

CAMBRIDGESHIRE ACRE TRUSTEE ROLE DESCRIPTION

- 1. Determine the organisation's mission and vision**
Only the Trustee Board has the power to create and change an organisation's essential mission and vision. Every policy decision the Board makes is designed to help the organisation realise the aims laid out in the mission.
- 2. Engage in strategic planning**
Trustee Boards make strategic policy and work with the Chief Executive to develop long-term strategic plans. Ideally they tie their meeting agendas to key points in the strategic plan to ensure they are dealing with the significant issues.
- 3. Formulate policies**
The Board establishes and oversees a framework of delegation and systems of control so that the organisation applies its resources exclusively in the pursuance of its objectives.
- 4. Approve and monitor the organisation's programmes and services**
The Board ensures that all the organisation's programmes and services obey the letter of the law and effectively serve the organisation's mission. The Board's vision for the organisation determines the direction the programme will take. The Board must ensure that the organisation complies with its Articles of Association, charity law, company law, and any other relevant legislation and regulations, and pursues its charitable objectives as defined in the Articles of Association.
- 5. Ensure adequate financial resources**
Trustees make sure that the Organisation has the resources to carry out its mission. They create policies governing financial reserves and fundraising practices.
- 6. Provide effective fiscal oversight and ensure sound risk management**
The Trustee Board approves the annual financial statement and budget, monitors spending, creates policies to manage and protect organisational assets and property, and ensures that the finances are handled according to the law and in the best interests of the organisation. It also protects the organisation against liability by providing adequate insurance and creating policies designed to minimise risk.
- 7. Act as a responsible employer**
The Board creates comprehensive, fair personnel policies that meet legal requirements and protect both the organisation and those who work for it. It monitors organisational activity to make sure that practice lives up to policy. It determines the framework for staff employment and remuneration.
- 8. Select and support the Chief Executive and review performance**
The Board hires, supports and develops the Chief Executive, and is responsible for conducting an annual review of performance.
- 9. Understand and respect the relationship between Board and staff**

The Board must recognise areas of staff responsibility and avoid interfering in matters properly the domain delegated to staff. At the same time it creates policy to guide staff activities and safeguard the interests of the organisation. Trustees should also understand other roles that they can play, e.g. as adviser or volunteer.

10. Enhance the organisation's public image

Through their own behaviour, their governance oversight and their activities on behalf of the organisation trustees enhance and protect its reputation and values.

11. Carefully select and induct new Board members

The Board ensures the quality of governance for the organisation by using its experience to aid the selection of new Board members and providing them with training. It recruits and develops individuals who can provide the best leadership for the organisation.

12. Carry out Board business efficiently

The Board should ensure that its meetings are productive and key issues are dealt with in an efficient way. It should create purposeful committees and ensures resources are adequate for the work to be undertaken. It may hire consultants to bring needed expertise into the organisation. It should engage in regular performance appraisals, and periodic self-assessment and development to strengthen its effectiveness.

PERSONAL ATTRIBUTES OF A TRUSTEE

- Commitment to the organisation and its objectives
- Willingness to devote the necessary time and effort
- Integrity and good interpersonal skills
- Ability to be detached and make good independent judgments
- Ability to think creatively and with vision
- Ability to work effectively as a team member with a shared sense of purpose
- Willingness to learn and be informed of both the activities of the organisation and the context in which it operates
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship