

Terms of reference of the board of trustees, its committees and subgroups as of August 2026

These terms of reference cover:

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 - a. Operational
 - b. Finance and general purposes
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 - a. Editorial magazine team
 - b. Awards panel
 - a. Support group
 - b. Task and finish group – template

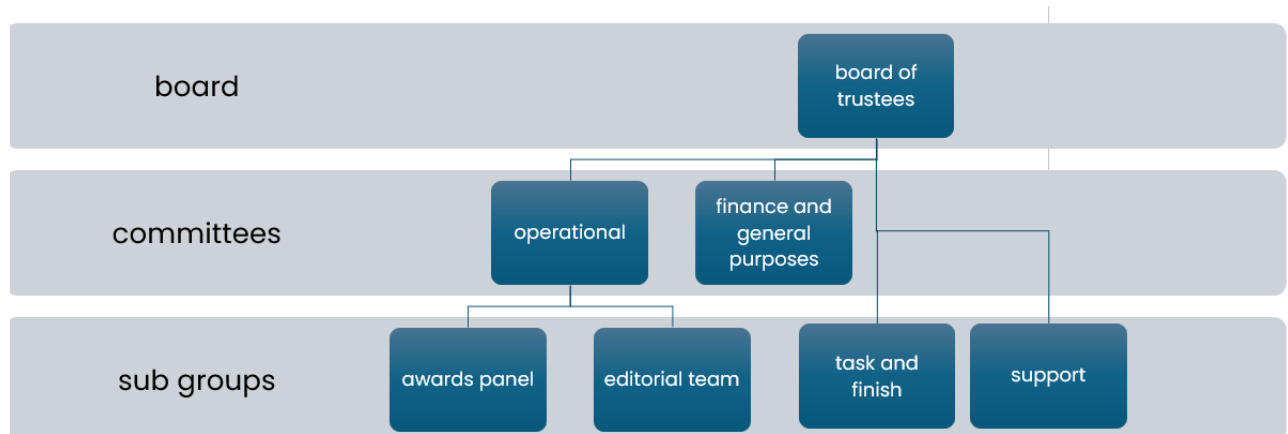


Diagram of the structure of the board and its committees

Principles

1. The control and management of Trefoil is carried out in line with its constitution and in accordance with the Royal Charter and its Byelaws.
2. The board of trustees, its committees and subgroups, all play a vital role in the governance of The Trefoil Guild throughout the United Kingdom which includes the Trefoil Guild in Foreign Countries.

3. The board, its committees and subgroups, all have clear roles and responsibilities, with the board providing the strategic direction and making the high-level decisions that shape the running and future of Trefoil, whilst the committees and subgroups manage specific delegated tasks or projects.
4. The national chair is responsible for compiling the board agenda and proposing what is delegated for progression by its committees or staff.
5. The committee chairs in consultation with the national chair are responsible for compiling the committee agendas and proposing what could be progressed by its volunteers or staff.
6. All agenda's, minutes or notes of board, committee and subgroup meetings are held by the Trefoil office manager and will be made available on request to trustees or Trefoil members unless deemed confidential by the national chair.
7. All members should value equality, diversity & inclusion by:
 - treating all people with respect and acting in a way which does not unlawfully discriminate against or exclude anyone.
 - encouraging and enabling representation from under-represented groups.
 - ensuring that the meeting is accessible for people with disabilities.
 - Ensuring that meetings are scheduled in a way that does not adversely exclude those members with other work or personal commitments.
8. Committees will produce succinct summaries for the board of trustees highlighting matters for the board's attention or requiring a board decision.
9. Terms of reference will be reviewed annually or in the event of a change in need, change to the board, its committees or any amendment to the constitution.

Board

Board of trustees signed off by the board September 2026

Terms of reference

1. Overview

The board delivers the governance and strategic direction of Trefoil and makes the high-level decisions that manage Trefoil affairs and shape its future.

2. Aims and responsibilities

- Establishes the purpose of The Trefoil Guild and ensures that the organisation fulfils its objectives.
- Sets the strategic priorities and organisational direction, approves plans to achieve them, defines goals, sets targets, and evaluates delivery performance.
- Has overall responsibility for delivering the governance of Trefoil and ensuring that Trefoil operates within the charity's legal, charitable, and financial framework.
- Reviews, introduces, and approves policies and procedures to ensure Trefoil is run in accordance with the law, Charity Commission guidelines and good practice.
- Listens to a wide range of views from members, ensuring good communication with countries, regions and the wider membership.
- Establishes sub-committees and task and finish groups to carry out its functions and support its decision making, providing and approving terms of reference for their operation.
- Manages the finances of Trefoil including income and expenditure, budgets, and ensures suitable investment and management of funds.
- Oversees strategic and organisation risk management including the risk register and mitigating actions.
- Manages conflicts of interest.
- Prepares and approves the annual report, annual accounts and appoints the auditors/independent examiners, acting on any matters of concern from their report.
- Provides a report of activities and a financial report to members each year.
- Appoints the treasurer and sub-committee members and approves the appointment of the deputy chair (if appointed), sub-committee chairs and national advisors, upon recommendation of the chair.
- Undertakes succession planning, to ensure timely recruitment of trustees with suitable skills at the end of a term or on resignation.
- Confirms the appointment of the Trefoil Guild staff
- Regularly reviews the governance of the Trefoil Guild, including the performance of the board and sub-committees.

3. Membership

Voting members of the board who are also the charity trustees are:

- the national chair
- the deputy chair (if appointed)
- the treasurer
- the chair of finance and general purposes
- the 9 country and region chairs representing Anglia, the Midlands, North East England and North West England, London and South East England, South West England, Scotland, Wales and Ulster
- the 3 national advisers for programme and development, international and communication and engagement ^{Note 1}

Non-voting attendees are:

- the national president: attendance optional or as requested
- the chief guide or her alternate; attendance optional or as requested
- advisors and sub-committee chairs not listed above ^{Note 1}
- any other person invited by the chair or board
- the executive assistant to the chair
- country or region deputy chair or representative in the absence of the country or region chair and with the prior agreement of the board chair

^{Note 1} Advisors and sub-committee chairs may attend as either voting or non-voting attendees as per their terms of office on appointment.

The terms of office for each role are laid out in the Trefoil handbook.

4. Meetings

There are 3 main meetings a year with additional meetings scheduled if required.

Meetings may be via a virtual platform, with the aim of holding a physical meeting at least once per year.

The Trefoil office will provide administrative support in the preparation of agendas, the organisation of the meetings and the taking of the minutes.

5. Quoracy

A quorum of the board of trustees will consist of a minimum of 50% of the voting membership.

The board will operate with vacancies in their membership however if there are less than five trustees, they may only act to appoint additional members to the board.

In the absence of the chair or deputy chair, the trustees present shall choose one of their number to take the chair unless a deputy has been appointed to chair the meeting in advance.

6. Voting

If a decision cannot be made by consensus every member present and entitled to vote shall have one vote. In the case of a tie, the chair of the meeting shall have a casting vote. No member may vote by proxy.

7. Extraordinary meetings or for decisions or requests outside the meetings

7.1 Support group: Consisting of the executive assistant to the chair, national chair, treasurer and finance and general purposes chair, can progress issues arising outside a board meeting. The group have delegated authority for a maximum spend of £2000 for each item not included in, or in excess of the budgeted amount, to support decisions outside meetings, which must be reported to the board at their next meeting.

7.2 Written resolutions: By post or digital communication and approved by a majority of those eligible to vote on the matter is as valid as a resolution passed at a meeting. The written resolution must be circulated to all the members of the board (both voting and non-voting); who will have 14 days to respond.

7.3 Extraordinary meetings: Can be convened by the national chair or if a minimum of six members of the board make a request in writing to the executive assistant to the chair.

8. Reporting arrangements and documentation

A papers deadline will be communicated for each board and committee meeting, to provide time for the chair to review with the author ahead of circulation of papers.

The agenda and any relevant papers shall be sent by post or digitally, to all board members, to arrive no later than 10 days before the meeting. The failure to receive notice of an agenda or the papers shall not invalidate any decision taken at the meeting.

The board will receive the minutes of the finance and general purposes committee and succinct summaries from the other sub committees or task and finish groups relating to matters for the board's attention or requiring board resolution.

A draft copy of the minutes will be circulated within 1 week of the meeting for review and comment and then ratified at the following board meeting.

Minutes will be signed by the chair or their deputy electronically and will be retained for the lifetime of the Charity.

9. Governance and accountability

The board operates in accordance with the Trefoil Guild constitution, its policies, and procedures.

Committees

Operational committee signed off by the board September 2026

Terms of reference

1. Overview

The operational committee is a sub-committee of The Trefoil Guild board of trustees and aims to support the board in the delivery of their strategic priorities or national initiatives.

2. Aims and responsibilities

- At the direction of the board of trustees, to develop high-level plans which will deliver each of the strategic priorities or national initiatives in line with the Trefoil constitution for the approval of the board.
- Following board approval, to develop detailed, costed and resourced plans and progress through to delivery. To include
 - Clear actions and timescales for those actions
 - An overall owner for the plan and identified owners of actions
 - The overall owner should be a member of the board of trustees or the operational committee
 - A means of measuring the progression and delivery of the plan
 - Resource considerations including an agreed budget, volunteer needs and staff requirements
 - Risks or issues, noting that for any risks or issues identified the committee should suggest mitigating actions in respect to the plans.
 - All risks should be reported to the finance and general purposes committee who will consider adding to the risk log.
- To update trustees with any other operational matters or issues arising through a highlight report to the board of trustees. Any urgent operational issues should be raised with the national chair when they arise.

- To provide support to volunteers leading on developing and delivering agreed plans.
- See schematic diagram reflecting the operational committee continual cycle.

3. Membership

The chair of the group will be the deputy national chair (if appointed), or another trustee appointed by the national chair. The chair will also be responsible for the appointment of members to the group in consultation with the national chair.

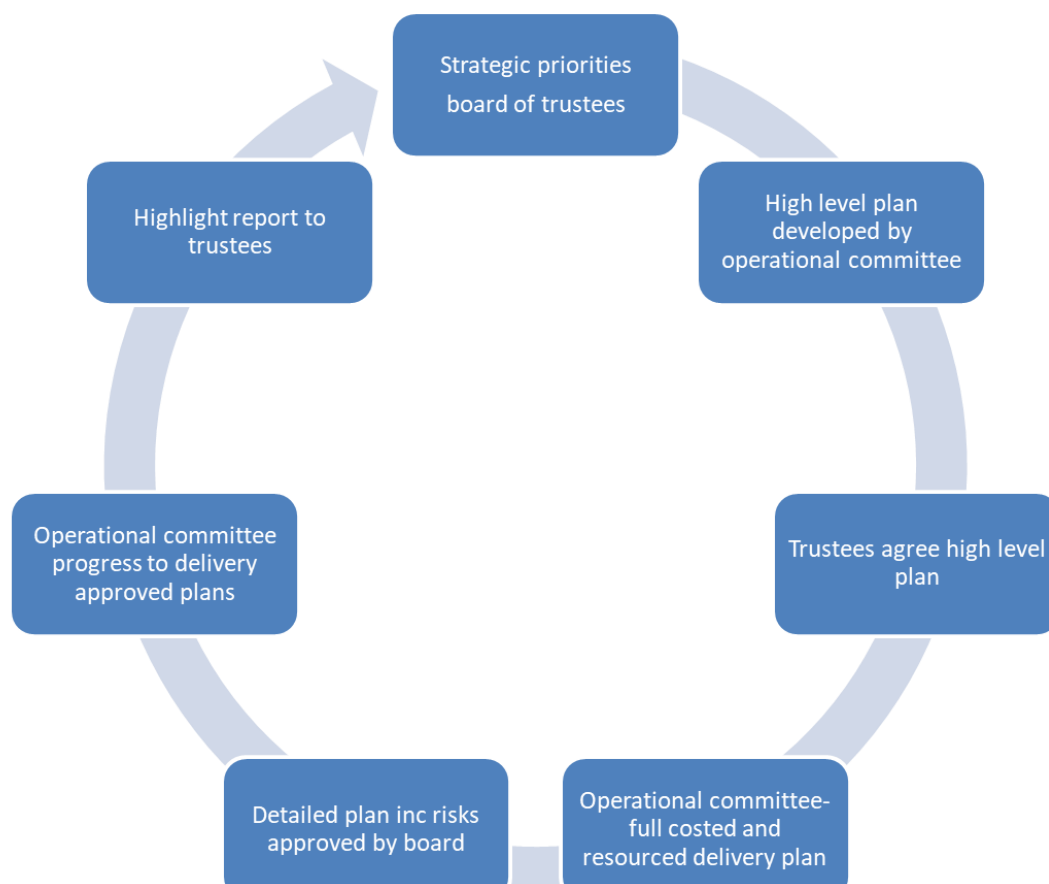
For volunteers, other than the national chair and deputy, the term of office on the committee will be an initial 2 years which can be extended by 1 more year with the approval of the national chair or for any trustee representatives the term will be co-terminus to their trustee appointment if earlier.

The membership of the group is as follows:

- national chair
- deputy national chair (if appointed)
- 2-3 country or region chairs
- the 3 national advisers for programme and development, international and communication and engagement
- 6-7 Trefoil volunteers
 - the aim will be to select 1 from each country or region not represented by a country or region chair if applications allow.
 - volunteers should represent a range of skills, ages, and diversity.
- A volunteer scribe (non-voting)

In addition, the group may co-opt members or external advisors with specific knowledge as required. Any costs associated with this need to be agreed within the Trefoil budget.

Schematic of operational committee continual cycle



4. Meetings

There will be typically 3 meetings a year with additional meetings scheduled if required.

Meetings may be virtual with the aim to hold a physical meeting once per year. The agenda and any relevant papers to be sent to the committee, to arrive no later than two weeks before the meeting.

Meetings should be scheduled in advance of the next board of trustees meeting paper deadline, to allow papers, budgets, and plans to be prepared for approval at that board meeting.

The Trefoil office will provide an element of administrative support in the preparation of agendas and organisation of the meetings however action notes will be undertaken by the committee itself – a scribe should be nominated. Any additional office support should be included into the actions plans and resource requirements and then discussed with both the office manager and national chair.

5. Quoracy

A quorum of the operational committee will consist of a minimum of 50% of the membership plus one, and of which there must be two trustees present.

In the absence of the chair, the members present shall choose one of their number to take the chair unless a deputy has been appointed to chair the meeting in advance.

6. Voting

If a decision cannot be made by consensus every member present and entitled to vote shall have one vote. In the case of a tie, the chair of the meeting shall have a casting vote. No member may vote by proxy.

7. Process for decisions or requests outside the meetings

On occasion decisions, approvals or requests may be required outside of operational or board of trustee meetings.

7.1 Decisions required by the operational committee

The request for a decision must be through the operational committee chair or deputy.

Written resolutions may be approved by a majority of those members of the operational committee who would have been eligible to vote at a meeting but must be circulated to all members and the operational committee has 14 days to respond. If sufficient responses have not been received the resolution lapses. For the avoidance of doubt a written resolution may be circulated and approved by email.

7.2 Decisions or approvals required by the board of trustees

Should decisions or approvals be required outside of the normal cycle of meetings a request should be made to the operational committee chair or their deputy to assess the urgency. They will then determine the relative merits of delaying until the next board of trustees meeting, asking for approval of a written resolution by the trustees, or making a request to the board of trustees' support group.

8. Reporting arrangements and documentation

The action notes of the operational committee will be recorded and submitted to the Trefoil office within 2 weeks of the operational committee meeting, for forwarding to the board of trustees. In addition, a highlight report should be prepared for each board of trustees meeting noting progression of key deliverables and any slippage or risks.

Any risks together with mitigating actions should in addition be reported to the chair of the finance and general purposes committee.

9. Governance and accountability

The operational committee is a sub-committee of the Trefoil board of trustees, reports directly to the board of trustees and works on their behalf.

The group operates in accordance with the Trefoil Guild Constitution, policies, and procedures.

Finance and general purposes committee signed off by the board

September 2026

Terms of reference

1 Overview

An established sub-committee of the board of trustees, it supports the board in meeting its responsibilities in its compliance of charity law and United Kingdom Accounting Standards, as well as other legislation as relevant to the organisation.

The committee has a remit for financial monitoring and scrutiny and has a duty to only recommend the use of funds and assets reasonably and as per the Trefoil constitution and avoid undertaking actions that might put its funds, assets, or reputation at undue risk.

The committee will use reasonable care and judgement, using personal skills and experience to progress the business of the committee on behalf of the board and will bring in external advisors with professional knowledge if required. **The ultimate responsibility for statutory and regulatory compliance and all financial matter's rests with the board.**

2. Aims and responsibilities

2.1 To advise the board in matters relating to the charitable funds under the control of the Trustees.

- Oversees the financial administration and scrutinises the monitoring of charity funds, its income and expenditure.
- Prepares a budget for board consideration and approval. Monitors it against the plan ratified by the board with any changes to that plan notified to the board for approval.
- Ensures that the annual reports and accounts are prepared in conjunction with the independent examiner and are available for ratification by the board in advance of the Annual Meeting.

- Monitors investments in conjunction with our professional fund managers and advises the board on all matters relating to the investment of funds and the investment company.
- Works with Trefoil volunteers on financial aspects of projects or events run on behalf of the board to ensure that costs are held within an agreed budget tolerance and are approved by the board. ^{Note 1}
- Receives and approves (or otherwise), any grant requests received in accordance with Trefoil policy.
- Recommends an annual subscription level to the board considering projected membership levels, expenditure and reserves available.

2.2 To advise and support the board in ensuring that their statutory responsibilities are met.

- Manages and maintains the risk log on behalf of the board. The board have responsibility in approving and monitoring the risk log and in ensuring that all risks are appropriately minimised or mitigated. Changes to the log will be advised to the board by a highlight report to each board meeting.
- Provides support and scrutiny for risk assessments for activities and events run on behalf of the board.
- Develops, monitors and updates policies, procedures and guidance for Trefoil and its members to meet its statutory and operational duties for board approval.
 - ensures that the Trefoil website holds the current approved versions
 - works with the office staff to ensure that any administrative forms are current and relevant. Form changes to be approved by committee.
 - updates the Trefoil handbook with changes to policy, procedure or guidance.

2.3 To advise and support the board in its use of “digital”. The committee will:

- Supports staff and members in the use of KEY, the Trefoil membership database.
- Trains staff and lead Trefoil volunteers in respect to the Data Protection Action and GDPR.
- Develops KEY, the membership database, to ensure that it remains relevant, accurate and compliant to required regulatory standards.

2.4 Miscellaneous

- Recommends insurance for members and events as required
- Annually reviews advertising rates, processes and set tariffs

- Works with external companies to recommend and secure relevant accommodation for the board at the Annual Meeting
- Works with external companies, to help develop holiday opportunities for members for the Annual Meeting period.
- Looks at means of attracting income through grants, fundraising and legacies and providing recommendations to the board
- Supports the board as required with guidance, advice, and practical support

3. Membership:

The chair is appointed by the national chair with the approval of the board as are its members on the recommendation of the chair of the committee.

The term of office is 3 years which can be extended for no more than 2 years. For trustees the term of office is co-terminus to their trustee appointment.

The membership of the group is as follows:

- the chair of finance and general purposes (trustee)
- the national chair (trustee)
- the treasurer (trustee)
- a country or region chair (trustee)
- 4-6 Trefoil volunteers

4. Meetings

There are 3 meetings per year with additional meetings scheduled as and if required. Meetings may be virtual with the aim to hold a physical meeting once per year. The agenda and any relevant papers shall be sent to the committee, to arrive no later than two weeks before the meeting.

The office team will provide administrative support for the preparation of agendas and meeting papers as well as the production and circulation of minutes.

5. Quorum

A quorum of the committee will consist of a minimum of 50% of the membership plus one. There must be a trustee present. The committee chair has the casting vote in the event of a tied decision.

In the absence of the committee chair the trustee(s) present shall choose one of their number to take the chair unless a deputy has been appointed to chair the meeting in advance.

6. Reporting arrangements and documentation:

The minutes of the committee will be formally recorded and submitted to the board together with any relevant papers for approval or noting. The committee chair will highlight to the board any issues that require ratification or special note.

If issues arise outside the formal meeting process the committee chair will discuss with the national chair to agree a way forward.

7. Governance & accountability

Governance is in accordance with the Trefoil constitution and the regulatory and legal framework in which the charity operates. They are a sub-committee of the board and as such report directly to the board and work on their behalf.

Subgroups

Editorial team signed off by the board September 2026

Terms of reference

1. Overview

This team is a sub-committee of the operational committee. Volunteers will work in partnership with the Trefoil staff in the production of The Trefoil magazine. The team will also support rolling social media content.

2. Aims and responsibilities

- to produce a Trefoil magazine 4 times a year which communicates, updates, informs and provides interesting features or articles for Trefoil members, by:
 - liaising with the publisher¹ to agree copy schedules and send and receive copy information for The Trefoil production
- Note ¹The team has no responsibility for any other communications or negotiations with the publisher. Any queries to be directed through the team chair for resolution.
- finalising The Trefoil flatplan content each quarter in line with the timelines agreed with the publisher. The flatplan being the overview of all the pages showing editorial and advert positions.
 - ensuring that all content is in line with the ethos of Trefoil and does not bring the organisation into disrepute.

- ensuring that all agreed content, features and articles have been received and checked by the Trefoil office by the copy deadline.
- ensuring that any advertising² within The Trefoil is appropriate and in line with the advertising policy

^{Note 2} The advertising rates and policy is set by the board. Contacts with advertising prospects is undertaken by the Trefoil office staff.

- to plan future editions of The Trefoil 12-18 months ahead
- to annually review The Trefoil production processes
- to approve The Trefoil proof team appointments
 - appointments should be grass roots members
 - appointments should be an initial 3 years which can be extended annually if agreed by the team
- to provide clear guidance regarding timetables for The Trefoil proof team
- to produce a rolling website and social media plan and associated content³ to mirror The Trefoil magazine content and to include awareness⁴ days relevant to the ethos of Trefoil and our membership to stimulate programme ideas and charitable opportunities

^{Note 3} the plan and content are specific to rolling content as described above. The committee does not have responsibility for website and social media management, training, general content of pages and news items.

^{Note 4} awareness days relate to national or world issues, events, health matters or similar which explore specific themes, raise awareness and stimulate ideas and engagement. Examples of these are time to talk day, breast cancer awareness month, volunteers' month, world kindness day.

3. Membership

- National chair or deputy chair (if appointed)
- 4 to 5 additional national trustees of which at least 2 are country or region chairs
- a Trefoil guild grass roots member
- Office manager – optional or at request of the chair
- Designated office administrator responsible for The Trefoil administration
- Designated office member responsible for Trefoil social media and digital platforms

In addition, the group may co-opt members with specific knowledge as required but any expenses to do so must be agreed in advance or within the delegated spend agreed by the board.

4. Meetings

The group will meet virtually 4 times a year to coincide with the production schedule of The Trefoil to finalise the flatplan and scheduled series of digital work.

In addition, a physical meeting annually will be held to plan the next 12-18 months The Trefoil content and rolling website and social media plan.

The agenda and any relevant papers shall be sent to the committee, to arrive no later than two weeks before the meeting.

The office team will provide administrative support for the preparation of agendas and meeting papers as well as the production and circulation of notes.

5. Quoracy

3 trustees should be present at all meetings, and the meeting will be chaired by a trustee. Initially the chair will be taken by the national chair with a view to delegating the chair to the deputy chair (if appointed) or another trustee once the team is established.

6. Reporting arrangements and documentation

Action notes of each meeting to be made to include attendees, the updated flatplan and agreed actions.

The Trefoil office team are tasked to work with the publisher to progress the flatplan to final proof stage with the final copy signed off by the national chair on behalf of Trefoil.

A summary report will be provided for the operational committee following the annual planning meeting with any other issues raised via a highlight report to the operational group.

Any changes or content which may have significant impact on the content or design of The Trefoil, the website or social media would need to be discussed at the operational committee and would then need to go to the board for sign off.

7. Governance and accountability

The editorial team is a sub-committee of the operational committee and as such reports directly to that committee.

Awards panel

Terms of reference

1. Overview

This group is a sub-committee of the operational committee. Volunteers will review nominations for all Silver Trefoil awards and those nominations received for national consideration relating to the Trefoil award and make recommendations for awarding.

2. Aims and responsibilities

- To receive nominations for the Silver Trefoil award and national level Trefoil awards
- To set up a process to record decisions taken and the rationale behind those decisions to build up knowledge and ensure consistency in decision making. This would also support any challenges from the proposer or the supporter in respect to decisions made
- To meet virtually to consider the nominations against the criteria laid down and agree whether the nominee meets the criteria
- If the criteria are met, to recommend that the nominee is granted the relevant award to the national chair giving clear reasons for the recommendation
- If the criteria are not fully met the group will agree how the nomination should proceed. The options will typically be to
 - Recommend that the proposer selects a different level award
 - Request further information from the proposer to support the current application
 - Recommend that the proposer reconsiders the nomination with the option to reapply when the criteria are fully met

Office role

- Nominations received will be provided from the national office with identifiable personal details redacted in line with GDPR, such as addresses, and phone numbers if included. Names and T numbers would be included.
- If required, the national office would set up a virtual call for the group
- The national office would receive the recommendation from the group and follow up those recommendations with the proposer or national chair as required

3. Membership

- 3 trustees
- 1 grass roots member

Appointments will be on a rolling 2–3-year term.

4. Meetings

The group will meet virtually as required to review any nominations received.

The group will determine which member should lead and who should scribe at their first meeting.

The group will agree the date and time of the meeting but will be supported by the office who will set up a virtual Zoom call on request.

5. Quoracy

2 trustees should be present at all meetings, and the meeting will be led by a trustee.

If the award relates to a member of the panel or a member of their immediate team they would not participate in that discussion.

If an urgent decision was required and the group was not quorate, they could co-opt another trustee for that meeting.

6. Reporting arrangements and documentation

A record of the nominations discussed, and recommendations made should be sent by the panel lead, to the national office after each meeting, together with the rationale behind those decisions to build up knowledge and ensure consistency in decision making.

A report will be provided for each operational committee summarising decisions made and any other updates regarding the work of the panel as relevant.

Nomination forms or letters should be only kept by the panel and the office in accordance with the Trefoil data retention policy.

7. Governance and accountability

The awards panel is a sub-committee of the operational committee and as such reports directly to that committee.

Trefoil support group signed off by the board October 2024

Terms of reference

1. Overview

The board of trustees typically meets three times per year however on occasions decisions or advice is required outside those meetings. The support group aims to bring together a small core team as required to progress any issues arising that cannot wait for a board meeting.

2. Aims and responsibilities

To provide support as required to the other members of the group in delivering their trustee responsibilities.

To review issues arising between or from board meetings and agree an action plan which may or may not require escalation to the board of trustees.

Take decisions as required between board meetings using delegated authority from the board for a maximum spend of £2000 for each item not included in, or in excess of the budgeted amount.

3. Membership:

- National chair
- Treasurer
- Chair of finance and general purposes
- Office manager

Additionally, the group may co-opt other trustees, members or external advisors with specific knowledge as required but any expenses to do so must be agreed in advance or within the delegated spend agreed by the board.

3. Meetings

The group will meet as required and can be called by any member of the group.

The meetings will be held virtually unless agreed otherwise.

Meetings will be organised by the office manager.

All administration will be carried out by the group members.

The meetings will be cost neutral. If expenses are expected, they must be approved in advance or within budget.

4. Quoracy

Two trustees should be present at all meetings. If only 1 trustee is available, then another trustee can be co-opted into the group.

5. Reporting arrangements and documentation

Action notes of each meeting to be made to include attendees and agreed actions

Any decisions taken by the group will be noted at the finance and general purposes meeting and reported to the next board of trustees meeting.

6. Governance and accountability

The support group is a sub-group of the board and as such report directly to the board and work on their behalf.

Task and finish groups – template terms of reference signed off by the board as and when presented.

Subgroup to the board of trustees

This template should be used for all task and finish groups which are requested from the board of trustees, updating the highlighted sections as described.

Terms of reference need to be signed off by the board and any member who is asked to join a group should have sight of them.

[NAME] task and finish group terms of reference**1. Introduction**

[Give a general short introduction to what the task and finish group will be addressing and the rationale for setting it up]

2. Task and finish objectives

The aim of the group will be to [describe the aims and desired outcomes of the group clearly].

Specific areas for the task and finish groups focus are:

- [add all relevant]
-

For clarity, the work of the task and finish group excludes [add any areas excluded from the task and finish groups work as relevant]

2. Membership

Please list all members, noting both their Trefoil roles and their specific positions within the group. Be sure to clearly identify who serves as the chair and who acts as the scribe.

Other Trefoil members and subject matter experts will be coopted onto the group as required.

Name	Trefoil role	Group role

3.Meeting format and frequency

Meetings will be held [weekly, monthly, bimonthly] for a maximum period of [ADD the number of weeks or months. Task and finish groups should be of a short duration of 1 year or less] with additional meetings scheduled as required.

All meetings will be held virtually unless agreed otherwise.

All meetings will be chaired by a trustee.

The meetings will be cost neutral. If expenses are expected, they must be approved in advance by the support group.

4. Quoracy

The meeting should have 1 trustee present to chair and there should be minimum of 50% of members at each meeting from the agreed group to be quorate.
[ensure that this meets the needs of your group]

5. Reporting and escalation

Brief notes of each meeting including attendees present and agreed actions will be taken and a copy sent to the Trefoil office manager following each meeting.

A highlight report and relevant papers will be made to the board of trustees arriving at least 3 weeks prior to the board meeting to enable review and circulation to that board in good time.

Escalation of any issues will be to the national support group in the first instance. This group comprises the national chair, the chair of finance and general purposes and the treasurer.

6. Governance

This task and finish group is accountable to the board of trustees' who approve the terms of reference and who have responsibility in approving any recommendations or outcomes of the group.

Terms of reference approved by the board of trustees on [ADD approved date].

At any time should any member of the group have issues or concerns regarding the purpose of the group or its direction of travel then they should contact the support group via the national Trefoil office for advice and support.