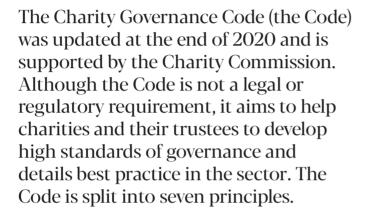
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Questions to ask... about the charity governance code



Some questions for trustees to ask in each area are provided below. These may be a useful guide for discussions at a trustee away day or a self-review of governance.

Foundation

All trustees are committed to the cause, recognise their public benefit responsibilities, understand their roles and responsibilities, and are committed to good governance.

- 1. Why are you a trustee?
- 2. Do you understand your role and legal responsibilities?
- 3. What difference do you want to make?
- 4. What will be your legacy?
- 5. What does good governance look like?

Principle 1: Organisational purpose

The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.

- 1. Is the charity still relevant and valid?
- 2. What difference do we want to make?
- 3. What difference have we made?
- 4. Are we future proofing the charity?

Principle 2: Leadership

Every charity is headed by an effective board that provides strategic leadership in line with the charity's aims and values.

- Do the trustees live the charity's culture and values?
- 2. Is the board culture making you less agile or holding you back?
- 3. How strong is the board's leadership?
- 4. How dependent is success on one leader?
- 5. Do you have a succession plan for trustees?

Principle 3: Integrity

The board acts with integrity, adopting values and creating a culture which helps achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.

- 1. Do all trustees act in the best interests of the charity?
- 2. Do you have an agreed set of behaviours?
- 3. Are you inclusive as a board?
- 4. Do you have a live conflicts of interest policy?
- 5. Are conflicts managed effectively?

Principle 4: Decision-making, risk, and control

The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control, risk assessment, and management systems are set up and monitored.

- 1. What risks would 'break' the charity?
- 2. How does the board review and manage internal controls?
- 3. Do you have a scheme of delegation?
- 4. Do you have a scheme of financial delegation?
- 5. What are you delegating and to who?

Principle 5: Board effectiveness

The board works as an effective team, using the appropriate balance of skills, experience, backgrounds, and knowledge to make informed decisions.

- 1. Do you have a culture to challenge and debate?
- 2. How are trustees trained?
- 3. Do you need to make space for different conversations?
- 4. Is there an objective board and trustee appraisal?

Principle 6: Equity, diversity, and inclusion

The board's approach to diversity supports its effectiveness, leadership, and decision making.

- 1. What does equity, diversity, and inclusion mean to you?
- 2. Would equity, diversity, and inclusion strengthen your board?
- 3. Do you have equity, diversity, and inclusion objectives which are aligned with the charity's aims, strategy, and culture?
- 4. How will you measure and monitor the charity's equity, diversity, and inclusion? Is this information published?
- 5. Have you really created a place at the table for a diverse range of trustees?

Principle 7: Openness and accountability

The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

- 1. Who are your stakeholders?
- 2. Are you sharing information that will be useful to them?
- 3. How are you communicating with them?
- 4. Are you building trust and confidence?

Further resources:

Charity Governance Code www.charitygovernancecode.org/en

It's your decision: charity trustees and decision making (CC27)

www.gov.uk/government/publications/its-your-decision-charity-trustees-and-decision-making

Conflicts of interest: a guide for charity trustees (CC29)

www.gov.uk/government/publications/conflicts-of-interest-a-guide-for-charity-trustees-cc29

Charity Commission questions to ask about finances

www.gov.uk/government/publications/charitytrustee-meetings-15-questions-you-should-ask

Here to help

If you have any questions regarding any of the above, please contact your usual HaysMac contact or Steve Harper, Partner, using the details below:



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