

## Trustee Role Description

**Role:** Trustee

**Remuneration:** The role of Trustee is voluntary, however reasonable out-of-pocket expenses will be reimbursed

**Location:** Meetings will be held at Pie Factory Music in Ramsgate (we are open to the use of digital platforms for meetings when needed)

**Frequency of meetings:** Approximately six meetings a year

**Term:** Three years with annual reviews

**Reporting to:** Chair of Trustees



## Key Responsibilities

1. To ensure that the charity has a clear vision, mission and strategic direction, and is focused on achieving these.
2. To take responsibility, with the Managing Director, for the charity's performance and culture.
3. To ensure the charity complies with all legal, regulatory, and contractual requirements.
4. To act as guardians of the charity's assets by taking due care of their security and proper use.
5. To ensure that the charity's governance is of the highest possible standard.

These responsibilities are expressed below with indicative activities:

### **1. To ensure that the charity has a clear vision, mission and strategic direction, and is focused on achieving these**

- To agree the vision, mission and strategic plan, and ensure that there is a shared, common understanding of these across the organisation.
- To ensure that the business, operational and other plans support the vision, mission and strategic priorities.
- To ensure that decisions reinforce the vision, mission and strategic priorities.
- To ensure that the Managing Director's annual objectives and longer-term targets support the achievement of the vision, mission and strategic priorities.
- To ensure that policies and procedures support the vision, mission and strategic priorities. To ensure that the following mechanisms are in place to:
  - Listen to the views of current and future beneficiaries.
  - Systematically review the external environment for changes that might affect the charity.
  - Regularly take stock of the needs met by the charity's services.
  - Regularly review its strategic plans and priorities.

### **2. To take responsibility, with the Managing Director, for the charity's performance and culture**

#### Performance

- To agree objective measures for the charity's progress in relation to its vision, mission and priorities.

- To commission regular reports on the charity's performance, including from the Managing Director.

### Culture

- To provide leadership in the values it embodies and the culture it fosters.
- These will in turn be reflected in the way that staff and volunteers work.
- To help articulate the charity's values and ensure these are expressed and reflected in all its work.
- To ensure that participant's views on the charity's effectiveness are regularly gathered and considered by the Board.
- To create and support a culture of learning, reflection and support in which all staff and volunteers regularly receive feedback and are encouraged to practice reflective learning.
- To create and support a culture of good safeguarding practice.
- To ensure that clients, beneficiaries, employees, volunteers, other individuals, groups or organisations can bring to Trustees' attention any activities that threaten the probity of the charity.

### Managing Director

- To appoint the Managing Director, set their terms and conditions, and invest in ongoing professional development.
- To support the Managing Director in the management and administration of the charity.
- To give the Managing Director regular, constructive feedback on performance in managing the charity and in meeting objectives and targets.

### **3. To ensure the charity complies with all legal, regulatory, and contractual requirements**

- To be aware of legal, regulatory and statutory requirements and ensure that the charity complies with these.
- To ensure the charity complies with its rules and constitution, reviewing them regularly.
- To agree and annually review policies and procedures.
- To ensure that the charity is operating in accordance with all safeguarding legislation.
- To agree any levels of delegated authority and reporting lines, and ensure these are recorded (e.g. in minutes, terms of reference for board committees and sub-committees, role descriptions for honorary officers, Trustees and key staff, etc.)
- To ensure that the responsibilities delegated to the Managing Director are clearly expressed and understood.
- To ensure that the charity delivers on any contractual requirements as agreed with external commissioners or funders.

### **4. To act as guardians of the charity's assets by taking due care of their security and proper use**

#### Planning

- To forward plan and be accountable for the charity's solvency, continuing effectiveness, and preservation of its endowments.

- To ensure that intangible assets (e.g. organisational knowledge and expertise, intellectual property, the charity's good name and reputation, etc.) are properly valued, utilised and safeguarded.

### Controls

- To exercise effective overall control of the charity's financial affairs.
- To ensure the charity has sound procedures for safeguarding all monies, properties and other assets.
- To ensure that the income and property of the charity is applied only for the purposes set out in its governing document, and with complete fairness between persons who are qualified to benefit.
- To ensure control systems are rigorous, regularly evaluated and improved in the light of experience.
- To ensure that the way in which the charity is administered is not open to abuse.

### Risk Assessment

- To ensure that any major risks to the charity are reviewed annually, along with mitigation systems.

### Decision Making

- To respond to financial indicators and reports with strategies (normally proposed by the Senior Management Team) and decisions which maintain the financial health of the organisation, e.g. approve arrangement of an overdraft if cash-flow falls below a certain amount.

### Reporting

- To ensure that robust financial reporting is completed to fulfil legal obligations and to give an accurate picture of the charity's financial health.

## **5. To ensure that the charity's governance is of the highest possible standard**

- To ensure the charity's governance structure is appropriate to a charity of its size and complexity, stage of development, and charitable objects; and that it enables the Trustees to fulfil their responsibilities.
- To reflect annually on the overall Board's performance and individual performance of Trustees.
- To ensure that the Board has the skills required to govern the charity well, and has access to relevant external professional advice and expertise where needed.
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of Trustees.
- To put in place clear succession plans for the Chair and Managing Director.
- To participate in individual and collective development and training of Trustees as appropriate.
- To abide by the code of conduct for Trustees.
- To ensure that major decisions and Board policies are made by the Trustees acting collectively.

NB: Under English law, statutory duties for all trustees are as follows:

- Duty of trust
- Duty to comply with the charity's Constitution

- Duty to act in the best interests of the charity's present and future beneficiaries
- Duty to avoid conflicts of interest
- Duty to safeguard the charity's assets