

<b>Policy document</b>	
<b>Title</b>	Trustee Board – Trustee Role Description and Person Specification
<b>Approved by</b>	Trustee Board
<b>Date approved</b>	10 February 2017
<b>Review date</b>	3 years from date of approval by Trustee Board
<b>Executive director owner</b>	Chief Executive
<b>Where to be published (website/intranet)</b>	Website

## SOLVING KIDS' CANCER (SKC) TRUSTEE ROLE DESCRIPTION AND PERSON SPECIFICATION

### 1. TRUSTEE ROLE DESCRIPTION

#### *The statutory duties of a trustee:*

##### *Main duty*

Under charity law SKC Trustees have the ultimate responsibility for directing the affairs of SKC, and ensuring that it is solvent, well-run and delivering the charitable outcomes for which it has been set up. In law, trustees of SKC have three particular duties – compliance, care and prudence – which are set out below using the wording given by the Charity Commission.

##### **Duty of compliance – Trustees must:**

- Ensure that SKC complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.
- Ensure that SKC does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.
- Comply with the requirements of other legislation and other regulators which govern the activities of SKC.
- Act with integrity, and avoid any personal conflicts of interest or misuse of SKC funds or assets.

##### **Duty of care – Trustees must:**

1. Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that SKC is well-run and efficient.
2. Consider getting external professional advice on all matters where there may be material risk to SKC, or where the trustees may be in breach of their duties.

##### **Duty of prudence – Trustees must:**

- Ensure that SKC is, and will remain, solvent.
- Use SKC's funds and assets reasonably, and only in furtherance of SKC's objects.
- Avoid undertaking activities that might place SKC's endowment, funds, assets or reputation at undue risk.
- Take special care when investing SKC's funds, or borrowing funds for SKC to use.

## ***Specific duties of Trustees of SKC (linked to the Trustee Board terms of reference):***

### **1. Strategic Direction**

Trustees must ensure that the SKC has a clear vision, mission and strategic direction and is focused on achieving these. Trustees must 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 including the fundraising strategy 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 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**

Trustees are 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 and that these are met.
- 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 employment policies and processes in place, to recruit, train and develop staff and volunteers.

### **3. Compliance**

Trustees must 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 Memorandum and Articles of Association (M&A) and rules that govern SKC, and to review the M&A regularly (at least every three years) to ensure it is fit for purpose.

#### 4. Prudent management of assets

Trustees must 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

Trustees must 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 Board decisions are recorded in writing by means of minutes.
- c) 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.
- d) To ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood, and directions given to him/her come from the Board as a whole.
- e) To ensure the Board regularly reviews SKC's governance structure and its own performance, to an agreed programme.
- f) To ensure that major decisions and policies are made by the trustees acting collectively.
- g) 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.
- h) To ensure that there is a systematic, open and fair procedure for recruitment of trustees and of the Chief Executive.
  - i) 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).
  - j) 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.

## 2. TRUSTEE PERSON SPECIFICATION

SKC works actively to ensure that its Trustee Board has the right skills and experience to lead the charity effectively. SKC Trustee vacancies have, historically, been filled from the SKC family community and through personal recommendation of the Trustee Board and CEO. Consideration will be given to future vacancies also being advertised. In either situation, the application will be by written application, followed by interview. The application form and interview will be evidence based and we will look for **clear examples** of how candidates meet the essential and desirable criteria below.

## 2.1 Personal competencies

SKC Trustees are expected to demonstrate all of the following personal competencies and the capacity to apply these to the direction of the organisation:

### ESSENTIAL

#### Commitment

1. Ability to understand and accept the duties and liabilities of being a charity Trustee
2. Empathy with the vision, mission and aims of SKC
3. A willingness and ability to devote the necessary time and effort; indicative time would be 6 board meetings per year (3 hours each) including preparation time (3 hours) for each; attendance at the Annual 2 day conference; approximately 1 day per year for strategic review; an average of 6 additional hours per month for on-going communication and decision making

#### Focus

4. Ability to think and apply knowledge strategically
5. Ability to think creatively
6. Ability to keep mission-focused
7. Ability to analyse and evaluate management information and other evidence
8. Willingness to listen and learn

#### Communication and team working

9. Ability to communicate clearly and sensitively and to take an active part in discussions
10. Ability to influence and engage
11. Ability to work effectively in a group
12. Willing to express their own opinion in a reasoned way, while also listening to the views of others
13. Ability to challenge constructively and ask questions appropriately

#### Accountability

14. Ability to exercise sound and independent judgement
15. Willingness to make and stand by collective decisions, including those which may be unpopular
16. Ability to manage difficult and/or challenging situations
17. Ability to maintain confidentiality on confidential and/or sensitive information

## 2.2 Skills and experience

### DESIRABLE

The knowledge, skills and experience in the list below are relevant to SKC's main areas of activity, and they are represented across SKC's executive and staff, who apply them at operational level.

SKC is looking for Trustees who have the knowledge and understanding to maintain an oversight of these activities at a strategic level, and who can contribute well informed views, constructive challenge and a commitment to best practice. SKC would normally expect each Trustee to be able to do this in at least two of the areas below. A Trustee's ability to contribute in this way will often, but not always, draw on professional and/or practitioner experience at a senior level.

### Management

1. Strategic leadership and management within a medium sized or large organisation (budget or annual turnover above £10 million pa).

### Stewardship and governance

2. Trusteeship in a similar size or larger organisation, together with implementation of best practice in UK and/or international corporate governance.

### Specialist expertise

3. An area of expertise relevant to SKC such as accountancy/financial management, law, project or programme management, human resources or organisational development.
4. Public policy formulation and influencing techniques across parliaments and national assemblies.
5. Fundraising.
6. Marketing, communications or public relations.
7. Senior level experience of delivering services to children with neuroblastoma and/or other childhood cancers in a health setting.
8. Developing and delivering services to children and young people, which promote inclusion, equal opportunities and diversity.
9. Personal experience of being a parent/family carer of a child with neuroblastoma