
International Continence Society Trustee Handbook

Version at August 2019 (V7)

Board of Trustees/ICS Office

Trustee Handbook

This handbook provides information about the ICS and the role of a Trustee and as an induction guide for new Trustees. It is aimed as a guide for all Trustees in their term of office and will be revised regularly.

How to read this document

In order to keep the size of this handbook to a minimum, there are links to ICS documents and web pages which can be easily viewed when required.

Mission Statement

The International Continence Society is a registered charity with a global health focus which strives to improve the quality of life for people affected by urinary, bowel and pelvic floor disorders by advancing basic and clinical science through education, research, and advocacy.

Vision Statement

Within a global scientific and scholarly environment which supports clinical and basic research in continence and pelvic floor disorders, the ICS strives for excellence in:

- international cooperation through affiliation with the ICS by other national and international societies working in related areas and through collaborative projects.
- global education of professionals by holding workshops and conferences and offering research and travel awards to centres of excellence;
- outreach programs to improve access to continence care for the developing world through education, advocacy and service;
- research by publication of research results at annual meetings, in the journal and by providing research scholarships and bursaries for professionals;
- developing and advancing standards and guidelines for good clinical practice by dedicated committees, educational sessions, and local workshops;
- advocacy and public awareness by developing fact sheets, holding an annual consumer meeting, having accessible information on the web site, and linking with other similar consumer groups.

What is the International Continence Society (ICS) and how is it governed?

The ICS is an international society of medical, nursing and allied health professionals, and scientists concerned with improving the standard of healthcare delivery for those with continence and other pelvic floor disorders throughout the world.

The Governance of the ICS is described in 2 documents:

- Articles of Association
- Bylaws

N.B. It is essential that every Trustee is familiar with these documents. The documents are found on the ICS Website: [Link to governance documents](#)

The aims of the ICS, as contained in its Articles of Association, are the advancement of basic and clinical sciences concerned with the function and dysfunction of the urinary tract, bowel and pelvic floor. Please review the Articles to read the full list of Charity aims/objects:

- to raise public awareness of both urinary and anal incontinence, and other functional abnormalities including obstruction and pain and the fact that it can be corrected, improved or at

least better managed and to enhance the knowledge and skills of health professionals involved in prevention and management of incontinence and thereby to improve the standard of healthcare delivery

- to initiate, co-ordinate and give advice on research projects undertaken for the benefit of the public
- to carry on and to stimulate medical education and raise awareness on the subject of incontinence and its prevention, treatment and care
- to act as a consultative body for public organisations and individuals undertaking research for public benefit on the medical aspects of incontinence

Definition of Articles vs Bylaws

Articles and Bylaws

The difference between the Memorandum, Articles and Bylaws is described and a summary of each is provided below. A reminder that the ICS is both a company and a charity, while Conticom-ICS is a company only and acts as the trading subsidiary of the ICS:

Articles of Association

The Articles form the constitution of the ICS. They are a set of fundamental principles according to which the organisation is governed. They include the broad framework for how the ICS operates and state how the Board will be appointed. The Articles of Association is a document that contains the purpose of the company as well as the duties and responsibilities of its members.

Bylaws

The Bylaws address individual items in much more detail and include the rules and regulations of the company/charity. They refer more to daily operations. The Bylaws must remain consistent with the Articles. If there is an inconsistency then the Articles will always remain superior.

Memorandum of Association

The Memorandum of Association *used* to govern the relationship between the company/charity and the outside world. Since 1 October 2009 UK Company law has changed with the information contained within the Memorandum of Association now defined as part of the Articles. In summary, the Board should now consider our Articles as a complete document and not consider the Memorandum as a separate entity. Today, the key purpose of a Memorandum of Association is to register a company in the United Kingdom.

What is a Charity and what is the Charity Commission?

ICS is a Company limited by guarantee and has charitable status registered by the UK Charity Commission. A charity is so designated because it works for the common good of the community, as described by the Commission.

The [Charity Commission](#) for England and Wales is established by law as the regulator and registrar of charities in England and Wales. The aim is to provide the best possible regulation of these charities in order to increase their efficiency and effectiveness and to promote public confidence and trust in them. The Commission's job is to work with charities to ensure that they are accountable and use their funds wisely, that they are well run and meet their legal obligations to fulfill the charitable aims outlined in the Memorandum of Association, for the public benefit. The Society makes an Annual Report to the Commission on all its activities as well as its financial transactions.

For further reading

[Link to all Charity Commission guidance for Trustees who manage a Charity](#) All UK charities must operate within the constraints of charity law.

[CC60 - The Hallmarks of an Effective Charity](#) In this publication, the Charity Commission has put together those characteristics that they think best describe the attributes of a well-run charity, but upon which charitable status is not dependent. It includes those areas in which the Commission has an interest in promoting high standards.

What does it mean to be a Trustee in UK?

A Charity is governed by its Trustees who are elected by the Membership to work together as a team, and have collective responsibility for their charity. Trustees should read [UK Charity Trustee: what's involved?](#) produced by the Charity Commission.

Trustees serve as volunteers, and receive no payment (other than to repay necessary out-of-pocket expenses incurred).

The 6 main duties and responsibilities of Trustees

These can be summarised as follows (as shown in the above UK Charity Trustee document):

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

You and your co-trustees must make sure that the charity is carrying out the purposes for which it is set up, and no other purpose. This means you should:

- ensure you understand the charity's purposes as set out in its governing document
- plan what your charity will do, and what you want it to achieve
- be able to explain how all of the charity's activities are intended to further or support its purposes
- understand how the charity benefits the public by carrying out its purposes

Spending charity funds on the wrong purposes is a very serious matter; in some cases trustees may have to reimburse the charity personally.

Find out more:

[The essential trustee - purposes and public benefit](#)

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

You and your co-trustees must:

- make sure that the charity complies with its governing document
- comply with charity law requirements and other laws that apply to your charity

You should take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when you need to.

Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the commission in their annual return or annual update.

Find out more about [your governing document and the law](#).

[Change your charity's details](#)

[Send a charity's annual return](#)

3. Act in your charity's best interests

You must:

- do what you and your co-trustees (and no one else) decide will best enable the charity to carry out its purposes
- with your co-trustees, make balanced and adequately informed decisions, thinking about the long term as well as the short term
- avoid putting yourself in a position where your duty to your charity conflicts with your personal interests or loyalty to any other person or body
- not receive any benefit from the charity unless it's properly authorised and is clearly in the charity's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner

Find out more:

[The essential trustee - act in your charity's best interests](#)

4. Manage your charity's resources responsibly

You must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement. You and your co-trustees must:

- make sure the charity's assets are only used to support or carry out its purposes
- not take inappropriate risks with the charity's assets or reputation
- not over-commit the charity
- take special care when investing or borrowing
- comply with any restrictions on spending funds

You and your co-trustees should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise you risk making the charity vulnerable to fraud or theft, or other kinds of abuse, and being in breach of your duty.

Find out more:

[The essential trustee - manage your charity's resources responsibly](#)

5. Act with reasonable care and skill

As someone responsible for governing a charity, you:

- must use reasonable care and skill, making use of your skills and experience and taking appropriate advice when necessary
- should give enough time, thought and energy to your role, for example by preparing for, attending and actively participating in all trustees' meetings

Find out more:

[The essential trustee - act with reasonable care and skill](#)

6. Ensure your charity is accountable

You and your co-trustees must comply with statutory accounting and reporting requirements. You should also:

- be able to demonstrate that your charity is complying with the law, well run and effective
- ensure appropriate accountability to members, if your charity has a membership separate from the trustees
- ensure accountability within the charity, particularly where you delegate responsibility for particular tasks or decisions to staff or volunteers

Find out more:

[The essential trustee - ensure your charity is accountable](#)

When trustees can be personally liable

It's extremely rare, but not impossible, for charity trustees to be held personally liable:

- to their charity, if they cause a financial loss by acting improperly
- to a third party that has a legal claim against the charity which the charity can't meet

Understanding potential liabilities will help you to protect yourself and your charity by taking action to reduce the risk. This includes complying with your duties. It also includes deciding whether your charity should become incorporated (for example as a company or CIO).

[Find out more about reducing the risk of liability.](#)

What is the role of an ICS Trustee?

The responsibility for decision-making concerning the direction, management and organisation of the ICS lies with the Trustees. The ICS may employ others (e.g. ICS office staff) and give them a high degree of responsibility, but the ultimate responsibility lies with the Trustees.

The Board of Trustees develops the strategic plans and direction of the Society while the operational management of the Society and the actioning of the strategic plans are the responsibility of the ICS Office. Trustees should avoid becoming involved in day to day operational decisions and matters. This line between management and governance is always a challenge for charities whether large or small.

All ICS Trustees should have access to e-mail and internet, respond to items in a timely fashion. Trustees must be available for conference calls, face-to-face meetings of the Board of Trustees as required, and attend the Annual ICS Scientific meeting.

What legal entity is the ICS?

The ICS is registered at [Companies House](#) as a Company and by the UK Charity Commission as a charity. Appointment as a Trustee means also appointment as a Director of ICS, the Company. The International Continence Society is a Company Limited by Guarantee and has registered charitable status. The ICS is therefore defined as an incorporated charity.

ICS is a Company limited by guarantee. In the UK there are two main primary entities: a Company Limited by Shares, and a Company Limited by Guarantee (link to wiki [definition of company limited by guarantee](#)).

Limited by Guarantee is primarily used for corporations which are non-profit. In a guarantee company the “members” act as guarantors. The guarantors give an undertaking to contribute a nominal amount (typically very small) in the event of the winding up of the company – in the case of the ICS it is £1.00. The ICS “members” are defined as those who pay their subscription to the ICS as per Article 2 of the Articles of Association. Therefore in the event that the ICS were to be terminated as an entity, the ICS members would be liable for £1.00 each and it would be the responsibility of the recovery team to collect this.

As the scale and complexity of a charity's activities increase so will the financial risk. The main advantage of a company charity is that it offers some protection from personal liability to trustees and members. A company charity is a legal person in its own right, quite separate from the trustees/directors and the members of the company. When a company enters into a contract, unless the trustees/directors were negligent or acted improperly in setting up the contract, the company will be liable for any debts arising out of the contract. The trustees/directors are only likely to be liable themselves for debts if they have acted wrongfully or fraudulently or entered into personal guarantees with the charity's creditors. This further reinforces the limited Trustee liability for the Charity, assuming they have acted responsibly throughout.

What is Conticom-ICS Limited?

Conticom-ICS Limited is the trading subsidiary of the ICS. Conticom deals with all the commercial activities of the ICS and receives income from the Annual Meeting (and other sponsorship income). It was set up in conjunction with the ICS when it received its incorporated charitable status. Conticom receives funds as above and then donates or gift-aids any surplus it has to the ICS. This is how the ICS receives funds to continue its charitable objectives, while Conticom does not pay any tax as no surplus is made.

Conticom-ICS Limited is a company limited by shares with one shareholder which is ICS. Conticom cannot undertake activities without the prior consent of the ICS.

Conticom has company Directors who are currently defined as the members of the Board of Trustees. Dominic Turner, IT Director of ICS, is also a director of Conticom.

Becoming an ICS Trustee

The ICS Articles and Bylaws define how one is appointed to the Board of Trustees after election by the members. All successful nominees are announced at the AGM. All new Trustees are logged by the office as Directors on the Companies House website, for both ICS and Conticom. Trustees are also notified on the website of the Charity Commission.

The induction pack for new Trustees includes:

- Access to this handbook
- Board minutes for the last two years plus dates of future meetings already agreed
- Annual reports and accounts for the previous three years
- Copies of business plans and strategies
- Executive Director and IT Director job description
- A summary of other Trustees and their contact details
- Code of conduct and contract to sign

International Continence Society Trustee and Director of Conticom-ICS Contract

Trustee Contract between _____ and International Continence Society (the organisation)

1. [Name] has been elected onto the Trustee Board with effect from _____. The term of office is three years, with an option to seek re-election for further terms by voting by the membership.
2. A Trustee has the right to:
 - Equal status and voting rights as all the other Trustees
 - To receive training which relates to any area of the Board's work
3. Each Trustee has a responsibility to:
 - Attend Trustee Board meetings regularly. If unable to attend, an apology must be made to the General Secretary;
 - Understand and be fully committed to the aims and principles of the organisation;
 - Challenge all incidents that contravene the organisation's equal opportunities policy;
 - Take a share of the Board's work by participating in sub-committee/taskforce/project initiatives of the Board;
 - Support all decisions once they have been agreed by the Board;
 - Respect the confidentiality of Board matters and discussions if agreed by the Board;
 - Maintain the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the organisation;
 - Avoid or acknowledge any personal conflict of interest, should one arise;
 - Undergo a thorough induction upon appointment and ongoing training to remain alert to, and aware of, their duties and responsibilities, and of the environment in which they operate;
 - Comply at all times with the International Continence Society Trustee Code of Conduct;
 - Act in the best interest of the organisation, beneficiaries and future beneficiaries at all times;
 - Act (as requested) as a counter-signatory on organisation cheques (including any electronic transactions) and any applications for funds;
 - Maintain absolute confidentiality about all aspects of the Trustees' business, bearing in mind the over-riding legal obligations placed upon Trustees;
 - Act as a Director of the organisation and to comply with a Director's statutory duties under the Companies Act 2006;
 - Act (as requested) as a Director of Conticom ICS Limited.
4. An induction programme will be organised for new Trustees aimed at helping them to become involved in the Board activities. In addition, the organisation will provide opportunities to meet other Trustees, members of staff and to become familiar with the organisation, its policies, plans and financial status.
5. Joint responsibilities with all the other Trustees are to:
 - Determine the overall direction and development of the organisation through good governance and clear strategic planning;
 - Ensure that within the constraints of resources, the organisation is achieving its purpose, is pursuing its charitable objects and is providing public benefit;
 - Take a long term view of how the work of the organisation should develop;
 - To ensure that funding for the organisation continues;
 - Ensure that all Board responsibilities delegated to paid staff and individual members of the organisation are carried out;
 - Manage and use the resources of the organisation in order to optimise its potential;
 - Ensure that robust systems are in place for internal financial control and the protection of the funds and assets of the organisation;

- Ensure that the organisation and its representatives function within all legal and regulatory requirements applicable, and in line with the governing documents of the organisation, continually striving for best practice in governance;
 - Take appropriate professional advice in all matters where there may be a material risk to the organisation, or where the Trustees may be in breach of their duties;
 - Promote and develop the organisation in order for it to grow and maintain its public benefit;
 - Maintain sound financial management and control of the resources of the organisation;
 - Undertake regular performance reviews. Monitoring the work and activities of individual Trustees including the General Secretary and Treasurer;
 - Ensure the effective and efficient administration of the organisation and its resources, striving for best practice in good governance.
6. Trustees are required to declare any relationships financial or otherwise, which might result in conflict of interest while they are serving on the Board.
7. A Trustee wishing to resign from the Board should do so by writing to the General Secretary of the Board. Reasons should be given if they relate to the organisation and its activities.

Trustee declaration

- I have read and understood the provisions of the Trustee contract and the International Continence Society Trustee Code of Conduct and the Memorandum and Articles of Association and Bylaws.
- I have received and read the Trustee handbook and the induction material for new Trustees and understand my duties and responsibilities as a Trustee
- I undertake to familiarise myself with the organisation's policies, objectives, plans and financial position.
- I shall declare all conflicts of interest as and when they arise via the ICS website. If at any time these conflicts hamper my ability to perform my role as Trustee, I shall resign from the Board.
- I shall keep all the proceedings at Trustee meetings confidential and shall not discuss any of the issues with the press / media without clearance from the Chairperson.
- I recognise that my position as Trustee is a voluntary role and that no employment relationship is created by this contract. I also acknowledge that no fees or other payments are at any time due to me from the organisation as a result of my position as Trustee.

Signed _____

Trustee Name

Date

International Continence Society Trustee Code of Conduct

A Trustee code of conduct is an agreement between the ICS and individual Board members that spells out the standards of behaviour expected from Trustees. Trustees sign up to the code when they join the Board.

International Continence Society Trustee Code of Conduct

As a Trustee of International Continence Society I promise to abide by the fundamental values that underpin all the activity of this organisation. These are:

Accountability

Everything International Continence Society does will be able to stand the test of scrutiny by the public, the media, charity regulators, members, stakeholders, funders, Parliament and the courts.

Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within International Continence Society and equally when dealing with individuals and institutions outside it.

Transparency

International Continence Society strives to maintain an atmosphere of openness throughout the organisation to promote confidence of the public, stakeholders, staff, charity regulators and Parliament.

Additionally, I agree to the following points:

Law, mission, policies

- I will not break the law or go against charity regulations in any aspect of my role of Trustee.
- I will support the mission and consider myself its guardian.
- I will abide by organisational policies.
- I will act within the governing documents and the law, and abide by the policies and procedures of the ICS. This includes having knowledge of the contents of the *Memorandum and Articles of Association* and *Bylaws* and relevant policies and procedures.

Conflicts of interest

- I will always strive to act in the best interests of the ICS.
- I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises. I understand that failure to declare conflict of interest may be considered breach of this code.
- I will submit to the judgment of the Board and do as it requires regarding potential conflicts of interest.

Person to person

- I will not break the law, go against charity regulations or act in disregard of organisational policies in my relationships with fellow Trustees, staff, volunteers, members, service recipients, contractors or anyone I come into contact with in my role as Trustee.
- I will strive to establish respectful, collegial and courteous relationships with all with whom I come into contact in my role as Trustee.

Protecting the organisation's reputation

- The General Secretary is the spokesperson for the ICS. I will not speak as a Trustee of this organisation to the media or in a public forum without the prior knowledge and approval of the Board of Trustees, through the General Secretary. When such prior consent has not been possible, I will inform the General Secretary and the Board of Trustees of the subject and issues as soon as possible.
- When I am speaking as a Trustee of this organisation, my comments will reflect current organisational policy even when these do not agree with my personal views.
- When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.
- I will respect organisational, Board and individual confidentiality.

- I will take an active interest in the organisation's public image, noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for the organisation.

Personal gain

- I will not personally gain materially or financially from my role as Trustee, nor will I permit others to do so as a result of my actions or negligence.
- I will document expenses and seek reimbursement according to procedure.
- I will not accept gifts or hospitality without prior consent of the Board of Trustees.
- I will use organisational resources responsibly, when authorised, in accordance with procedure.

In the Boardroom

- I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by the International Continence Society
- I will abide by Board governance procedures and practices.
- I will strive to attend all Board meetings, giving apologies ahead of time to the Chair if unable to attend.
- I will study the agenda and other information sent me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.
- I will honour the authority of the Chair and respect his or her role as meeting leader and will indicate to the Chair when I wish to speak and will not speak until granted by the Chair.
- I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.
- I will not hold private conversations with other colleagues, use my e-mail or laptop for personal use.
- I will accept a majority Board vote on an issue as decisive and final.
- I will maintain confidentiality about what goes on in the Boardroom unless authorised by the Chair or Board to speak of it.

Communication

- I will strictly adhere to the e-mail and forum policy
- Communication between myself and my fellow Trustees will be conducted with the utmost respect and civility.

Enhancing governance

- I will participate in induction, training and development activities for Trustees.
- I will continually seek ways to improve Board governance practice.
- I will strive to identify good candidates for Trusteeship
- I will support the Chair in his/her efforts to improve his/her leadership skills.

Leaving the Board

- I understand that substantial breach of any part of this code and the Code of Conduct as defined in the bylaws may result in my removal from the Board of Trustees. Should this happen I will be given the opportunity to be heard. In the event that I am asked to resign from the Board I will accept the majority decision of the Board in this matter and resign at the earliest opportunity.
- Should I resign from the Board I will inform the Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview.

ICS General Secretary (Chair of Trustees)

Whilst all Trustees are collectively responsible for the decisions and management of the charity, and jointly and severally liable for their actions, some view the position of Chair of Trustees as the ‘first amongst equals’, an ambassador, and the public face of the charity. It is imperative that the Chair provides effective leadership and management to the Board of Trustees, enabling it to fulfill its responsibilities for the overall governance and strategic direction of the charity, and ensuring that appropriate decisions are correctly made (including developing the organisation’s aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines). The Chair should also lead Trustee discussions on the manner in which the charity continues to provide public benefit, and how such provision is continuously monitored by the Board.

The Chair works closely in partnership with the ICS Executive Director to ensure that Trustee decisions are acted upon and that the charity is managed effectively. The Chair and Executive Director particularly should be sympathetic to the difference between the role the Board of Trustees plays in developing and agreeing the strategic direction of the charity and that of the ICS Office in applying that strategy in the day-to-day operations of the charity.

The core duties and responsibilities of the Chair of Trustees include:

Main Responsibilities

- Ensuring the ICS aims and objectives are met in compliance with the governing documents of ICS
- Representing the ICS on healthcare/professional aspects of the society, and in representing the charity at functions, meetings and in the press and broadcasting media, in line with the charity’s agreed media strategy.
- Providing authority on management decisions in line with Board strategies.
- Developing new projects and leading the Trustees in the development of strategic plans for the charity.
- Chairing General Meetings, Annual General Meetings, the Board of Trustees and exercising a casting vote at any meetings of these, should the voting be drawn.
- Providing leadership and support to the ICS Office and ensuring that the charity is run in accordance with the decisions of the Trustees, the charity’s governing document, and appropriate legislation.
- Liaising with the ICS Office with the drafting of agendas and supporting papers for Trustee meetings and ensuring that the business is covered efficiently and effectively in those meetings.
- Undertaking a leadership role in ensuring that the Board of Trustees fulfils its responsibilities for the governance of the charity.
- Leading on the development and implementation of procedures for Board induction, development, training, and appraisal, with the assistance of the ICS Office where appropriate.
- Implementing an effective communication strategy that includes the needs of staff, members and other stakeholders.
- Supporting and appraising the performance of the ICS Office management team.
- Acting between full meetings of the Board in authorising action to be taken *intra vires*, e.g. banking transactions and legal documents in accordance with relevant mandates.
- Maintaining the Trustees’ commitment to Board renewal and succession management, in line with the governing document of the charity and/or current best practice.
- Ensuring that the performance of the Board as a whole, and the Trustees individually, is reviewed on an annual basis.

Experience

The ICS General Secretary should be an upstanding member of the ICS for a minimum of 5 years. They should be well published in their area of expertise. They should also have experience of running a department/clinic or national society or organisation. A complete overview of the field of incontinence is essential.

Finance

What accounts are we required to prepare?

The Charity Commission states that any charity with an annual income or expenditure of over £10,000 must complete an annual report. As the ICS gross income is also over £100,000, we must prepare annual accounts on the accruals basis in accordance with the SORP (The Statement of Recommended Practice) and they must be independently examined. In addition, the ICS chooses to have its accounts audited. To read more about what we are required to prepare, read [Charity Reporting and Accounting: the essentials](#)

The ICS accountants and auditors are:

Haines Watts (Bristol)

Bath House

6-8 Bath Street

Bristol

BS1 6HL

There is no conflict of interest for Haines Watts to conduct the independent review/audit and accounts as separate teams work on each element.

Responsibility for Finance

The Trustees are responsible for ensuring that the finances of the charity remain solvent and that the funds are being used towards the aims and objectives of the charity. Because not all Trustees have expertise in financial management, the ICS also elects an Treasurer who is also *ipso facto* a Trustee. The Treasurer oversees the financial matters of the charity in line with good practice and in accordance with the governing documentation and legal requirements and reports to the Board of Trustees at regular intervals. The Treasurer will ensure that effective financial measures, controls and procedures are in place and are appropriate for the Charity.

The core duties and responsibilities of the ICS Treasurer include:

- Oversees, and present budgets, accounts, cash flows, management accounts, projections and financial statements to the Board of Trustees in collaboration with the Executive Director, Accounts Administrator and accountant, where applicable.
- Ensures that proper accounts and records are kept, ensuring financial resources are spent and invested in line with the charity's policies, good governance, legal and regulatory requirements.
- Is instrumental in the development and implementation of financial, reserves and investment policies and advise the Board of Trustees to assist in final decision making.
- Ensures that financial resources meet the present and future needs and obligations of the Charity
- Ensures that the Charity has and follows an appropriate policy on financial reserves and that the Charity has and follows and appropriate investment policy
- Ensures that the accounts are prepared and disclosed in the form required by law and by funders and the relevant statutory bodies e.g. The Charity Commission and the Registrar of Companies
- Ensures that the financial position is reported to the Board of Trustees in a timely fashion and to the ICS membership at the AGM.
- Chairing any finance committee in line with standing orders and terms of reference, and reporting back to the Board of Trustees.
- Advises the Board on the financial implications of the strategic plan of the Charity.
- Ensures budget requests are prepared and reviewed before presentation to the Board of Trustees.

- Liaises with the Executive Director, to ensure that the charity's annual accounts are compliant with the current Charities' SORP.
- Acts as a counter-signatory on charity cheques (including any electronic transactions) and any applications for funds or opening accounts.
- Ensure that appropriate insurances are maintained.
- Maintains sound financial management of the Charity's resources, ensuring expenditure is in line with the Charity's objects.
- Presents the accounts at the Annual General Meeting, drawing attention to important points in a coherent and easily understandable way.
- Contributes to the fundraising strategy of the organisation from a variety of sources.
- The Treasurer must attend both face to face meetings of the Board each year

Experience

The ICS Treasurer should be an upstanding member of the ICS for a minimum of 5 years. He/she should have experience in financial management either by way of a professional qualification or experience and should have or acquire a working knowledge of UK Charity finance, the skills to analyse proposals and examine their financial consequences, the ability to make unpopular recommendations to the Board and a willingness to be available to staff for advice and enquiries on an ad hoc basis.

Annual Report

This is a concise but comprehensive review of the activities of the ICS prepared by the office on behalf of the Board, and explains the aims of the Charity and how they were achieved in the previous year. It meets all the legal requirements and provides a balanced view of the structure, aims, objectives, activities and performance of the Charity. The report is a critical document that allows review of achievements against strategic planning as well as a time to celebrate achievements and reflect on challenges and difficulties. The Annual Report is also an opportunity to highlight the benefit to the public of Charity activities. The audience is not only Trustees and members, funders, donors and beneficiaries, but also the wider public who have an interest in what charities do and what benefits they bring to the community.

The financial year for ICS and Conticom ends on 31 December. The audit period normally occurs around February for approximately 2 weeks and does not involve the Trustees. The ICS office works with the auditors to ensure all required materials are provided. Draft accounts are ready in late May/June for approval and these are then ratified at the AGM. The accounts need to be filed at Companies House and Charity Commission within 9 months of our year end i.e. 30 September. If a company is late in filing its accounts, it is fined.

Currently the report is prepared by the ICS office, but all Trustees are responsible for reviewing the document and accounts in detail, finally giving the Treasurer authority to sign the report when finished.

[Link to Annual Reports and Accounts](#)

Bank Accounts

ICS and Conticom have the following accounts.

	Sterling Current NatWest Bank	Sterling Reserve NatWest Bank	Euro Current and Euro Reserve NatWest Bank	Dollar Current and Dollar Reserve NatWest Bank	Canadian Reserve NatWest Bank
ICS	✓	✓	✓	✓	✓
Conticom	✓	✓	✓	✓	✓

The Executive Director and several Trustees are signatories on these accounts. On all accounts except the account held at the CCLA Investment Management Ltd (COIF Charities Deposit Fund) which holds the majority of the ICS reserves, any one signatory can sign up to £5000. On the COIF account, two signatures are required for any withdrawal.

The ICS and Conticom also have internet banking on their main NatWest accounts. Every effort is taken by the ICS office to ensure the security of the ICS accounts.

Cash flow and Payment Procedure

Cash flow projections are created for the forthcoming year and include all the standard income and expenditure of the ICS and Conticom. Trustees review these cash flow projections with a view to ensure that the funds are being used for the charitable aims of the Society and that the finance is being correctly allocated. Cash flows and actuals are produced quarterly by the ICS office and are presented half yearly to the Board of Trustees.

Expenditures beyond the basic office requirements must be requested via the ICS Treasurer and by using a budget request form. If the expenditure expense is approved, the amount is then added to the cash flow and projections.

Expenses

The ICS has an expenses and travel policy for reimbursing Trustees meeting costs/reasonable expenses and speakers for educational courses. The travel and expenses policy can be found [here](#)

ICS Office

The ICS office staff are employed by both ICS and Conticom-ICS and the accountants apportion their man hours within the annual accounts after reference to the Executive Director. For example the Administrator works the majority of their hours for ICS, processing the ICS membership subscriptions. All staff are subject to a formal contract and are referred to the staff handbook which is maintained by the Executive Director. Staff are subject to annual reviews and targets and receive benefits such as contributory pension up to 5% after one year of service, 24 days holiday and travel insurance. The ICS office is currently made up of 9 members of staff – two of which are part time.

[Click here](#) to view the current ICS Office staff structure.

Further Reading

An ICS Trustee is expected to be familiar with:

- Annual Meeting Guidelines (current copy available via the ICS office)
- [Recent Minutes](#) of the ICS Annual General Meeting (AGM)
- [Recent minutes](#) of Board meetings
- [Please click here to read our e-mail and forum policy](#)