RSPB Statement of Governance

RSPB's purpose

Our purpose is to advance the conservation of birds, other wildlife, and the natural world, by protecting and restoring habitats and landscapes, saving species and connecting people to nature, for public benefit. We recognise that the health and resilience of individuals, our society and the economy is dependent on the health and sustainability of the planet's ecosystems. We know that birds, other wildlife and the habitats on which we all depend are interconnected.

Our vision

Our vision is a shared world where wildlife, wild places, and all people thrive. We believe we're all connected by the wonder of nature. The health of the natural world is fundamental to the survival of all species, and it has the right to flourish. We believe that the planet is facing a nature and climate emergency and that we have a moral duty to pass on the natural world in a better state to future generations.

How we deliver public benefit

We carry out conservation work that you can see from space, built from the ground up. We are effective because we bring the breadth of our capabilities to bear on the complex challenges facing species and ecosystems. The RSPB's strategy, which is rigorously informed by data, ecological models, and scientific research, sets out how we meet those challenges to make a difference over the current decade.

Royal charter

The RSPB originated in 1889. Like many historic not-for-profit institutions, the RSPB was established by Royal Charter, originally granted to us in 1904. Together with the Statutes, the Charter defines the RSPB's purpose and powers, its operating rules and guidelines. As a Royal Charter non-statutory body, the RSPB was subsequently registered as a charity in 1962. The most recent revision followed a thorough constitutional review process, leading to the current Charter and Statutes and the new Byelaws. The Privy Council approved our new Charter and Statutes in February 2019. The new Byelaws were first introduced by Council in March 2019 and will be updated from time to time. The Charter, Statutes and Byelaws are available separately and provide more detail on many of the areas described in this document.

Objects of the RSPB

The objects of the RSPB as set out in its Royal Charter are to:

(1) promote the conservation of biological diversity and the natural environment for the public benefit, in particular but not exclusively by:

- Conserving wild birds and other wildlife, and the environment on which they depend;
- Protecting, restoring and recreating habitats. This includes raising public understanding and awareness of, and providing information on, such matters.

(2) advance education of the public in conservation of the natural environment.

Scale of RSPB's operation

The RSPB is the UK's largest nature conservation charity, inspiring everyone to give nature a home. With the support of more than one million members, and together with our partners, we protect threatened birds and wildlife so our towns, coast and countryside will teem with wildlife once again. Our vision is a world richer in nature.

The RSPB has:

- More than a million members, including over 200,000 youth members, making it one of the largest voluntary wildlife conservation organisations in the world.
- A workforce of c.2,000 established staff and more than 17,000 registered volunteers.
- More than 200 nature reserves covering over 150,000 hectares, home to 80% of the rarest or most threatened bird species in the UK; our nature reserves receive in excess of 2.5m visits a year.
- Expenditure approaching £140m per year for charitable purposes.
- Financial reserves that meet the requirements of the organisation's operating strategy.
- Multi-million-pound (£) conservation projects overseas, in Sierra Leone, Sumatra and elsewhere.
- A network of more than 155 community-based local groups, and more than 300 youth groups.

The RSPB's commercial activities are undertaken by two wholly-owned trading subsidiaries, RSPB Sales Limited and RSPB Nature Regen Limited, with all distributable profits donated under Gift Aid to the RSPB. There are two other subsidiaries operated in the UK.

RSPB Sales Limited was incorporated as a company limited by shares in 1992 to conduct trading activities in support of the RSPB's charitable objectives. The principal activities are the sale of goods by mail order and through retail outlets, consulting and advice, farming, publications, trade and catering, lottery, commercial and direct fundraising. The company is registered under company number 02693778.

RSPB Nature Regen Limited was incorporated as a company limited by shares in 2023 to conduct commercial activities associated with conservation finance, including carbon financing, biodiversity net gain and ecosystem services. The company is registered under company number 14776951.

March Farmers (Washland) Limited, a company limited by shares (registration number 01039814). This entity is a wholly-owned subsidiary acquired in 2008 to secure the leasehold interest in land adjacent to the Nene Washes reserve in Cambridgeshire. Through the March Farmers Habitat Restoration project, the former arable land is being restored to floodplain grazing marsh.

RSPB Oronsay, a Scottish Limited Partnership of which the RSPB is the General Partner. This entity was established in 1996 to carry out the business of farming and nature conservation on the island of Oronsay.

The RSPB is a globally based, unitary charity working on its own behalf in England, Wales, Scotland, Northern Ireland and the UK Overseas Territories, and throughout the world in collaboration with BirdLife International and others.

RSPB Cayman Islands Nature Limited, a wholly-owned subsidiary and a non-profit company limited by shares, registered in the Cayman Islands (registration number 304647). This entity was established in 2015 to promote the conservation of biological diversity and the natural environment through the acquisition of land to create or extend nature reserves in the Cayman Islands.

The RSPB holds a 33% joint venture interest in Yayasan Konservasi Ekosistem Hutan, a non-profit organisation registered in Indonesia established to facilitate the acquisition and management of the Harapan Rainforest in Sumatra.

The RSPB holds a 33% interest in Gola Rainforest Conservation LG, a non-profit company limited by guarantee registered in Sierra Leone and established to conserve and help fund the Gola Rainforest National Park.

The RSPB is the UK Partner of BirdLife International (registered charity number 1042125), the global partnership of conservation organisations that strives to conserve birds, their habitats and global biodiversity and works with people towards sustainability in the use of natural resources.

Governing body

The governing body is the RSPB Council, which comprises up to 18 Council members, and more normally 12 members. These include the Chair of Council, the Treasurer and other committee chairs. The Council may nominate any person to the honorary office of President and appoint any person as Vice President. The President and Vice Presidents are not Council members and take no part in making or influencing decisions of the Council.

Council sets policy and is responsible for the conduct of the RSPB's affairs and for ensuring that the Charity operates in accordance with the Royal Charter, the Statutes, the Bye-laws and the law.

Members of RSPB Council are the charity's trustees. These are defined in the Charities Act as 'the persons having the general control and management of the administration of the charity'.

RSPB Trustees have, and must accept, ultimate responsibility for directing the affairs of the organisation, ensuring it is solvent, well-run, and delivering the outcomes for which it was set up. This encompasses:

- Ensuring compliance with the objects, purposes and values of the RSPB and with our governing documents, the RSPB's Royal Charter and Statutes.
- Setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them.
- Ensuring the solvency, financial strength and good performance of the organisation.
- Ensuring the RSPB complies with all relevant laws, regulations and requirements of its regulators.
- Setting and maintaining a framework of delegation and internal control.
- Agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise.
- Consideration and mitigation of risks to the reputation and effective operation of the organisation.
- Dealing with the appointment (and if necessary, the dismissal) of the Chief Executive.

Council is currently supported by several committees with specific roles, each reporting directly to Council, each of which meets four times each year. Other subcommittees are established from time to time, in every case accountable directly to Council.

Committees whose primary delegated functions are scrutiny and stewardship, and where the majority of members are trustees:
Finance: assures the integrity of financial plans, reporting and controls;
Audit and Risk: provides scrutiny of the adequacy of the governance, risk and associated control framework, giving assurance that those arrangements are effective and comprehensive;
Nominations and People: develops and maintains a formal, rigorous and transparent procedure for making recommendation on appointments and reappointments to Council, to ensure a diverse membership and range of skills and review succession plans for current members of Council and seeking assurance of the good stewardship of the RSPB workforce.

Committees whose primary delegated functions are support and stretch (advisory committees), and where the majority of members are not trustees, chaired by a Council member:
Conservation Advisory: provides independent insight, advice and guidance on conservation strategy, approaches, policy and programmes, and advises Board and Council on positioning, risks and opportunities related to specific projects or policy issues;
Communications and Engagement Advisory Committee: provides advice to Board and Council on matters pertaining to RSPB's communications, campaigning and engagement with stakeholders across all relevant channels;
Commercial and Partnerships Advisory: provides advice to Board and Council on matters pertaining to commercial and partnership opportunities and activity;
Country Advisory committees for Northern Ireland, Scotland, Wales and England: provide timely and effective insight on the views and interests of stakeholders relevant to the current and future strategy and the work of the RSPB in the country.

Council and its committees generally operate to a schedule of quarterly meetings. All Council members are expected to join two committees, so that including Council meetings, trustees are expected to attend c.10 meetings a year, along with the RSPB's Annual General Meeting, periodic corporate events, and activities arranged specially for trustees. Administrative support for meetings is provided by the RSPB workforce.

The day-to-day management of the Charity is delegated by Council to the Chief Executive and carried out by directors within the Executive Board.

Approach to governance

Unlike the majority of commercial bodies, which operate what is known as the 'agency' or 'shareholder model', the RSPB, like many large charities, operates the 'stakeholder model' or governance in which the long term impact of major decisions is evaluated in a way that reflects the interests of a wide range of stakeholders, primarily the charity's beneficiaries, but also the members, partners, workforce, regulators etc. To do this effectively, the Council needs to operate in three modes: fiduciary (stewardship), strategic (implementation of a theory of change in support of public benefit) and generative (the needs of the further future).

The RSPB is committed to the highest standards of governance, and we use the Charity Governance Code to check our ways of working. The principles of the code concern:

1. Organisational purpose
2. Leadership
3. Integrity
4. Decision-making, risk and control
5. Board effectiveness
6. Equality, diversity and inclusion
7. Openness and accountability

Leadership

The Council Members Trustees (Council Members) are elected or declared elected by the membership at the Annual General Meeting, and normally serve for a period of three years, retiring on a rotational basis. Council may also co-opt members to fill casual vacancies: the term for co-opted members runs until the next AGM.

To be eligible for appointment, prospective trustees must fulfil the requirements for appointment as a trustee of any charity registered in England and Wales claiming Gift Aid: be at least 18 years old, not be disqualified from acting as a trustee or director, not be an undischarged bankrupt, not on the sex offenders' register, not have an unspent conviction for an offence involving dishonesty or deception, and meet the requirements of the HMRC fit and proper persons test. Additionally prospective trustees must be in sympathy with the purposes, goals and values of the RSPB, be an existing RSPB member (unless the requirement is waived by Council) and have not previously acted in a way that is contrary to the interests of the Society or its Objects. Council regularly reviews the skills, knowledge, experience, representation and diversity it requires in order to discharge its duties and responsibilities, to identify the characteristics needed from prospective trustees.

Prospective trustees are given information about the RSPB and the duties of trustees, and make a formal confirmation of their willingness to serve. New trustees receive an in-depth briefing pack outlining their role, duties and accountabilities, together with information about the RSPB, its policies, structures and work. Each trustee completes a register of interests and related party transactions: this register is updated annually and whenever any changes occur. Inductions, taking a strategic look at the roles and responsibilities of trustees and management, is provided to each new trustee. They are also offered opportunities to learn more about specialist areas of our work, through individual meetings with employees and site visits to nature reserves throughout the UK, and specific training on important areas of work. A special weekend event is held each year in an area of high nature conservation importance, focusing on species and habitat management work being undertaken. Similar events are held for the Country Advisory Committees.

The RSPB has developed frameworks to guide and describe how we want to work:

- Our ethical principles describe how we want to engage with the world: more information about these principles follows.
- Our cultures and values-led behaviours underpin how we go about our work and how we relate to each other.
- Our code of conduct describes how each member of the workforce behaves.

These form part of the induction for our whole workforce and are included as part of everyone's annual Development and Performance plan.

Integrity

Integrity means an unwavering adherence to our values in all our operations and partnerships. Trustees, and the Council collectively, have ultimate responsibility for the charity's resources and plans. They foster diversity – demographic, disciplinary, and epistemological – to ensure robust challenge and appropriate stewardship of the charity's funds, assets and reputation.

Our first ethical principle is Beneficiaries First. The interests of our beneficiaries and the cause we work for are at the heart of everything we do. To ensure we have the greatest impact, we:

- Carry out our purpose to provide the greatest impact for universal public benefit and for our cause with integrity, regardless of whether this might initially be deemed to have a negative impact on the RSPB's reputation, operation or leadership.
- Enhance trust in the RSPB by considering scientific evidence as part of how we operate and by listening and responding to our beneficiaries, facilitating engagement and communication.
- Ensure that all relevant policies and procedures are drawn up with the interests of our beneficiaries in mind.
- Promote and seek support from, or collaboration with, organisations and individuals with goals and values that are consistent with those of the RSPB, while exercising due diligence in understanding the ethical standards of partners and individuals.

Our second ethical principle is Environment. Nature needs us now more than ever. This means we continually need to adapt and change the way we work to achieve our vision of a world richer in nature.

Our conservation work has a huge and positive environmental impact by preserving and restoring natural habitats for people and wildlife. To ensure we have the greatest positive impact for nature, we are working to reduce the footprint of all our operations through our environmental management systems and policies. In this we are guided by our alignment with the 10 principles of the UN Global Compact, the world's largest corporate sustainability initiative, covering human rights, labour, environment and anti-corruption principles. For environmental management we:

- Support a precautionary approach to environmental challenges (principle 7);
- Undertake initiatives to promote greater environmental responsibility (principle 8); and
- Encourage the development and diffusion of environmentally friendly technologies (principle 9).

Decision-making, risk and control

The RSPB is a large and complicated organization. We strive for decision-making processes that are rigorous and efficient, incorporate effective delegation, and are informed by assessments of risk and control. This builds on our approach to integrity, which we treat as an ethical principle in its own right (third principle). For us upholding the highest level of institutional integrity and personal conduct includes:

- Ensuring appropriate systems are in place to help guarantee that all decisions are well-considered and free from conflict of interest, such as our delegation, decision-making, assurance and project management frameworks.
- Ensuring our resources are managed responsibly and our funds are properly protected, applied and accounted for, including policies and procedures to combat the risk of bribery, fraud, corruption and extortion; systems and processes to enable auditing of expenditure, enabling money, funding and grants to be tracked from receipt to expenditure.

Decision-making

RSPB Council delegates authority to the Chief Executive Officer and to the staff. There is a detailed schedule of delegation in place which is re-confirmed annually. We have systems and policies in place to monitor these delegations. Major strategic, financial and policy decisions are reserved to Council and its committees, all of which have formal terms of reference. Our approach to integrity includes alignment with a key part of the UN Global Compact:

- Businesses should work against corruption in all its forms, including extortion and bribery (principle 10).

In support of this we have developed anti-bribery and anti-money laundering policies which are built into our procurement processes.

Risk management

The Trustees are accountable for identifying and managing the major risks facing the charity, working with the Executive Board. Risk management is considered in every aspect of the RSPB's work. In response to the recommendations set out in the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), Trustees regularly consider risk management in a broad and strategic manner, considering all relevant internal and external factors that might alter or undermine the capacity of the charity to fulfil its charitable objectives, its mission and its strategy. Risk registers, assurance mapping and internal audit provide comprehensive assurance of the following areas of risk and control:

- Delivery of our strategy and projects, with a particular focus on environmental impact.
- Our environmental footprint and credentials.
- Our reputation.
- Our responsibility to staff, volunteers, supporters and visitors, and, in particular, to safeguard the wellbeing of vulnerable individuals.
- Our compliance with relevant law and regulation.
- Management of our financial, physical and intangible assets, including land, buildings, data and technological assets.
- Retaining and building know-how delivering good governance and embodying a positive, inclusive and ethical organisational culture.
- Protecting and growing our income.

Our risk review process assesses each of the major risks and the effectiveness of the arrangements for managing them. The resulting report is scrutinised by Council via its Audit and Risk Committee every quarter, and in greater depth once each year. The RSPB will work to limit the negative impact on the delivery of our charitable objectives and to secure all possible positive outcomes in line with our overall risk appetite.

Control

The RSPB has a clear framework for monitoring its impact, progress and approach to risk management. Risk registers cover the full range of financial and non-financial risks, and we operate the 'three lines' model for risk control and monitoring. This separates execution from control policies and from audit, and maps and rates the control framework. Council approves a plan for internal audits, and a full review of external audit service provision is undertaken periodically with the active involvement of suitably experienced Trustees. The Audit and Risk Committee meets in private with external and internal auditors once a year.

Board effectiveness

The board of a charity has a key impact on whether the charity thrives. The tone it sets through its leadership, behaviour, culture and overall performance is critical to success.

Trustee vacancies are advertised via the RSPB website and the members' magazine. The appointment process is rigorous, including interviews and due diligence checks, and the involvement of Council's Nominations and People Committee, and each Council member adheres to a formal Code of Conduct. Every year we conduct a review of the skills our trustees bring to the Council, and an overall review of Council's effectiveness. We conduct an appraisal for the Chair of Council every year. We also check our ways of working to ensure full alignment with the Charity Governance Code.

Equality, diversity and inclusion

Diversity, in the widest sense, is essential for boards to stay informed and responsive and to navigate the fast-paced and complex changes facing the voluntary sector. Boards whose trustees have different backgrounds and experience are more likely to encourage debate and to make better decisions. The term 'diversity' includes the protected characteristics of the Equality Act 2010 as well as different backgrounds, life experiences, outlook, career paths and diversity of thought.

Council's Nominations and People Committee pays particular attention to diversity. Unconscious bias training has been made available to all Council members, and Council has received briefings on equality, diversity and inclusion. Annually, Council reviews a report on diversity at the RSPB which includes specific targets, including for Council's own diversity. Council has made and continues to make changes to its ways of working to support growing diversity, including ensuring a wider range of views and voices can be heard through reports from its advisory committees.

Openness and accountability

Trust that we deliver public benefit is fundamental to our reputation and success, and by extension, the success of the wider charitable sector. Making accountability real, through genuine and open two-way communication that celebrates successes and demonstrates willingness to learn from mistakes, helps to build this trust and confidence and earn legitimacy.

Our fourth ethical principle is openness. We try to create a culture where donors and supporters, our workforce of staff and volunteers, our institutional partners, as well as the wider public, can see and understand how we work, how we deal with problems when they arise and how we spend our funds. This means we:

- Operate a presumption of openness and transparency; subject to complying with existing legal and regulatory requirements, be willing to share information about how we work, ensuring it is easily accessible.
- Publish (predominantly on our website):
    - Our annual reports: this includes a section explaining how our purpose, mission and values are being fulfilled.
    - Our reports, briefings and position statements relating to the delivery of our purpose.
    - Our approach to safeguarding, bullying and harassment.
    - Our approach to modern slavery.
    - Our complaints procedure.
    - Our 'Speak up' policy.
    - Information on any gender pay gap.
    - Our approach to equality, diversity and inclusion.
    - Our policies on reserves, investments, fundraising, remuneration and conflicts of interest.

The right to be safe

Every person who volunteers with, works for, or comes into contact with us, should be treated with dignity and respect and feel that they are in a safe and supportive environment. The right to be safe is our fifth ethical principle. It means we:

- Stand against and have a clear approach to prevent abuse of trust and power including bullying, intimidation, harassment, discrimination or victimisation in all our activities.
- Create a culture that supports the reporting and resolution of allegations, suspicions or concerns about abuse of any kind or inappropriate behaviour.
- Ensure that anyone working or volunteering for us understands the expectations placed upon them, and provide the relevant training to support them in meeting their responsibilities.
- Ensure that anyone who works or volunteers for us has access to proper support and advice if they experience or witness unacceptable behaviour, raise a concern or make an allegation. about the actions of others, don't feel safe.
- Stand against all forms of forced and compulsory labour and for the effective abolition of child labour.

Main responsibilities of RSPB trustees

As defined in the Statutes, and further detailed in the table below, the powers reserved to Council are:

- Approval of RSPB policies[1] and the amendment thereof.
- Approval of the corporate strategy.
- Adoption of the annual budget, the annual report and the annual accounts.
- Approval of the remuneration policy (including pensions) for RSPB staff.
- Purchase and sale of land and property in excess of a figure determined by Council.
- Various matters specifically reserved to Council in the Charter and Statutes.

Management	
Manage the business of the Society	Section 6 Charter
Make and amend Statutes (subject to Privy Council approval)	Section 10 Charter
Make, amend and suspend Bye-Laws	Section 11 Charter
Exercise all powers of the Society	Cl. 4.1 Statutes
Delegate any of its functions	Cl. 4.2.1 Statutes
Delegate management of investments to Financial Expert	Section 5.e Charter

[1] Defined further in the Scheme of Delegation

Membership	
Prescribe different classes of members	Cl.2.3 Statutes
Terminate a membership	Cl. 2.4.5 Statutes
Elect Honorary Members	Cl. 2.3.2 Statutes
Members' meetings	
Convene members' meetings	Cl.3.3 Statutes
Consider requests for general meeting by members	Cl. 3.3.2 Statutes
Determine form of general meeting	Cl. 3.4.1 Statutes
Appoint Chair of general meeting	Cl. 3.7 Statutes
Permit proxy votes at general meeting	Cl. 3.10.1 Statutes
Appointments	
Nominate Category A and B Council Members	Cl. 5.3.2 Statutes
Determine to hold ballot on election of Council Members	Cl. 5.4.4 Statutes
Fill casual Council vacancy	Cl.5.5 Statutes
Remove Council Member (including the Chair)	Cl. 5.8.1 (v) Statutes
Approve the remuneration of Council Members[2]	Cl. 5.10 Statutes
Allow conflicted Council Member to receive benefit (subject to conditions)	Cl.5.11.2 Statutes
Appoint, appraise and remove Chair of Council	Cl. 4 Bye-Laws
Appoint, appraise and remove Chief Executive	Cl. 5.1 Bye-Laws
Nominate President and appoint Vice President(s)	Cl. 6.1 Statutes
Appoint Life Vice President	Cl. 6.2 Statutes
Remove President, Vice President or Life Vice President	Cl. 6.3.2 Statutes
Approve the appointment of and dismiss members of Advisory Committees	Bye-Laws
Corporate governance	
Establish and dissolve Committees	Cl. 3.1 Bye-Laws
Delegate any of its functions to committees	Cl. 3.1. Bye-Laws
Prescribe terms of committees	Cl. 3.4 Bye-Laws
Approve volunteer or local groups	Cl. 7 Bye-Laws

Role of RSPB Members

Members also play a role in the governance of the RSPB. In general, it is the duty of each Member to exercise their powers as a Member of the Society in the way they decide in good faith would be most likely to further the Objects of the Society. The specific role of members of the RSPB in governance is shown in the table below:

Elect Council Members[3] (in general meeting)	Section 6 Charter
Approve a revised/new Charter (in general meeting requiring ¾ majority vote)	Section 9 Charter
At an Annual General Meeting, receive a report from the Council, to receive the accounts for the previous financial year, to elect or declare as elected the new Council Members from those nominated in accordance with the Statutes and Bye-Laws, to elect auditors and to conduct any other business as the Council may decide.	Cl. 3.2.2 Statutes
Request an EGM (signed by ½% of Members entitled to vote)	Cl. 3.3 Statutes
Vote for or against Council Members	Cl. 5.4.1b Statutes
Demand ballot on a resolution at general meeting (at last 50 members) and vote on ballot	Cl. 3.13.1. Statutes
Nominate Category B Council Members (not less than 14 members for a nomination)	Cl. 5.3.4 Statutes

[2] Anticipated to be very rare in practice

[3] Note that while the Chair of Council is a position determined by the Council Members, the Chair's status as a Council Member remains dependent on election by RSPB members

General requirements of RSPB trustees

Charity trustees have the ultimate responsibility for directing the affairs of a charity and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up. Their duties include running the charity in compliance with legislation and regulations, exercising their duty of prudence and their duty of care. Charity trustees may be personally liable for any debts or losses that the charity faces in the event of breach of those duties: such liability is most unlikely to be triggered provided trustees follow the Charity Commission's guidance to:

1. Ensure your charity is carrying out its purposes for the public benefit.
2. Comply with your charity's governing document and the law.
3. Act in your charity's best interests.
4. Manage your charity's resources responsibly.
5. Act with reasonable care and skill.
6. Ensure your charity is accountable.

Collectively, RSPB Council should have the skills, knowledge and experience to govern the charity economically and effectively. Trustees are expected to be able to think creatively, probe facts, challenge assumptions, monitor activities and display good independent judgement.

In order to fulfil their duties and ensure proper governance of the organisation, potential trustees will be able to demonstrate the following (proportionate to the scale and complexity of the organisation as set out in 'Scale of RSPB's operation' above). This includes:

- An ability to assess financial information to ensure the organisation's finances and financial reserves are managed in accordance with its charitable objectives.
- An understanding of the legal and regulatory framework governing charities.
- An ability to think strategically and analytically.
- Knowledge of risk management and compliance issues.
- An understanding of the devolution processes/administrations within the UK.
- The necessary time to be an effective trustee.
- They are not disqualified by law from serving as a charity trustee.

Except for reasonable expenses, trustees must not benefit personally from the activities of the charity except with prior approval from the regulator.

July 2025