

Policy document	
Title	Trustee Board Terms of Reference
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Executive director owner	Chief Executive
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SOLVING KIDS' CANCER TRUSTEE BOARD TERMS OF REFERENCE

Solving Kids' Cancer's (SKC) Trustee Board takes its authority and its responsibilities from two sources:

- Under the Charities Act 1993 the trustees of a charity are "the people responsible under the charity's governing document for controlling the management and administration of the charity, regardless of what they are called". Charity law lays a number of specific duties on all charity trustees, which are reflected in these terms of reference. In essence these are:
 - A duty of compliance with the charity's objects, its governing documents and all relevant legislation and regulations.
 - A duty of care, to ensure that the charity is well run and efficient and that professional advice is sought in order to manage risk.
 - A duty of prudence in respect of managing the charity's assets.
- SKC's Memorandum and Articles of Association (its constitution) sets out who may become a trustee of SKC, how trustees are appointed and their powers.

Overall responsibility

To provide direction and stewardship for SKC for the benefit of current and future users, by:

- a) Setting the vision, mission and values of SKC.
- b) Developing strategy to achieve the charity's objects, and monitoring and communicating performance.
- c) Ensuring that the charity seeks the views of current and future users and that these views are considered in developing strategy and delivering services.
- d) Acting as the guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- e) Ensuring that SKC complies with all constitutional, legal and regulatory requirements.
- f) Ensuring that the charity's governance is of the highest possible standard.

Main duties

1. Strategic Direction

Ensure that the SKC has a clear vision, mission and strategic direction and is focused on achieving these. To work in partnership with the Chief Executive and other senior staff to ensure that:

- a) SKC has a clear vision, mission, set of values and strategy, and that there is a common understanding of these by trustees, staff and volunteers.
- b) Operational plans and budgets and sub-strategies support the vision, mission and strategy.
- c) The views of users are regularly sought and considered, and that efforts are made to identify possible future users.
- d) There is regular review of the external environment for changes that might affect SKC (environmental, political, financial, competitive, partnerships, alliances).
- e) There are processes in place to safeguard the security of the charity's data, adequate backup and/or insurance to cover any potential data losses and a business continuity plan for unanticipated disruption to the business of the charity.
- f) There is regular review of the need for SKC and for the services it provides or could provide, and regular review of strategic plans and priorities.

2. Performance management

Be responsible for the performance of SKC, for its impact upon stakeholders and for its corporate behaviour:

- a) To ensure that SKC measures its impact and progress towards its strategic objectives and to regularly consider reports on SKC's performance.
- b) To ensure that there are policies to direct key areas of the charity's business.
- c) To ensure that there are quality and service standards for major areas of delivery, that these are met and reported on.
- d) To ensure that SKC's values are understood and put into practice, by trustees, staff and volunteers.
- e) To ensure that there are complaint systems in place, for users and supporters.
- f) To ensure that there are processes for trustees, staff and volunteers to report activity which might compromise the effectiveness of SKC.
- g) To recruit the Chief Executive and to hold him or her to account for the management and administration of the charity.
- h) To ensure that the Chief Executive receives regular, constructive feedback on his/her performance in managing the charity and in meeting his/her annual and longer term objectives.
- i) To ensure that SKC has effective and fair employment policies and processes in place, to recruit, train and develop staff and volunteers including ensuring that SKC salaries meet or exceed the London Living Wage, and that age, gender, race, and health do not limit an employee's engagement and success in the charity.

3. Compliance

Ensure that SKC complies with all legal and regulatory requirements:

- a) To ensure, with professional advice as appropriate, that SKC complies with all constitutional, legal, regulatory and statutory requirements.
- b) To understand and comply with the constitution and rules that govern SKC, and to review the constitution regularly (at least every three years) to ensure it is fit for purpose.

4. Prudent management of assets

To be stewards of SKC's assets, both tangible and intangible, taking care over their security, and how they are used:

- a) To ensure that SKC's financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- b) To act reasonably and prudently in all matters relating to SKC and always in the interests of SKC.
- c) To ensure that trustees take professional advice when needed, and record the advice received.
- d) To ensure that there is an effective fundraising strategy in place.
- e) To be accountable for the solvency of SKC.
- f) To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, SKC's brand, good name and reputation are recognized, used and safeguarded.
- g) To ensure that the major risks to SKC are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.

5. Good governance

Ensure that SKC's governance is of the highest possible standard:

- a) To ensure that SKC has a governance structure that is appropriate to a charity of its size/ complexity, stage of development, and its charitable objects, and reflects the diversity of its users.
- b) To ensure that the Board meets at least 4 times a year; currently it meets 6 times a year.
- c) To ensure that Board decisions are recorded in writing by means of minutes.
- d) To ensure that the Board's delegated authority is recorded by terms of reference for board committees, job descriptions for honorary officers, trustees and key staff, and that reporting procedures back to the Board are recorded in writing and complied with.
- e) To ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood, and directions given to him or her come from the Board as a whole.
- f) To ensure the Board regularly reviews SKC's governance structure and its own performance, to an agreed programme.
- g) To ensure that major decisions and policies are made by the trustees acting collectively.
- h) In consultation with the Chief Executive, to ensure that the Board has on it the skills it requires to govern SKC well, and that the Board has access to, and considers, relevant external professional advice and expertise.
- i) To ensure that there is a systematic, open and fair procedure for recruitment of trustees and of the Chief Executive.
- j) To ensure that all members of the Board receive appropriate induction on their appointment and that they continue to receive appropriate advice, information and training (both individual and collective).
- k) To ensure that trustees have a code of conduct and comply with it, and that there are mechanisms for the removal of trustees who do not abide by the trustee code of conduct.