

South Bucks Hospice (SBH): The role of a Trustee

Overview

A Trustee is responsible for the overall strategic direction and governance of South Bucks Hospice (SBH), reviewing whenever appropriate its governing documents and charitable objects, including ensuring that the charity operates within the appropriate legal and regulatory guidelines.

Section 1: Role Specification

Responsibilities

- To ensure that the Hospice pursues its stated objectives (purposes) as defined in its governing document, by developing and agreeing a long-term strategy
- To participate in the setting and ongoing review of the SBH Strategic Plan, including working with the Chairman on Board performance and annual appraisals including, but not limited to, areas such as the development of annual objectives for the Chief Executive Officer (CEO)
- To comply personally with the Seven Principles of Public Life (Nolan Principles) acting in the best interests of the charity at all times and to ensure SBH operates within the legal and regulatory framework of Charity Law, Company Law and wider legislative frameworks, as appropriate
- Ensuring that the Hospice applies its resources exclusively in pursuance of its charitable objects for the benefit of the public
- To ensure best practice in the governance of the charity, including financial stability, prudence and the protection of SBH's investments and assets
- To promote and develop SBH in all areas aligned to the wider strategic aims, including supporting and monitoring the activities of employees and volunteers
- To attend Board Meetings and visit Executive departments for review, morale building and to obtain feedback
- To ensure that proper and formal arrangements are in place for the appointment, supervision, support, appraisal and remuneration of the Chief Executive Officer
- To avoid/declare conflicts of interest and ensure that all matters relating to the strategic direction and operational performance of SBH are kept confidential

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This may involve scrutinising Board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives or other issues in which the Trustee has special expertise

Personal Qualities

- Strategic vision
- A commitment to the charity
- A willingness to devote the necessary time and effort
- Act as a critical friend
- Able to offer active, good, independent judgement
- Focused, questioning in approach and willing to speak their mind
- Acts with integrity in all that they do
- Able to absorb data / information with (e.g. such as details relating to the day-to-day running of SBH contained within Board papers)

- Thinks and acts creatively, using existing networks and creating new ones for the benefit of SBH
- Empathetic and able to contribute as a team member to reach decisions and find solutions
- An understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship

Key Skills

Individuals who are appointed as Trustees or seeking appointment should be able to demonstrate the skills and qualities to support the Board and the Executive Team, these are shown below. During the current recruitment round the Board is looking in particular for potential trustees with Clinical, Marketing and Legal backgrounds.

- Clinical/ Palliative Care / Nursing
- Accounting / Finance
- Legal
- Retail / Commercial Property
- HR
- IT
- Fundraising / Marketing
- Prestigious local influencer / Businessperson

SECTION 2: Role Rules / Procedures

Participation

- Attend at least 75% of all Board and sub-committee meetings
- Support the Executive with issues as required
- Attend on-site sessions with the broader SBH teams

Recruitment

- Initial written expression of interest with a pitch for the post and CV or written recommendation with CV from a current Trustee
- Meet the Chairman for an initial joint appraisal
- Meet the Chief Executive Officer (CEO) for SBH organisation outline and overview of current activity
- Attend a Trustee Board meeting for initial awareness and understanding together with an opportunity for Trustee assessment
- Final review with the Chairman and if appropriate, formal appointment to the role

Term of Office

- Re-election would occur after each three year term
- It is preferred that in the instance of a voluntary resignation that notice of at least one meeting (approximately 3 months) be given
- A Trustee will be immediately removed from the Board of SBH, when: (1) there has been a breach of confidentiality; or (2) there is a substantial and / or ongoing conflict of interest; or (3) the individual has been declared bankrupt or insolvent; or (4) the individual is subject to or has failed to declare a criminal prosecution (with the exception of minor motoring

offences) or the individual in the judgment of the Board causes damage or could cause damage to the reputation of SBH

Training and Appraisal

- A Trustee induction pack / programme with a checklist will be provided and completed
- An annual Board Performance evaluation will be completed by all Trustees, including a one-to-one review with the Chairman, allowing for feedback both ways
- The Chairman will feedback responses to Trustees who will develop any action plans as required