

Summary Role of Trustee for Daniel's Den

Key responsibilities

With other trustees to hold the charity 'in trust' for current and future beneficiaries by:

1. Ensuring that DD has a vision, mission and strategic direction and is focussed on achieving these
2. Being responsible for the performance of DD and for its organisational culture
3. Ensuring that DD complies with all legal and regulatory requirements
4. Acting as guardians of DD's assets, both tangible and intangible, taking all due care over their security, deployment, and proper application
5. Ensuring that DD's governance is of the highest possible standard

Duties and tasks to fulfil the five key responsibilities of trustees

1. Ensuring that DD has a clear vision, mission and strategic direction and is focussed on achieving these:

To work in partnership with other trustees, the CEO and other senior staff to ensure that:

- DD has a clear vision, mission and strategic plan that have been agreed by the board and that there is a common understanding of these by trustees, management and staff
- The business, operational and other plans support the vision, mission and strategic priorities
- Decision-making by the board and by senior management that reinforces the vision, mission and strategic priorities.
- The CEO's annual and longer-term objectives and targets support the vision, mission and strategic priorities
- Board policies support the vision, mission and strategic priorities

There are effective mechanisms:

- To listen to the views of current and future beneficiaries
- To review the external environment for changes that might affect DD
- To reassess the need for DD and the services it provides, or could provide
- To review regularly strategic plans and priorities

2. Being responsible, with other trustees, for the performance of DD and its culture:

- To agree the method for measuring objectively the progress of DD in relation to its vision, mission and strategic objectives/priorities, business plans and annual targets, and to receive regular reports on the performance of DD.
- To ensure that the fundamental values and guiding principles of DD are articulated and reflected throughout the charity
- To ensure that the views of beneficiaries on the performance of DD are regularly gathered and considered by the board
- To appoint the CEO, to set his/her terms and conditions and to ensure that the CEO and the charity invest in the CEO's ongoing professional development
- To receive regular reports from the CEO on progress towards agreed strategic priorities
- To hold the CEO to account for the management and administration of DD.
- To ensure that the CEO receives regular, constructive feedback on his/her performance in managing DD and in meeting his/her longer-term targets and objectives.
- To ensure that the CEO develops a learning organisation and that all staff, both paid and volunteers review their own performance and regularly receive feedback.
- To articulate the values of DD.
- To agree and review board policies.
- To ensure that there are mechanisms for beneficiaries, employees, volunteers, other individuals, groups or organisations to bring to the attention of the trustees any activity that threatens the probity of DD.

3. Ensuring that DD complies with all legal and regulatory requirements:

- To be aware of, and ensure DD complies with, all legal, regulatory and statutory requirements
- To maintain familiarity with the rules and constitution that govern the charity, to ensure that it complies with its governing instruments and to review the governing instruments regularly

- To agree the levels of delegated authority, to ensure that these are recorded in writing by means of minutes, terms of reference for board committees and working groups, role descriptions for honorary officers, trustees and key staff and to ensure that there are clear reporting procedures which are also recorded in writing and complied with.
- To ensure that the responsibilities delegated to the CEO are clearly expressed and understood, and directions given to him/her come from the board as a whole.

4. Being guardians of all the charities assets, both tangible and intangible, taking all due care over their security, deployment and proper application:

- To ensure that DD has satisfactory control systems and procedures for holding in trust for the beneficiaries all monies, properties and other assets and to ensure that monies are invested to the maximum benefit of DD, within the constraints of the law and ethical and other policies laid down by the board.
- To ensure that the major risks to which DD is exposed are reviewed regularly and that systems have been established to mitigate or minimise these risks.
- To ensure that the income and property of DD is applied for the purposes set out in the governing document and for no other purpose, and with complete fairness between persons or groups who are properly qualified to benefit.
- To act reasonably, prudently and collectively in all matters relating to the charity and always act in its interests.
- To be accountable for the solvency and continuing effectiveness of DD and the preservation of its endowments.
- To exercise overall control of DD's financial affairs and to ensure that the way in which the charity is administered is not open to abuse by unscrupulous associates, employees or volunteers; and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience.
- To ensure that the charity's intangible assets such as organisational knowledge and expertise, intellectual property, the charity's good name and reputation etc, are properly valued, utilised and safeguarded.
- To ensure that all income due to DD is received and that all tax benefits are obtained

5. Ensuring that DD's governance is of the highest possible standard:

- To ensure that DD has a governance structure that is appropriate for the charity's size/complexity, stage of development, its charitable objectives and that enables the trustees to fulfil their responsibilities
- To reflect annually on the board's performance and your own performance as a trustee
- To ensure that the trustee board has the skills required to govern the charity well, and has access to relevant external professional advice and expertise
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of trustees
- To ensure there are succession plans for the chair and CEO
- To participate in individual and collective development and training of trustees
- To abide by the code of conduct for trustees
- To ensure that the major decisions and board policies are made by the trustees acting collectively

**Please note that this is a summary of the role of a trustee.
The full legal requirements for trustees as determined
by the Charity Commission are available on request.**