reviewed by the Management Committee and approved collectively at our meetings from time to time. All are available to view on the DAS server.

10. Training

This Handbook has been produced with newly appointed trustees and managers' induction and training needs in mind together with longer serving colleagues who wish (as we all should) to carry out some refresher training from time to time.

The Handbook represents also a source of reference – a go-to place to answer technical queries of interest and relevance.

Many trustees have experience of corporate environments and are familiar with the process of self-assessment and identifying their own training and development needs. For those who are not, the Charity Secretary is always available and willing to help.

Some trustees may now be, or in the past may have been, a trustee on the management committee of another charity. They may be familiar with much of the content herewith but should still review the Handbook to refresh themselves and note any nuances specific to DAS.

DAS is prepared to meet reasonable costs for agreed training provision for trustees as well as managers (who are covered by the provisions in the Staff & Volunteer Guide) but requests should be discussed with the Charity Secretary and approved before booking or otherwise making a commitment.

There is no shortage of free and accessible online guidance and training for trustees new to the role. Here are some examples:

Charity Commission [5-minute guides for charity trustees](#)

[National Council for Voluntary Organisations \(NCVO\)](#)

[Directory of Social Training](#)

[Small Charities Coalition](#)

[Stone King](#)

Some other watchable videos are: [Conflicts of Interest](#), [20 Ways To Be A Good Trustee](#),

And finally...

This is the Charity Commission's [Charity Trustee Welcome Pack](#) which is a genuinely useful source of induction material that will benefit any new trustee.

Appendix 1:

DAS Agreement to Serve Declaration Form	
<p>I, the undersigned, consent to serve as a Trustee on the Management Committee of the Disability Advice Service (East Suffolk) for a period of 3 years.</p>	
Signature:	
Name (Print):	
Date:	
<p>In signing above, I certify that I am:</p> <ul style="list-style-type: none"> • Over 18 years of age. • Not disqualified by law from acting as a trustee, including as described in section 72(1) of the Charities Act 1993 which includes: <ul style="list-style-type: none"> ○ Anyone who has an unspent conviction for an offence involving deception or dishonesty ○ Anyone who is an undischarged bankrupt ○ Anyone who has been removed from trusteeship of a charity by the Court or the Commissioners for misconduct or mismanagement ○ Anyone under a disqualification order under the Company Directors Disqualification Act 1986. 	

Appendix 2:

DAS Trustee Application Form

Name:	
Address:	
Telephone:	
Email:	
Education/qualifications:	
Current and past employment	
Declaration	
<input type="checkbox"/> I have never been made bankrupt or prevented from being a company director.	
<input type="checkbox"/> I have no criminal convictions other than for motoring-related offences.	
Signature:	
Date:	

Appendix 3:

DAS Trustee Consent Form

Full Name:	
Address:	
Home telephone number:	
Mobile number:	
Email:	
Date of birth:	
<p>In signing hereunder:</p> <ul style="list-style-type: none"> • I confirm that the information provided above is accurate and that if any of it changes I will inform DAS via the Charity Secretary as soon as practical. • I grant permission for my data to be supplied to the Charity Commission and for my name to be published on its public register. 	
Signed:	
Date:	

Appendix 4: Trustee Assessment & Development Form

DAS Trustee Assessment & Development Form

<p>The introduction of this form results from our assessment against the best practices set out in the Charity Governance Code for Smaller Charities.</p> <p>The purpose of the exercise is to help you reflect on your role as a trustee and, if you judge there is any need to improve your performance, to think about the support you might need in order to do so.</p>		
	<p>5 = Strongly agree, 4 = agree, 3 = neither, 2 = disagree, 1 = strongly disagree</p> <p>➡</p>	<p>If you score 3 or less, say below, where appropriate, what you intend to do about it and what others could do to help.</p>
Knowledge & Skills	1. I am confident I know what my responsibilities are as a trustee.	
	2. I know enough about what DAS does to make informed decisions.	
	3. I understand the financial status of the charity as it is reported.	
	4. DAS makes full use of my knowledge and experience.	
	5. I am confident that DAS is headed in the right direction.	
Participation	6. I have attended all Management Committee meetings over the last 12mths.	
	7. I participate actively in MC discussions and help the board to reach a decision.	
	8. I understand that decisions made by the MC bear a collective responsibility for all the trustees.	
Contribution	9. I am happy I have contributed as well as I am able to making DAS a success.	
	10. The Chair provides effective leadership to the MC and takes responsibility for ensuring DAS has agreed priorities.	
	11. The Chair facilitates effective discussion within meetings and encourages my contribution.	
	12. I get a sense of personal fulfilment from my association with DAS.	
Name:		Date:

Appendix 5: The Essential Trustee: What you Need to Know and Do

(According to the Charity Commission [Link](#))

2. Trustees' duties at a glance

- 2.1 Before you start - make sure you are eligible to be a charity trustee
- 2.2 Comply with your charity's governing document and the law
- 2.3 Act in your charity's best interests
- 2.4 Manage your charity's resources responsibly
- 2.5 Act with reasonable care and skill
- 2.6 Ensure your charity is accountable

3. Who can be a trustee and how trustees are appointed

- 3.1 Who can be a trustee
- 3.2 How trustee appointments begin and end
- 3.3 What to consider when recruiting trustees

4. Ensure your charity is carrying out its purposes for the public benefit

- 4.1 Understanding the charity's objects and powers
- 4.2 Public benefit
- 4.3 Planning and reviewing your charity's work
- 4.4 Updating your charity's objects

5. Comply with your charity's governing document and the law

- 5.1 Your charity's governing document
- 5.2 Charity law - registration, accounting, reporting and other requirements
- 5.3 Other laws and regulations
- 5.4 Avoid mistakes - know your governing document

6. Act in your charity's best interests

- 6.1 Understanding the charity's interests
- 6.2 Making decisions
- 6.3 Avoid mistakes - be prepared to challenge assumptions
- 6.4 Dealing with conflicts of interest and conflicts of loyalty

- 6.5 Avoid mistakes - deal with conflicts of interest

- 6.6 Payments and other benefits to trustees

7. Manage your charity's resources responsibly

- 7.1 Managing risks
- 7.2 Budgeting
- 7.3 Getting the funds your charity needs (income generation)
- 7.4 Charities and their trading subsidiaries
- 7.5 Managing funds and keeping them safe
- 7.6 Managing property (land and buildings)
- 7.7 Staff and volunteers
- 7.8 Avoid mistakes - do not rely too much on individuals

8. Act with reasonable care and skill

- 8.1 Using your skills and experience
- 8.2 Taking advice when you need to
- 8.3 What to do if something does go wrong
- 8.4 When the Commission would become involved

9. Ensure your charity is accountable

- 9.1 Complying with accounting requirements
- 9.2 Being accountable to people with an interest in the charity
- 9.3 Trustees and delegation
- 9.4 Avoid mistakes - ask questions (even ones that seem 'awkward' or 'stupid')

10. Reduce the risk of liability

- 10.1 Personal liability to the charity
- 10.2 Liability to third parties
- 10.3 Criminal liability
- 10.4 Reduce the risk of personal liability

11. Your charity's legal structure and what it means

12. Charity officers - the chair and treasurer



Appendix 6: Governing Document

Disability Advice Service (East Suffolk)

Foundation Model Constitution

(Charitable Incorporated Organisation)

Approved on 17th June 2013 for submission to the Charity Commission with the CIO application.

Amended with the authority of the Charity Commission granted 19th November 2021 and resolved by the Management Committee on 25th January 2022.

1. Name

The name of the Charitable Incorporated Organisation (CIO) is: Disability Advice Service (East Suffolk)

2. National location Principal Office

The principal office is in England

3. Object

The object of the CIO is the relief of children and adults with disabilities and their carers in East Suffolk and nearby areas.

Nothing in this constitution shall authorise an application of the property of the CIO for the purposes which are not charitable in accordance with [section 7 of the Charities and Trustee Investment (Scotland) Act 2005] and [section 2 of the Charities Act (Northern Ireland) 2008]

4. Powers

The CIO has power to do anything, which is calculated to further its object, or is conducive or incidental to doing so. In particular the CIO has power to:

- (1) borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The CIO must comply as appropriate with sections 124 and 125 of the Charities Act 2011, if it wishes to mortgage land;
- (2) buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
- (3) sell lease or otherwise dispose of all or any part of the property belonging to the CIO. In exercising this power, the CIO must comply with sections 117 and 119-123 of the Charities Act 2011;
- (4) employ and remunerate such staff as are necessary for carrying out the work of the CIO. The CIO may employ or remunerate a charity trustee only to the extent that is permitted to do by clause 6 (Benefits and payments to charity trustees and connected persons) and provided it complies with the conditions of that clause;
- (5) deposit or invest funds, employ a professional fund-manager, and arrange for the investments, or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000.

5. Application of Income and Property

- (1) The Income and property of the CIO must be applied solely towards the promotion of the objects.
 - (a) A charity trustee is entitled to be reimbursed from the property of the CIO or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the CIO.
 - (b) A charity trustee may benefit from Trustee Indemnity insurance cover purchased at the CIO's expense in accordance with, and subject to the conditions in, Section 189 of the Charities Act 2011.
- (2) None of the property of the CIO may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any member of the CIO.
- (3) Nothing in this clause shall prevent a charity trustee or connected person receiving any benefit or payment, which is authorised by Clause 6.

6. Benefits and payments to Charity Trustees and connected persons.

(1) General provisions

No charity trustee or connected person may;

- (a) buy or receive any goods or services from the CIO on terms preferential to those applicable to members of the public;
- (b) sell goods, services, or any interest in land to the CIO;

- (c) be employed by, or receive any remuneration from the CIO;
- (d) receive any other financial benefit from the CIO;

unless the payment or benefit is permitted by sub-clause (2) of this clause or authorised by the court of the Charity Commission ("the Commission"). In this clause a "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

(2) Scope and powers permitting trustees' or connected persons' benefits

- (a) A charity trustee or connected person may receive a benefit from the CIO as a beneficiary of the CIO provided that a majority of the trustees do not benefit in this way.
- (b) A charity trustee or connected person may enter into a contract for the supply of services, or goods that are supplied in connection with the provision of services, to the CIO where that is permitted in accordance with, and subject to the conditions in, section 185 to 188 of the Charities Act 2011.
- (c) Subject to sub-clause (3) of this clause a charity trustee or connected person may provide the CIO with goods that are not supplied in connection with services provided to the CIO by the Charity trustee or connected person.
- (d) A charity trustee or connected person may receive interest on money lent to the CIO at a reasonable and proper rate which must not be more than the Bank of England bank rate (also known as the base rate).
- (e) A charity trustee or connected person may receive rent for premises let by the trustee or connected person to the CIO. The amount of the rent and other terms of the lease must be reasonable and proper. The charity trustee concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.
- (f) A charity trustee or connected person may take part in the normal trading and fundraising activities of the CIO on the same terms as members of the public.

(3) Payments for supply of goods only – controls

The CIO and its charity trustees may only rely upon the authority provided by sub-clause (2)(c) of this clause if each of the following conditions is satisfied:

- (a) The amount or maximum amount of the payment for the goods is set out in a written agreement between the CIO and the charity trustee or connected person supplying the goods ("the supplier").
 - (b) The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.
 - (c) The other charity trustees are satisfied that it is in the best interests of the CIO to contract with the supplier rather than with someone who is not a charity trustee or connected person. In reaching that decision the charity trustees must balance the advantage of contracting with a charity trustee or connected person against the disadvantages of doing so.
 - (d) The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with him or her or it with regard to the supply of goods to the CIO.
 - (e) The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of charity trustees is present at the meeting.
 - (f) The reason for their decision is recorded by the charity trustees in the minute book.
 - (g) A majority of charity trustees then in office are not in receipt of remuneration or payments authorised by clause 6.
- (4) In sub-clause (2) and (3) of this clause:
- (a) "the CIO" includes any company in which the CIO:
 - (i) holds more than 50% of the share; or
 - (ii) controls more than 50% of the voting rights attached to the shares; or

- (iii) has the right to appoint one or more directors to the board of the company;
- (b) “connected person” includes any person within the definition set out in clause (30) (interpretation);

7. Conflicts of Interest and conflicts of loyalty

A charity trustee must:

- (1) declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the CIO or in any transaction or arrangement entered into by the CIO which has not previously been declared; and
- (2) absent himself or herself from any discussions of the charity trustees in which it is possible that a conflict of interest will arise between his or her duty to act solely in the interests of the CIO and any personal interest (including but not limited to any financial interest)

Any charity trustee absenting himself or herself from any discussion in accordance with this clause must not vote or be counted as part of the quorum in any decision of the charity trustees on the matter.

8. Liability of members to contribute to the assets of the CIO if it is wound up.

If the CIO is wound up the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

9. Charity Trustees

(1) Functions and duties of Charity Trustees

The charity trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO. It is the duty of each charity trustee:

- (a) to exercise his or her powers and to perform his or her functions in his or her capacity as a trustee of the CIO in the way he or she decides in good faith would be the most likely to further the purposes of the CIO; and
- (b) to exercise in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:
 - (i) any special knowledge or experience that he or she has or holds himself or herself out as having, and
 - (ii) if he or she acts as a charity trustee of the CIO 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.

(2) Eligibility for Trusteeship

- (a) Every charity trustee must be a natural person
- (b) No individual may be appointed as a charity trustee of the CIO:
 - If he or she is under the age of 16 years
 - If he or she would automatically cease to hold office under the provisions of clause [12(1)(e)]
- (c) No one is entitled to act as a charity trustee whether on appointment or any re-appointment until he or she has expressly acknowledged, in whatever way the charity trustees decide, his or her acceptance of office of charity trustee.
- (d) At least one of the trustees of the CIO must be 18 years of age or over. If there is no trustee aged at least 18 years, the remaining trustees may only act to call a meeting of the charity trustees, or appoint a new charity trustee

(3) Number of Charity Trustees

- (a) There must be at least three charity trustees
- (b) The maximum number of charity trustees is 12. The charity trustees may not appoint any charity trustee if as a result the number of charity trustees would exceed the maximum.

(4) First Charity Trustees

The first charity trustees are as follows; and are appointed for the following terms

Chair	for 3 years
Secretary	for 3 years
Treasurer	for 4 years

10. Appointment of Charity Trustees

Apart from the first charity trustees, every trustee will be appointed for a term of 3 years by a resolution passed at a properly convened meeting of the charity trustees.

In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

11. Information for new charity trustees.

The charity trustees will make available to each new charity trustee on or before his or her first appointment:

- (a) a copy of the current version of this constitution, and
- (b) a copy of the CIO's latest Trustee's Annual Report and statement of accounts.

12. Retirement and removal of Charity Trustees

- (1) A charity trustee ceases to hold office if he or she:
 - (a) retires by notifying the CIO in writing (but only if enough charity trustees will remain in office when the notice of resignation takes effect to form a quorum for meetings)
 - (b) is absent without the permission of the charity trustees from all their meetings held within a period of 6 months and the trustees resolve that his or her office be vacated;
 - (c) dies
 - (d) becomes incapable by reason of mental disorder, illness or injury of managing and administering his or her own affairs; or
 - (e) is disqualified from acting as a trustee by virtue of sections 178-180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision)
- (2) Any person retiring as a trustee is eligible for re-appointment.

13. Taking of decisions by Charity Trustees

Any decision may be taken either:

- at a meeting of the charity trustees; or
- by resolution in writing or electronic form agreed by all of the charity trustees, which may comprise either a single document or several documents containing the text of the resolution in like form to each of which one or more charity trustees has signified their agreement.

14. Delegation by Charity Trustees

- (1) The charity trustees may delegate any of their powers or functions to a committee or committees, and, if they do, they shall determine the terms and conditions on which the delegation is made. The charity trustees may at any time alter those terms and conditions, or revoke the delegation.
- (2) This power is in addition to the power of delegation in the General Regulations and any other power of delegation available to the charity trustees, but is subject to the following requirements.
 - (a) A committee may consist of two or more persons, but at least one member of each committee must be a charity trustee.
 - (b) The acts and proceedings of any committee must be brought to the attention of the charity trustees as a whole as soon as is reasonably practicable.

- (c) The charity trustees shall for time-to-time review the arrangements, which they have made for the delegation of their powers.

15. Meetings of Charity Trustees

(1) Calling Meetings

- (a) Any trustee may call a meeting of the charity trustees.
- (b) Subject to that, the charity trustees shall decide how their meetings are to be called and what notice is required.

(2) Chairing of meetings

The charity trustees may appoint one of their number to chair the meetings and may at any time revoke such appointment. If no-one has been so appointed, or if the person appointed is unwilling to preside, or is not present within 10 minutes after the time of the meeting, the charity trustees may appoint one of their number to chair that meeting.

(3) Procedure at Meetings

- (a) No decision shall be taken at a meeting unless a quorum is present at the time when the decision is taken. The quorum is 2 charity trustees, or the number nearest to one third of the total number of charity trustees, whichever is the greater, or such larger number as the charity trustees may decide from time to time. A charity trustee shall not be counted in the quorum present when any decision is taken about a matter upon which he or she are not entitled to vote.
- (b) Questions arising at a meeting shall be decided by a majority of those eligible to vote.
- (c) In the case of an equality of votes, the person who chairs the meeting shall have a second or casting vote.

(4) Participation in meetings by electronic means

- (a) A meeting May be held by suitable electronic means agreed by the charity trustees in which each participant may communicate with all the other participants.
- (b) Any charity trustee participating at a meeting by suitable electronic means agreed by the charity trustees in which a participant or participants may communicate with all the other participants shall qualify as being present at the meeting.
- (c) Meetings held by electronic means must comply with the rules for meetings, including chairing and the taking of minutes.

16. Membership of the CIO

- (1) The Members of the CIO shall be its charity trustees for the time being. The only people eligible to be members of the CIO are its charity trustees. Membership of the CIO cannot be transferred to anyone else.
- (2) Any member and charity trustee who ceases to be a charity trustee automatically ceases to be a member of the CIO.

17. Informal or associate (non-voting) membership

- (1) The charity trustees may create associate or other classes of non-voting membership, and may determine the rights and obligations of any such members (including payment of membership fees), and the conditions for admission to, and termination of membership of any such class of members.
- (2) Other references in this constitution to “members” and “membership” do not apply to non-voting members, and non-voting members do not qualify as members for any purpose under the Charities Acts, General Regulations or Dissolution Regulations.

18. Decisions which must be made by the members of the CIO

- (1) Any Decision to:
 - (a) amend the constitution of the CIO

- (b) amalgamate the CIO with, or transfer its undertaking to, one or more other CIOs, in accordance with the Charities Act 2011; or
 - (c) wind up or dissolve the CIO (including transferring its business to any other charity)
- must be made by a resolution of the members of the CIO (rather than a resolution of the charity trustees).
- (2) Decisions of the members may be made by either:
 - (a) by resolution at a general meeting; or
 - (b) by resolution in writing, in accordance with sub-clause (4) of this clause.
 - (3) Any decision specified in sub-clause (1) must be made in accordance with the provisions of clause [28] (Amendment of constitution), clause [29] (Voluntary winding up or dissolution), or the provisions of the Charities Act 2011, the General Regulations or the Dissolution Regulations as applicable. Those provisions require the resolution to be agreed by a 75% majority of those members voting at a general meeting, or agreed by all members in writing.
 - (4) Except where a resolution in writing must be agreed by all the members, such a resolution may be agreed by a simple majority of all the members who are entitled to vote on it. Such a resolution shall be effective provided that:
 - (a) a copy of the proposed resolution has been sent to all the members eligible to vote; and
 - (b) the required majority of the members have signified its agreement to the resolution in a document or documents which are received at the principal office within the period of 28 days beginning with the circulation date. The document signifying a member's agreement must be authenticated by their signature, by a statement of identity accompanying the document, or in such other manner as the CIO has specified.

The resolution in writing may comprise several copies to which one or more members has signified their agreement. Eligibility to vote on the resolution is limited to members who are members of the CIO on the date when the proposal is first circulated.

19. General Meetings of Members

(1) Calling of General Meetings of Members

The charity trustees may designate any of their meetings as a general meeting of the members of the CIO. The purpose of such a meeting is to discharge any business which must by law be discharged by a resolution of the members of the CIO as specified in clause [18] (Decisions which must be made by the members of the CIO)

(2) Notice of general meetings of members

- (a) The minimum period of notice required to hold a general meeting of the members of the CIO is 14 days.
- (b) Except where a specified period of notice is strictly required by another clause in this constitution, by the Charities Act 2011 or by the General Regulations, a general meeting may be called by shorter notice if it is so agreed by a majority of the members of the CIO.
- (c) Proof that an envelope containing a notice was properly addressed, prepaid and posted; or that an electronic form of notice was properly addressed and sent, shall be conclusive evidence that the notice was given. Notice shall be deemed to have been given 48 hours after it was posted or sent.

(3) Procedure at general meetings of members

The provisions in clause 15(2)-(4) governing the chairing of meetings, procedure at meetings and participation in meetings by electronic means apply to any general meeting of the members, with all references to trustees to be taken as references to members.

20. Saving provisions

- (1) Subject to sub-clause (2) of this clause, all decisions of the charity trustees, or of a committee of charity trustees shall be valid notwithstanding the participation in any vote of a charity trustee:

- who was disqualified from holding office
- who had previously retired or who had been obliged by the constitution to vacate office.
- who was not entitled to vote on the matter, whether by reason of conflict of interest or otherwise;

If, without the vote of that charity trustee and that trustee being counted in the quorum, the decision has been made by a majority of the charity trustees at a quorate meeting.

- (2) Sub-clause (1) of this clause does not permit a charity trustee to keep any benefit that may be conferred upon him or her by a resolution of the charity trustees or of a committee of charity trustees if, but for sub-clause (1), the resolution would have been void, or if the charity trustee has not complied with clause 7 (Conflicts of Interest).

21. Execution of Documents

- (1) The CIO shall execute documents either signature or by affixing it's seal (if it has one)
- (2) A document is validly executed by signature if it is signed and clearly printed and dated by at least two of the charity trustees.

22. Use of Electronic Communications

(1) General

The CIO will comply with the requirements of the Communications Provisions in the General Regulations and in particular:

- (a) the requirement to provide within 21 days to any member on request a hard copy of any document or information sent to the member otherwise than in hard copy;
- (b) any requirements to provide information to the Commission in a particular form or manner .

23. Keeping of Registers

The CIO must comply with its obligations under the General Regulations in relation to the keeping of, and provision of access to, a (combined) register of its members and charity trustees.

24. Minutes

The charity trustees must keep minutes of all:

- (1) appointments of officers made by the charity trustees
- (2) proceedings at general meetings of the CIO
- (3) meetings of the charity trustees and committees of charity trustees including:
 - the names of the trustees present at the meeting;
 - the decisions made at the meetings; and
 - where appropriate the reasons for the decisions.
- (4) decisions made by the trustees otherwise than in meetings.

25. Accounting records, accounts, annual reports and returns, register maintenance

- (1) The charity trustees must comply with the requirements of the Charities Act 2011 with the regard to the keeping of accounting records, to the preparation and scrutiny of statements of account, and to the preparation of annual reports and returns. The statements of account, reports and returns must be sent to the Charity Commission, regardless of the income of the CIO, within 10 months of the financial; year end.
- (2) The charity trustees must comply with their obligation to inform the Commission within 28 days of any change in the particulars of the CIO entered on the Central Register of Charities.

26. Rules

The charity trustees may from time to time make such reasonable and proper rules or byelaws as they may deem necessary or expedient for the proper conduct and management of the CIO, but such rules

or byelaws must not be inconsistent with any provision of this constitution. Copies of any such rules or byelaws currently in force must be made available to any member of the CIO on request.

27. Disputes

If a dispute arises between members of the CIO about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must try in good faith to settle the dispute by mediation before resorting to litigation.

28. Amendment of constitution

As provided by sections 224-227 of the Charities Act 2011

- (1) This constitution can only be amended:
 - (a) by resolution agreed in writing by all members of the CIO; or
 - (b) by a resolution passed by a 75% majority of those voting at a general meeting of the members of the CIO called in accordance with clause 18 (General meeting of members)
- 2) Any alteration of clause 3 (Objects), clause [28] (Voluntary winding up or dissolution), this clause, or of any provision where the alteration would provide authorisation for any benefit to be obtained by charity trustees or members of the CIO or persons connected with them, requires the prior written consent of the Charity Commission.

29. Voluntary Winding up or dissolution

- (1) As provided by the dissolution Regulations, the CIO may be dissolved by resolution of its members. Any decision by the members to wind up or dissolve the CIO can only be made:
 - (a) at a general meeting of the members of the CIO called in accordance with clause 18 (general meeting of members), of which not less than 14 days notice has been given to those eligible to attend and vote:
 - (i) by a resolution passed by a 75% majority of those voting, or
 - (ii) by a resolution passed by decision taken without a vote and without any expression of dissent in response to the question put to the general meeting; or
 - (b) by a resolution agreed in writing by all members of the CIO
- (2) Subject to the payment of all of the CIO's debts:
 - (a) Any resolution for the winding up of the CIO, or for the dissolution of the CIO without winding up, may contain a provision directing how any remaining assets of the CIO shall be applied.
 - (b) If the resolution does not contain such a provision, the charity trustees must decide how any remaining assets of the CIO shall be applied.
 - (c) In either case the remaining assets must be applied for charitable purposes the same as or similar to those of the CIO.
- (3) The CIO must observe the requirements of the Dissolution Regulations in applying to the Commission for the CIO to be removed from the Register of Charities, and in particular:
 - (a) the charity trustees must send with their application to the Commission:
 - (i) a copy of the resolution passed by members of the CIO;
 - (ii) a declaration by the charity trustees that any debts or other liabilities of the CIO have been settled or otherwise provided for, in full; and
 - (iii) a statement by the charity trustees setting out the way in which any property of the CIO has been or is to be applied prior to its dissolution in accordance with this constitution;
 - (b) the charity trustees must ensure that a copy of the application is sent within 7 days to every member and employee of the CIO, and to any charity trustee of the CIO who was not privy to the application

- (4) If the CIO is to be wound up or dissolved in any other circumstance, the provisions of the Dissolution Regulations must be followed.

30. Interpretation

In this constitution:

“connected person” means:

- (a) a child, parent, grandchild, grandparent, brother or sister of the charity trustee;
- (b) the spouse or civil partner of the charity trustee or any person falling within sub-clause (a) above;
- (c) a person carrying on business in partnership with the charity trustee or with any person falling within sub-clause (a) or (b) above;
- (d) an institution which is controlled –
 - (i) by the charity trustee or connected person falling within sub-clause (a), (b) or (c) above:
or
 - (ii) by two or more persons falling within sub-clause (d)(i) when taken together
- (e) a body corporate in which-
 - (i) the charity trustee or any connected person falling within sub-clauses (a) to (c) has a substantial interest; or
 - (ii) two or more persons falling within sub-clause (e)(i) who, when taken together, have a substantial interest.

Section 118 of the Charities Act 2011 apply for the purposes of interpreting the terms used in this constitution.

“General Regulations” means the Charitable Incorporated Organisations (General) Regulations 2012.

“Dissolution Regulations” means the Charitable Incorporated Organisation (Insolvency and Dissolution) Regulations 2012.

The **“Communication Provisions”** means the Communications Provisions in (Part 10, Chapter 4) of the General Regulations.

“charity trustee” means a charity trustee of the CIO.

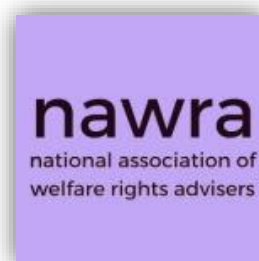


Appendix 7: Annual Report & Accounts y/e December 2022

Disability Advice Service (East Suffolk)

Registered Charity, No: 1152772

Trustees' Annual Report & Statement of Financial Activity for the Year Ended 31 December 2022



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1 Reference and Administration Details

1.1 Name & Registration

The charity is a Charitable Incorporated Organisation, registration no: 1152772, registered with the Charity Commission on 08 July 2013.

The charity is registered with HM Revenue & Customs.

1.2 Address

14 The Square, Martlesham Heath, Suffolk, IP5 3SL

e-mail: advice@daseastsuffolk.org

website: www.daseastsuffolk.org

1.3 Names of the Trustees Who Manage the Charity

	Role	Appointed/Reappointed	Resigned
Nick Bennett	Chair	02 March 2020	29 November 2022
Roy Gilmour	Vice Chair	25 January 2022	
Robin Stroud	Treasurer	25 January 2022	
Steve Doe	Vice Treasurer	25 January 2022	
Rod Gibson	Secretary	13 January 2020	
Michelle Eaves	Trustee	12 March 2021	
Emily Hook	Trustee	09 April 2021	
Natasha Hook	Trustee	09 April 2021	
Debbie O'Hara	Trustee	11 September 2020	
Graham Walker	Chair	29 November 2022	

1.4 Names of Senior Members of Staff

Steve Race, Manager (effective from 01.01.2023)

1.5 Bank

Lloyds Bank, 8 The Thoroughfare, Woodbridge, Suffolk, IP12 1AF

2 Structure, Governance & Management

2.1 Type of Governing Document

The charity's constitution is based on the Charity Commission's Foundation Model for Charitable Incorporated Organisations, where the trustees are the only members of the charity.

2.2 Charitable Object

As defined in Disability Advice Service (East Suffolk)'s constitution (governing document):

The charity's object is: *The relief of children and adults with disabilities and their carers in East Suffolk and nearby areas.*

2.3 Trustee Selection Methods

There must be at least three charity trustees. The maximum number of trustees is 12.

In accordance with the constitution, trustees are appointed or re-appointed for a term of three years by a resolution passed at a properly convened meeting of the Management Committee.

In appointing trustees, due consideration is given to ensuring that the trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law.

3 Activities

3.1 Statutory Declaration

The trustees of Disability Advice Service (East Suffolk) confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

4 Achievements & Performance

4.1 Outputs and Outcomes for the Charity's Beneficiaries

2022 saw the demand for our services soar as a result of the energy and cost-of-living crisis and also our social media communications, networking and partnership development aimed at expanding our reach. Our enquiry rate per client was maintained at its heightened level as a result of the broader, more holistic service we have developed for clients in the last two years. The nature of the help we provide, however, has developed and broadened:

- The number of crisis service clients was three times higher than the previous year and 16x higher than pre-pandemic levels. Many of these clients, often suffering from severe mental ill-health, needed short term help with food and hygiene essentials. We were able to source unprecedented levels of hardship funds to enable us to help them. The effort required to assess and process these payments is intensive as investigations are carried out to meet funders' eligibility criteria and to protect against potential fraud.
- In the first year of our new specialist energy support service, we advised 177 clients for whom we obtained £8,519 through grant applications and all clients benefitted from access to help schemes or revised tariffs.
- In the first year of our new Pension Credit service, we advised 260 pension age clients who as a result gained collectively £80,042 per annum.

Benefit Gain can be taken together with subsistence grants etc meaning an overall monetary impact for our beneficiaries for the year of £2.8m, another record for the service.

The Listening Service returned to full resourcing through our volunteer team and a friendly call to check up on their welfare is clearly very welcome judging by the responses we receive.

	2022	2021
Clients engaged	2,182	1,055
Enquiries received	15,588	7,587
Appeals representations	40	61
Success rate on appeals	100%	100%
Benefit gain (Year One)	£2,722,472	£2,606,983
Benefit gain (Full)*	£9,249,794	£8,857,412
Crisis clients	469	145
Listening Service contacts	2,218	143
Subsistence grants and food parcels to individuals	£50,696	£11,388

* Some benefits have longevity beyond the first year and the full benefit calculation accounts for this.

We also measure the benefit of the service through a rolling interview programme which tests out the reaction of clients to our *Questions of Future Well-Being Survey*, this is focused on two key areas: "Improved physical health and emotional wellbeing" and "Enabled greater independence". In both cases the results are overwhelmingly positive.

Toward the end of the year we set up a trial programme of three "Community Warm Space" events to enable us to evaluate the benefit of a broader programme going forward.

As a Disabled People's Organisation, we provide work and volunteering opportunities to the disabled community, some of whom are previous beneficiaries of the service.

We were able to increase our resources both as to paid staff, volunteers and office space with the addition of welcome expansion to a ground floor shop front space below our existing office. As well as being able to make working more accessible for wheel-chair bound staff and volunteers, this has proved to be the expected boon for visiting clients too.

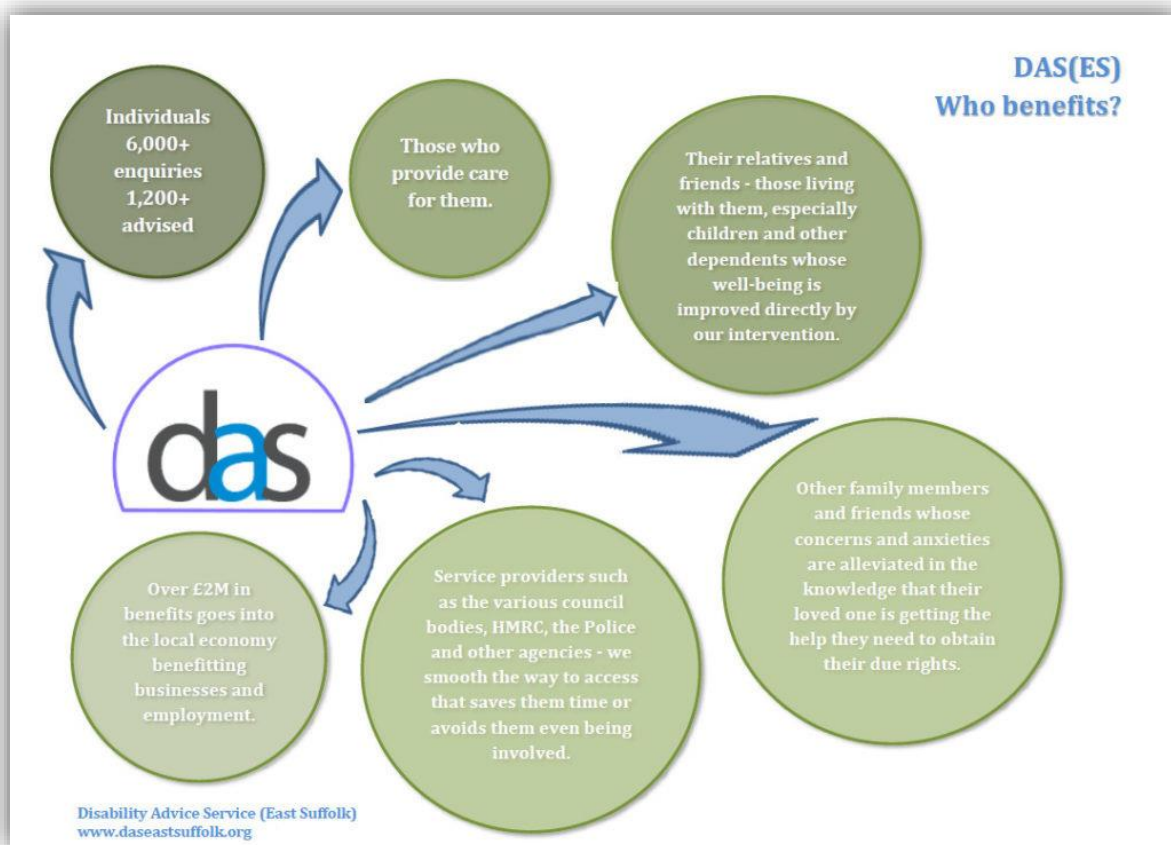
Our chair departed after his three-year term and we were pleased to welcome on board Graham Walker as a very able and experienced replacement. There were no other changes to the membership of the management committee. Our strategic projects continue to be progressed in accordance with our annually updated Business Plan and Fundraising Strategy.

The charity's priorities for the coming year are:

- to increase its reach to more potential beneficiaries;
- to secure Advice Quality Service accreditation;
- expanding the service to new areas working with new partners; and
- explore options to improve long-term financial resilience.

4.2 How the Public Have Benefitted

In addition to beneficial impact directly on our clients the service also benefits other groups as illustrated in the chart below:



4.3 Contributing to Activities Run by Other Organisations

The charity provides a gateway assessment service for other organisations that provide hardship funds for crisis intervention and poverty relief.

4.4 Trustee Development

Trustees are encouraged to participate in development opportunities as and when appropriate.

5 Financial Review

5.1 Details of Any Funds Materially in Deficit

The Charity has no funds which are materially in deficit.

5.2 Financial Reserves Policy

The Charity's policy on reserves is determined by Charity Commission guidance in that having no fixed assets it maintains an amount of cash which is sufficient to discharge its obligations in the event that the Management Committee deems it necessary to close the charity plus sufficient to ensure continuity of the operations equivalent to 6-12mths operating costs.

5.3 Principal Sources of Funding and Outgoings

The principal sources of funding are grants made to the charity by small and large charitable foundations, all levels of local government and individual donations. The charity is a member of the Chartered Institute of Fundraising and adheres to its Code of Conduct.

In compliance with the Charities (Protection and Social Investment) Act 2016 all fundraising is carried out in a safe way which protects the public. We do not cold call or appeal to the public to sign up to long-term giving commitments other than providing options to do so on our website. The charity does not make payments for fundraising activity of any kind and it has never received a complaint related to fundraising activity.

5.4 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost.

5.5 Financial Status

Though modest, the charity's current resources are sufficient to meet its outgoings in accordance with its Financial Reserves Policy and all the indications are that this will remain the case for the foreseeable future.

Total net assets at the end of the financial year were £236,761 representing ten months of operating costs based on our 2023 budget.

5.6 Statutory Statements on Liabilities

The Trustees declare that:

- ✓ The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of this statement; and
- ✓ The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the CIO.

Signed on behalf of the Trustees

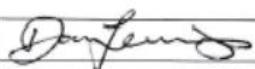


Name & Role Rod Gibson
Secretary to the Management Committee

Date: 23 March 2022

6 Statement of Financial Activity

6.1 Independent Examiner's Report on the Accounts

Section A		Independent Examiner's Report	
Report to the trustees/ members of	Charity Name DISABILITY ADVICE SERVICE (EAST SUFFOLK)		
On accounts for the year ended	31 ST . December 2022	Charity no (if any)	1152772
Set out on pages	2		
I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 / 12 / 2022.			
Responsibilities and basis of report	As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").		
I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.			
Independent examiner's statement	I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect: <ul style="list-style-type: none">• accounting records were not kept in accordance with section 130 of the Act or• the accounts do not accord with the accounting records		
I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.			
* Please delete the words in the brackets if they do not apply.			
Signed:			Date: 31/01/2023
Name:	Daniel Jennings		
Relevant professional qualification(s) or body (if any):	ACA		
Address:	9 CAULDWELL AVENUE IPSWICH IP4 4EB		

6.2 Receipts & Payments Accounts for the Financial Year Ended 31-December-21

6.2.1 Balance Sheet

Disability Advice Service (East Suffolk)
Registered CIO Charity 1152772

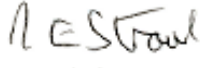
Balance sheet as at 31st December 2022
for the period Jan-Dec 2022


2021		2022		2021		2022
Opening		Opening	Closing			Closing
Jan-Dec	Activity	Jan-Dec	Jan-Dec	Assets		Jan-Dec
£		£	£			£
602	Cash	311	311	Cash		204
12,290	Current Ac	12,311	12,311	Current Ac		-41,185
29,576	CCLA	29,579	29,579	CCLA		29,944
104,677	Deposit	154,690	154,690	Deposit		247,798
49,746	b/fwd	147,145	147,145	b/fwd		196,986
196,891	c/fwd	196,986	196,986	c/fwd		236,761
			60,000	Reserves		50,000
			28,275	Restricted		39,450
			108,711	Unrestr'd		147,311
			196,986			236,761

Note. As the £1,234 held in the current account for the Coastal Forum are not DAS funds, it has been removed from the balance sheet.

It is accounted for on the current account bank reconciliation statement.

Agreed to be a true record and accurate statement of our accounts, which have been duly examined.

Robin Stroud 
Hon. Treasurer
Date 12/1/23

Graham Walker 
Chairman
Date 2nd Feb 2023

Daniel Jennings. Chartered Accountant
Independent Examiner
Date 31/01/2023

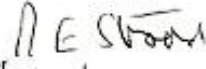



6.2.2 Statement of Financial Activities


Disability Advice Service (East Suffolk) CIO no. 1152772
ANNUAL ACCOUNTS 2022
Statement of financial activities for the year ending 31st December 2022

INCOMING	Unrestricted	Restricted	Total
	£	£	£
Donations	7,539		7,539
Grants	43,000	292,541	335,541
Fund raising	1,488		1,488
Interest	471		471
TOTAL	52,498	292,541	345,039
EXPENDED			
Events	0	0	0
Advice Services	23,999	281,366	305,365
TOTAL	23,999	281,366	305,365
NET			
GAINS/LOSSES	28,499	11,175	39,674
NET MOVEMENT			
IN FUNDS	28,499	11,175	39,674
RECONCILIATION			
OF FUNDS			
Funds brought forward	168,616	28,275	196,891
Funds carried forward	197,311	39,450	236,761
FUNDS OF THE CHARITY			
Cash	204		204
Current account	-41,185		-41,185
CCLA	29,944		29,944
Deposit account	208,348	39,450	247,798
TOTAL	197,311	39,450	236,761

Note: As the £1,234 held in the current account for the Coastal Forum are not DAS funds these have been excluded from FUNDS OF THE CHARITY.

Signed
Robin Stroud 
Hon. Treasurer
Date 12/1/23

Signed
Graham Walker 
Chairman
Date 2nd Feb 2023

Signed
Daniel Jennings, Chartered Accountant
Independent Examiner
Date 31/01/2023


6.2.3 General Account

Disability Advice Service (East Suffolk) Accounts for the period Jan- Dec 2022 GENERAL ACCOUNT						
2021		2022		2021		2022
		JAN-DEC		JAN - DEC		JAN - DEC
EXPENDITURE			INCOME			
101,492	Salaries/HMRC/pension	165,601	30,000	SCC		40,090
5,448	Recruitment	6,083	3,997	MS Society		3,996
	Premises maintenance	18,999	20	Dance		0
20,947	Rent & service charges	28,536	2,471	Donations		7,539
117	Travel	582	4	CCLA interest		363
2,567	Training	3,102	0	HMRC JRC		0
2,231	Telephone & internet	2,767	7,000	Household support		26,500
299	Postage	965	12	Lloyds interest		108
1,191	Stationery	943		Grants restricted)		
1,771	Insurance	3,383	101,728	Grants unrestricted)		99,897
2,509	Publicity/Advertising	3,495	5,141	Local Government		37,985
114	Refreshments	418	57,557	National Lottery		112,063
1,780	Books/Publications/Subs	2,053		Rope rent support		12,000
4,335	Prof. Fees/Gifts	3,609		Events		1,488
7,043	Office equipment	20,608	3,000	Rope emergency fund		1,010
1,180	Cleaning	1,523		Tudor well being		2,000
	Household support	31,566				
303	Legal/DBS/Licenses	252				
3,419	Utilities	6,203	210,930	Sub total		345,039
4,343	Hardship/emergency payment	300				
95	Coastal Forum	0				
	Warm places project	219				
	Rope crisis	2,158				
	Tudor well being	2,000				
	Sub total	305,365				
	Client grants	3,703		Client grants		3,712
161,184	SUB TOTAL	309,068				
49,746	SURPLUS	39,683				
210,930	TOTAL EXPENDITURE	348,751	210,930	TOTAL INCOME		348,751

R.E. St Paul Robin Stroud 10/3/23

6.2.4 Approval of the Board of Trustees

The Trustees declare that they have approved the above Annual Report & Statement of Financial Activity.

Signed on behalf of the Trustees



Name & Role Rod Gibson
Secretary to the Management Committee

Date: 23 March 2023

6.3 Notes to the Accounts

a) Accounting Policies

The financial statements have been prepared in accordance with the Charities Act 2011 Section 133, using the Receipts and Payments basis available to small charities and the charity's own simple accounts spreadsheet.

b) Cost of Fundraising

No payment was made for costs related to raising funds.

c) Reimbursement of Out-of-Pocket Expenses

Out-of-pocket expenses incurred necessarily, reasonably and incidentally in the course the charity's activities are reimbursed at cost.

No Trustees received any reimbursement of out-of-pocket expenses in the financial year.

d) Salaries & Professional Fees

No trustee receives any payments for the services they provide to the charity.

In the current financial year the charity employed staff but no paid external contractors.

e) Fixed Assets

The charity has not purchased or disposed of any fixed assets in the current financial year.

f) Creditors & Debtors

Cheques for goods or services purchased, or invoices for goods or services delivered, which are issued prior to the end of the financial year but not appearing in the end of financial year bank statement are reported as outstanding creditors or debtors respectively.

g) Rounding Discrepancies

All amounts are recorded to the penny, but in these accounts are shown as digitally rounded to the nearest pound. This can occasionally result in a total apparently not being the sum of its constituent amounts. All individual amounts, and their totals, are nevertheless correct.

h) Hardship Funds

Income and expenditure include two sources (Household support (from the East Suffolk County Household Support Fund) and Ropes emergency fund (from the charity Mrs L D Rope Third Charity Settlement) that represent grants to us (income) and individual welfare/hardship grants that we distribute to beneficiaries (expenditure) normally in the form of supermarket vouchers. Taken together these items total £27,510 in income and £33,724 in expenditure (the difference of £6,214 being the amount spent in the current financial year that had been granted late in the previous year. This was an unusually high amount due to the availability of funds in the prevailing circumstances of the cost-of-living crisis and our ability to identify eligible recipients and administer the distribution. The amounts should be deducted from income and expenditure for the purpose of assessing operating or core running costs.

i) Grants Received

We are grateful for all donations and grants upon which we are entirely dependent to enable us to continue to deliver our services for our beneficiaries and the public benefit. This includes many tier 1&2 councils and councillors, but we are particularly grateful for

the grants and other long term support we receive from East Suffolk Council and Suffolk County Council.

Of the charitable organisations that provided financial support this year the following are recognised below for grants of £2,000 or more for which we are enormously grateful:

Alan Boswell Group Foundation £2,000	Garfield Weston Foundation £15,000
Albert Hunt Trust £2,000	Lord Belstead Charitable Settlement £3,000
Anton Jurgens Charitable Trust £3,000	Mrs L D Rope Fourth Char Settlement £12,000
Artemis Foundation £4,000	Lush Charity Pot Grants £2,000
Clothworkers Foundation £10,000	National Lottery Community Fund £112,063
David Family Foundation £5,000	Strangward Charitable Trust £2,000
Equity In Mind Fund £23,697	Tudor Trust £17,000