

**BECOME A
TRUSTEE
&
SHAPE THE FUTURE
OF**

**GATESHEAD
CROSSROADS**

**A QUALITY SERVICE FOR CARERS
GATESHEAD CROSSROADS BOARD OF TRUSTEES**

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Gateshead Crossroads

Welcome to Gateshead Crossroads Information Pack on becoming a member of the Board of Trustees.

If you are interested in becoming a Trustee, this pack may answer some of the questions you may have had about Gateshead Crossroads Board of Trustees and their role.

If you wish you may discuss becoming a Trustee informally with the Scheme Manager or a Trustee of Gateshead Crossroads.

Gateshead Crossroads MISSION STATEMENT

To promote, offer, support and deliver high quality services for carers including young carers and people with care needs.

The Association of CROSSROADS, which was launched in 1974, is the leading organisation providing practical support for Carers – those who devote much of their lives to looking after a relative or friend with an illness or disability.

The Associations affiliated schemes provide fully trained Care Attendants, who take over from the Carer allowing them to have a break and some time to themselves. (Many schemes now also provide services additional to the traditional care attendant service). Carers spend a great deal of time looking after someone else – CROSSROADS Caring for Carers exist to look after the Carers.

The Association is made up of 8 Divisions, and over 214 local affiliated schemes who are registered charities and in some cases companies limited by guarantee. The organisation depends on volunteers who are willing to take on the responsibility of Trusteeship. Boards of Trustees are responsible for the overall guidance, direction and supervision of the organisation (Governance). Their contribution to the charity is vital.

Gateshead Crossroads AIMS AND OBJECTIVES

1. To relieve the stresses of carers (including Young Carers) by providing a home-based respite, outreach, training and primary care service.
2. To avoid admission to hospital or residential care of persons with care needs
3. To complement and supplement NOT replace existing services
4. To provide a high quality service

Gateshead Crossroads VALUES

Gateshead Crossroads considers that carers should be entitled to practical support to reduce the stress of caring.

Gateshead Crossroads is committed to: -

- ◆ **treating carers and people with care needs with respect and sensitivity**, recognising the dignity and value of each person for whom the service is provided. Confidentiality will be maintained at all times
- ◆ **supporting carers and people with care needs** in exercising self determination, making choices and maintaining their independence
- ◆ **endeavouring to offer services which are flexible** to meet the needs of each carer and each person with care needs
- ◆ **involving and consulting carers and people with care needs** in the provision, management and development of the support provided by Gateshead Crossroads
- ◆ **respecting the privacy and personal choices** of lifestyles, customs, culture values and spiritual beliefs of each person for whom the services is provided
- ◆ **the principle of equal opportunity** regardless of race, gender, marital status, sexual orientation, age, ethnic origin, disability or religion, both in provision of our services and in employment policies and practices
- ◆ **responding to the diversity of needs** presented and developing appropriate quality services for all carers in all communities
- ◆ **working in partnership with other organisations** in the interests of carers

Gateshead Crossroads believes that:

Everyone involved with the organisation must be valued, treated with respect and have the opportunity to input into the development of the organisation. Committed and satisfied trustees and staff are the core of the service.

Policy Information on:-

Becoming a Member of the Board of Trustees

Gateshead Crossroads is affiliated to the Association of Crossroads but is autonomous. There are over 214 affiliated schemes to the Association, which is based in Rugby.

As a trustee you would be a member of the Board of Trustees (sometimes called a Management Committee) which is governed by its Memorandum and Articles. The senior member of staff reports to the Board of Trustees who are the governing body. It is the responsibility of the staff to manage the scheme on a day to day basis

Gateshead Crossroads is a Company Limited by Guarantee as well as being a Charity which gives it greater protection against insolvency, and has taken out Trustee Liability Insurance.

The Board of Trustees need people with life experience as well as those with a knowledge of care, the needs of carers, local knowledge, management and fundraising.

Trustees provide Gateshead Crossroads with skills, expertise and commitment which helps it to develop its services fully to provide more support to carers.

Gateshead Crossroads Memorandums and Articles enables a maximum membership to the Board of Trustees of 5 members and 4 officers - **Chairperson, Vice Chairperson, Treasurer & Secretary.**

You may after reading this pack feel that Trusteeship is not for you but would still like to give some of your time to Gateshead Crossroads as a volunteer worker.

Volunteers generally support the work of Gateshead Crossroads through fundraising or within the office assisting in some administrative duties.

If you have a particular interest in fundraising or skills in administration you can discuss your interest informally with the Scheme Manager/Deputy Scheme Manager.

To become a Trustee of Gateshead Crossroads you must be a member and nominated by another member. Nominations generally take place at the Annual General Meeting. However, members can be co-opted throughout the year and then voted on at the next Annual General Meeting.

Gateshead Crossroads welcomes and actively encourages applications from the following groups/individuals:

- ◇ Any member of Gateshead Crossroads
- ◇ Representatives of voluntary and community groups which cover the area of Gateshead and are members of Gateshead Crossroads.

People eligible to be nominated for the Board of Trustees may stand for the post of member or officer as vacancies arise.

If you would like to nominate yourself or someone else as a candidate for the election to the Board of Trustees and are already a member of Gateshead Crossroads, please fill out the form enclosed in this pack including reference details.

If you would like to nominate yourself but are not a member, please complete the enclosed membership form.

As a Trustee you would have induction and on-going training to assist you in your role. Support is also provided by the Scheme Manager, The Association of Crossroads, the Divisional Office and Insurers. Out of Pocket expenses are paid to cover transport costs for attendance at meetings, training etc..

The Scheme Manager will arrange your induction and will provide you with an Induction Pack which you can refer to, to assist you in your role.

WHY BECOME A TRUSTEE?

It would give you the opportunity to help Gateshead Crossroads and do something worthwhile. New skills brought to the Board of Trustees will help the organisation to get results, to deliver services of high quality and really make a difference to the lives of Carers and the people they care for.

Being a Trustee also offers the opportunity to develop new skills, help people, gain a sense of achievement and a chance to be part of a growing organisation and influence its future.

SKILLS AND KNOWLEDGE

To help you in identifying your skills, knowledge and experience you will find enclosed within this Information Pack a Trustee Profile form. This form can also be used by Gateshead Crossroads in identifying gaps in experience when recruiting future Trustees.

Informal discussions are welcomed by the Scheme Manager of Gateshead Crossroads who will once you have decided Trusteeship is for you, set up a meeting with the Chairperson.

The Chairperson will then make a recommendation to the Board of Trustees who will formally invite you to attend a meeting to give you further opportunity to ensure Trusteeship is for you.

Please note, Gateshead Crossroads is required to seek references before the nominated person is recommended to the Board of Trustees.

THE CARERS

There are an increasing number of people who are often referred to as 'Carers'; who are, either on a part time or full time basis, supporting family, friends or relatives, in the Community, who have a disability, are elderly or frail, or suffering from a long term illness.

Therefore for the purpose of Gateshead Crossroads work a Carer is defined as a person of any age who looks after someone who depends on them who could be a husband, wife or partner, a child, a parent, a son or daughter, a brother or a sister, a neighbour or a friend. They could be caring for someone elderly or frail or a child or a young person who could have a mental, physical or learning disability.

- **Informal Carers**

An informal Carer is a person of any age who looks after someone on an informal basis. An informal Carer could be a husband, wife or partner, a parent or a child, a son or a daughter, a brother or a sister, a neighbour or a friend.

- **Parent Carers**

Parent Carers are parents of children who have a learning and/or physical disability. First and foremost parent Carers regard themselves as parents and therefore find it difficult to seek formal help. They generally need support with equipment, adaptations, manual handling when the child becomes too heavy and managing behaviour problems. The relationship parents have with their other children can often be distorted, at times severely, because of the extra time and attention the child with a disability requires. Understandably the other children tend to interpret this as meaning they are less favoured or loved. Therefore it becomes increasingly important for parents to have respite.

- **Working Carers**

Many Carers in work have to juggle their caring responsibilities with their work commitments. The likelihood of being a Carer increases with age; so a company may find their most experienced and valued members of staff are suddenly thrust into a caring role. However, as many employers are not aware of, or sympathetic to the needs of Carers, they may be in danger of losing key members of staff. Carers of working age may have reduced income due to giving up work in order to care, reduced hours of working, restricted promotion prospects and loss of pension rights.

- **Distant Carers**

As families are becoming increasingly more mobile, work opportunities require relocation; and as the young adults of the family become independent and leave home the family unit decreases.

Relatives and family members are therefore becoming distant Carers who are required to travel considerable distances either in the evenings after work or at weekends.

- **Rural Carers**

Carers living predominantly in rural areas face challenges over and above those faced in towns. As local services diminish; as shops, hospitals, and post offices are closed, and public transport services eroded, rural communities become more isolated. People are forced to rely on services that are further away. For Carers the consequences are profound, access to information, support services and appropriate respite care are severely limited. Such services may not exist in the local community and without adequate transport they may not be accessible at all. Even with transport available, distances involved may mean a rural Carer has to leave their relative for longer periods of time just to go to the shops or doctor, and respite care is more difficult to arrange.

- **Young Carers**

There are an estimated 40,000 young Carers nationally. Young Carers are children and young people under the age of 18 whose lives are in some way restricted because of the need to take responsibility for the care of a person who is ill, has a disability, is experiencing mental distress or is affected by substance misuse or HIV/AIDS.

Young Carers may be responsible for general household tasks and may also be providing personal and emotional care. They are not always aware of where to go for help. They rarely discuss their home situation with peers or adults out of loyalty or fear, and as a result many young Carers have little outside support and remain hidden from professional services.

Most young Carers are caring for a parent, commonly in a single parent family, but some may be taking responsibility for a grandparent, sibling or other family member. Some may be the primary Carer, the only person providing care, but others, secondary Carers, may share responsibilities with family members.

Carers sacrifice quality time for themselves, going out, holidays, travel, visiting friends, hobbies and work, they feel tired, emotionally exhausted and generally are in poor health and are on low incomes. They find it hard to access information and therefore do not know where to turn for help, they ask for little support in fear of rejection and generally give up attempting to access services due to stress and exhaustion.

Carers like everyone else, need a chance to unwind, pursue their own interests, enjoy time with the rest of the family, meet new people or try something new. They just need to get out of the house and have a break from the person they care for. They want an opportunity to have a holiday, a full night's sleep, and the occasional week-end off. These are modest requirements, what most people would see as a normal right and take for granted.

Carers generally feel they should be able to cope, and often feel guilty if they acknowledge that they need services and support. The fact that they are isolated means that they often don't know what help is available and the person being cared for may sometimes unwittingly impose a set of expectations on the Carer that makes seeking help difficult.

In fact, in Britain the numbers of people caring for parents, spouses, children, relatives, family and friends are enormous...

- There are an estimated 6.8 million people caring for relatives and friends, by providing physical, practical, financial and emotional support
- 1.5 million people provide care for someone for more than 20 hours a week
- One adult in seven is a Carer
- 15% of all people at work also look after someone needing attention at home.
- Many Carers are young children or teenagers taking on adult responsibilities - often caring for parents and other family member.
- 1 in 5 Carers have never had a break of any kind
- The average age of a Young Carer is 12
- 86% are of compulsory school age
- 57% are girls, 43% are boys
- 63% of Young Carers are caring for someone with a physical health problem
- 29% are caring for someone with mental health problems
- 72% of Young Carers are performing domestic tasks, over half are doing general tasks and a fifth are providing intimate care.
- 54% of Young Carers live in lone parent families and 12% are caring for more than one person.
- 58% of care recipients are mothers.

TRUSTEE JOB DESCRIPTION

The duties of a trustee are :-

- 1.To ensure that GATESHEAD CROSSROADS complies with its governing document, charity law, company law (if appropriate) and any other relevant legislation or requirements.
- 2.To ensure that GATESHEAD CROSSROADS pursues its charitable objects as defined in its governing document.
- 3.To ensure that GATESHEAD CROSSROADS applies its resources exclusively in pursuance of its objects. (It cannot spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.)
- 4.To contribute to the board of trustee meetings.
- 5.To safeguard the good name and values of GATESHEAD CROSSROADS.
- 6.To ensure the effective and efficient administration of GATESHEAD CROSSROADS.
- 7.To ensure the financial stability of GATESHEAD CROSSROADS.
- 8.To protect and manage the property of GATESHEAD CROSSROADS and to ensure the proper investment of its funds.
- 9.To be involved with recruitment of new employees.
- 10.In addition to the above statutory duties of all trustees, each trustee should use their life skills and knowledge or experience they have to help the board of trustees reach decisions.

TRUSTEE PERSON SPECIFICATION

A person specification sets out the qualities, skills and experience someone may need to fill a particular role.

WHAT SKILLS AND KNOWLEDGE WOULD I NEED TO BE A TRUSTEE?

In order for the board of trustees' responsibilities to be carried out effectively a wide variety of skills are needed. Any one member is not expected to have all the skills, and to know, and do, everything, but rather the board as a whole should have the right combination of skills, experience and knowledge. You may just bring one special skill which is currently lacking on the board.

As a trustee you do not necessarily need to have any qualifications. The skills required can come from a diverse range of voluntary, personal and paid experiences.

The Board of Trustees as a whole will need skills and experience in the following areas: -

- ❖ setting targets, monitoring and evaluating performance and programmes in commercial and non-profit organisations
- ❖ financial management
- ❖ the type of work being done by the charity
- ❖ legal matters
- ❖ fund-raising

Each trustee must have: -

- ❖ a commitment to Crossroads
- ❖ a willingness to devote the necessary time and effort
- ❖ integrity
- ❖ strategic vision
- ❖ good, independent judgement
- ❖ an ability to think creatively
- ❖ a willingness to speak their mind
- ❖ an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- ❖ an ability to work effectively as a member of a team

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

It is sometimes difficult to decide where the border-line should be drawn between what the trustees do and what should be delegated to staff. In general the roles should be divided as follows.

TRUSTEES

Governance
Setting Policy
Long term strategy

Monitoring progress
Evaluating Performance

STAFF

Day to day management
Recommendation to trustee board
Information to trustee board

HOW DO CROSSROADS CARING FOR CARERS TRUSTEES CARRY OUT THEIR ROLE?

A Gateshead Crossroads Trustee carries out their role and responsibilities by working closely with the other members of the Board of Trustees and the staff of the scheme. This will usually involve:

- regular attendance and contribution to Board meetings (approx. 2 hours every six weeks)
- optional membership of and contribution to sub-committee – e.g. finance, care practice, personnel (usually as required once or twice a year)
- attendance at the schemes Annual General Meeting
- occasional attendance at Trustee support/training sessions, Divisional meetings, and Association AGM
- using their particular skills and expertise to assist wherever appropriate with necessary work e.g.: support/supervision of staff; recruitment; appeals; funding applications/meetings; fundraising events; planning meetings.

It is the overall role of the Board of Trustees to:

- enable Gateshead Crossroads to carry out its work
- ensure Gateshead Crossroads operates properly, within agreed policies, the law and its budget
- promote the effectiveness of Gateshead Crossroads

In order to carry out this role the Trustee jointly have the following responsibilities:

1. Policy

- ◆ to be responsible for the operation of the local Scheme, making all decisions on policy within the general framework of the Association policies.
- ◆ to ensure the acquisition sufficient funding
- ◆ to ensure the Scheme is well managed

2. Links

- ◆ to maintain links with the Association
- ◆ to ensure that the branch Scheme's statistics, Annual Report and Accounts are sent into the Association
- ◆ to take part in Divisional activities of the Association, retaining close contacts with the Divisional Manager

3. Finance

- ◆ To hold responsibility for financial matters by:
 - ◆ ensuring the preparation of income and expenditure estimates for each financial year
 - ◆ making sure that spending is monitored and budgets are controlled
 - ◆ ensuring that accounts are properly prepared and professionally audited each financial year for the AGM, funding bodies, the Charity Commissioners and the Association of Crossroads.

4. Premises

- ◆ make decision for the leasing, adaptation, use and maintenance of an office and providing furniture and equipment

5. Insurance

- ◆ ensure that appropriate cover is maintained through the Association's scheme for public liability, employees liability, legal expenses, personal accident and office all- risks insurance. Possible redundancy costs are not an insurance object.

6. Public Relations

- ◆ be responsible for publicity and the branch Scheme's own fund-raising.

7. Staffing

- Recruit and employ staff, taking note of national guidelines, including: -
 - ◆ decisions on salaries
 - ◆ conditions of employment, contracts (including hours of work/leave)
 - ◆ staff training, development and welfare
 - ◆ grievance and disciplinary procedures
 - ◆ health and safety at work policy
 - ◆ equal opportunities policy both for employees and those receiving care
 - ◆ ensure there is adequate support and supervision for staff

8. Strategic Planning

- ◆ Plan the future development of the scheme
- ◆ set a clear sense of purpose and direction
- ◆ establish priorities
- ◆ establish how resources should be allocated
- ◆ provide a framework for evaluating proposals and opportunities
- ◆ provide a framework for more detailed operational or workplans

9. Monitoring

- ◆ monitor achievements of scheme to ensure progress is on target

10. Accountability

- ◆ assess the impact, quality and cost-effectiveness of the scheme
- ◆ ensure accountability as required by law (the Association of Crossroads, The Charity Commission, Inland Revenue, Customs and Excise, Registrar of Companies) and to others such as donors, beneficiaries, staff, volunteers, and the general public.

ESSENTIAL INFORMATION FOR TRUSTEES

What are the legal responsibilities of a trustee?

Trustees are responsible for the proper administration of the Charity in accordance with the trust, as set out in the governing document. This means:

- ❖ trustees are **ultimately responsible for everything** the Charity does and how it does it. They must ensure all activities and actions are within and accountable to the law
- ❖ trustees **have a duty to act in good faith** (believe what you are doing is correct) within Charity Law and the Scheme's Charitable Objects
- ❖ trustees **must ensure that the charity pursues its aims and objects** as set out in the governing document, uses assets exclusively for those aims and at all times, acts in the best interests of its beneficiaries
- ❖ trustees **must take an active part** and avoid conflict with personal interests
- ❖ trustees **must not profit** from trusteeship

What are the liabilities of trusteeship?

Very few trustees have been found liable. It is therefore important to keep the issue in perspective, however, as a trustee it is important to understand what your liabilities are. Trustees can be held personally liable for::

- ❖ **breach of trust** - spending money inappropriately, unpermitted political activity, making loans to other companies at less than commercial rate, loss resulting from speculative investment
- ❖ **breach of fiduciary and statutory duties** - using assets to procure benefit for the trustees or making a loan to a trustee
- ❖ **wrongful trading** - trading when insolvent
- ❖ **fraudulent trading** - incurring debt knowing it cannot be repaid
- ❖ **acting as a Director when disqualified**
- ❖ **failure to deduct employee's PAYE**
- ❖ **failure to comply with statutory requirements** - Health & Safety, Trades Description, Financial services

How would I protect myself as a trustee?

The work of Gateshead Crossroads is supported by Crossroads Association which has developed and is continuing to develop a comprehensive series of policies and procedures which are distributed to all schemes. It also offers support, advice and training, and negotiates insurance cover, all of which assist trustees to ensure they are working to 'good practice'. Good practice is the best form of trustee liability protection.

Gateshead Crossroads incorporated to become a company Limited by Guarantee as a further protection against insolvency in 1996, and have recently (2000/01) taken out Trustee Liability Insurance.

What support would I get in my role as trustee?

As previously mentioned as a Trustee you will have induction and ongoing training to assist you in your role, and you will receive payment for any out of pocket expenses.

Support is available to help you in all areas of your role from your fellow trustees, scheme staff, and also from the Crossroads Association.

Services provided by the Association include: -

- ❖ negotiation of appropriate insurance cover
- ❖ developing, producing & updating policies/procedures for schemes' use
- ❖ developing, producing & updating training manuals
- ❖ providing training courses & workshops for staff and trustees
- ❖ organising seminars & conferences
- ❖ setting quality standards
- ❖ networking with other agencies
- ❖ production of newsletters & general information
- ❖ representation to government departments
- ❖ pr & media
- ❖ support and advice on a range of issues including: developing new services, fund-raising, insurance, personnel matters, charity law, care issues, training, staff recruitment, negotiating contracts and service agreements

WHO CAN BECOME A GATESHEAD CROSSROADS TRUSTEE?

Over a million adults of all ages, social backgrounds and walks of life become trustees. No-one under the age of 18 can be appointed as a trustee unless the charity is a registered company. Some people are disqualified by law from acting as charity trustees, including anyone described in section 72(1) of the Charities Act 1993. Broadly that covers:-

- anyone who has been convicted of an offence involving deception or dishonestly, unless the conviction is spent
- anyone who is an undischarged bankrupt
- anyone who has previously been removed from trusteeship of a charity by the Court or the Commissions
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986

It is essential that volunteers with the right kind of skills and experience are found to govern Gateshead Crossroads. Since the introduction of Care in the Community, Crossroads affiliated schemes have, of necessity, had to adopt business practice, learning how to compete in an environment previously unknown to organisations like ourselves.

Please note that more complete information about the trustee role is detailed in the 'Good Trustee Guide produced by the National Council for Voluntary Organisations (NCVO) and available to borrow from the Scheme Manager.

GATESHEAD CROSSROADS BOARD OF TRUSTEES NOMINATION FORM

Members of Gateshead Crossroads may nominate persons to serve on the Board of Trustees. All such persons must have signified their willingness to stand.

I hereby nominate _____

of (address) _____

_____ as candidate for election to the following post (please circle)

Vice Chairperson / Secretary / Treasurer / Member
on the Board of Trustees of Gateshead Crossroads. (Existing vacancies are the ones highlighted).

Signed: _____

Date: _____

Name: _____

Address: _____

I consent to the above nomination

Signature of nominated person _____

Reference details:

1. Name _____

Address _____

2. Name _____

Address: _____

I _____ consent to Gateshead Crossroads taking up references with the above referees.

Signed _____ Date _____

Trustee Profile

Name _____

Address _____

_____ Postcode _____

Telephone Number _____

Occupation _____

Emergency Contact Name & Telephone Number _____

Skills and Experience

Please state what you feel you have to offer Gateshead Crossroads. If you feel you have any of the skills/experience outlined below, please tick the appropriate box(s).

Knowledge of Carers and Carer Issues

Recruitment and Personnel Management

Business/Management

Target Setting, Monitoring and Evaluating Performance

Financial Management

Legal Knowledge

Insurance

Fundraising

Public Relations

Marketing

Networking

Local Knowledge

Group Work Skills

Committee Skills: Chairing

Taking Minutes

Setting Agendas

Other (please specify)

Signed _____ Date _____

GATESHEAD CROSSROADS

TRUSTEE DECLARATION

1. As Gateshead Crossroads is a registered charity and a company Limited by Guarantee, there are certain restrictions in law which apply to who is eligible to serve as a member of the board.

2. These are outlined in the following Acts of Parliament:

Section 72 (1) of the Charities Act 1993

3. Broadly (but without prejudice) these acts taken together mean that no one can serve as a charity trustee if they have or are:

3.1 been convicted of an offence involving deception or dishonesty unless the conviction is spent;

3.2 an undischarged bankrupt;

3.3 previously removed from trusteeship of a charity by the court or the charity commissioners;

3.4 under the age of 18;

3.5 have been convicted of a criminal offence which makes them ineligible under the Company Directors Disqualification Act 1986;

3.6 unable to manage their own affairs

This list is not exhaustive and simply gives the main examples of reasons for ineligibility. More detailed information should be sought from Gateshead Crossroads office.

4. Please outline below any reason why you may not be eligible to service as a charity Trustee – any information will be treated in the strictest confidence.

I _____ confirm that I am eligible to serve, if elected, as a company director and charity trustee, and that I am liable to prosecution, or any other relevant action, if I have not disclosed information which could be relevant to my nomination.

Signed: _____

Date: _____

MEMBERSHIP APPLICATION/RENEWAL FORM

If you would like to become a member of Gateshead Crossroads or renew your existing membership, please complete this form and return it to:

Gateshead Crossroads
97 Bewick Road
Gateshead
Tyne & Wear
NE8 1RR

Please print in BLOCK CAPITALS

Name.....

Organisation (where applicable).....

Address.....

.....

.....

.....

Telephone Number.....

* I would like to become a member/renew my membership of Gateshead Crossroads (* Please delete as appropriate)

I enclose my yearly membership fee of £2.00

Signed..... Date.....

(Payment or non-payment of membership fees will not influence the provision of Gateshead Crossroads services)

Gateshead Crossroads

Trustee Information Pack

Evaluation Form

To help us ensure that this pack gives you sufficient information in understanding the role of a Trustee, I would be grateful if you could take a few minutes to answer the following questions.

Did you find the pack useful?

Did you find it informative?

Was the language used easy to understand?

Was there too much/too little information given on any subject?

Has the information helped you in making a decision in becoming a Trustee?

Further Comments