

## **MORELAND TRUST TRUSTEE ROLE DESCRIPTION AND PERSON SPECIFICATION**

### **1. TRUSTEE ROLE DESCRIPTION**

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

##### ***Main duty***

Under charity law Moreland Trust Trustees have the ultimate responsibility for directing the affairs of Moreland Trust, and ensuring that it is solvent, well-run and delivering the charitable outcomes for which it has been set up. In law trustees of Moreland Trust 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 Moreland Trust 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 Moreland Trust 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 Moreland Trust.
- Act with integrity, and avoid any personal conflicts of interest or misuse of Moreland Trust 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 Moreland Trust is well-run and efficient.
2. Consider getting external professional advice on all matters where there may be material risk to Moreland Trust, or where the trustees may be in breach of their duties.

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

- Ensure that Moreland Trust is, and will remain, solvent.
- Use Moreland Trust's funds and assets reasonably, and only in furtherance of Moreland Trust's objects.

- Avoid undertaking activities that might place Moreland Trust's endowment, funds, assets or reputation at undue risk.
- Take special care when investing Moreland Trust's funds, or borrowing funds for Moreland Trust to use.

***Specific duties of Trustees of Moreland Trust (linked to the Trustee Board terms of reference):***

**1. Strategic Direction**

Trustees must ensure that the Moreland Trust has a clear vision, mission and strategic direction and is focused on achieving these. Trustees must work in partnership with the Operations Manager and other staff to ensure that:

- Moreland Trust has a clear vision, mission, set of values and strategy, and that there is a common understanding of these by trustees, staff and volunteers.
- Operational plans and budgets and the fundraising strategy support the vision, mission and strategy.
- The views of users are regularly sought and considered, and that efforts are made to identify possible future users.
- There is regular review of the external environment for changes that might affect Moreland Trust (environmental, political, financial, competitive, partnerships, alliances).
- There is regular review of the need for Moreland Trust 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 Moreland Trust, for its impact upon stakeholders and for its corporate behaviour:

- To ensure that Moreland Trust measures its impact and progress towards its strategic objectives and to regularly consider reports on Moreland Trust's performance.
- To ensure that there are policies to direct key areas of the charity's business.
- To ensure that there are quality and service standards for major areas of delivery and that these are met.
- To ensure that Moreland Trust's values are understood and put into practice, by trustees, staff and volunteers.
- To ensure that there are complaint systems in place, for users and supporters.
- To ensure that there are processes for trustees, staff and volunteers to report activity which might compromise the effectiveness of Moreland Trust.
- To recruit the Operations Manager and to hold him or her to account for the management and administration of the charity.
- To ensure that the Operations Manager receives regular, constructive feedback on his/her performance in managing the charity and in meeting his/her annual and longer term objectives.
- To ensure that Moreland Trust has effective employment policies and processes in place, to recruit, train and develop staff and volunteers.

**3. Compliance**

Trustees must ensure that Moreland Trust complies with all legal and regulatory requirements:

- a) To ensure, with professional advice as appropriate, that Moreland Trust complies with all constitutional, legal, regulatory and statutory requirements.
- b) To understand and comply with the constitution and rules that govern Moreland Trust, and to review the constitution regularly (at least every three years) to ensure it is fit for purpose.

#### **4. Prudent management of assets**

Trustees must be stewards of Moreland Trust's assets, both tangible and intangible, taking care over their security, and how they are used:

- a) To ensure that Moreland Trust'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 Moreland Trust and always in the interests of Moreland Trust.
- 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 Moreland Trust.
- f) To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, Moreland Trust's brand, good name and reputation are recognized, used and safeguarded.
- g) To ensure that the major risks to Moreland Trust are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.

#### **5. Good governance**

Trustees must ensure that Moreland Trust's governance is of the highest possible standard:

- a) To ensure that Moreland Trust has 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 Operations Manager 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 Moreland Trust'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 Operations Manager, to ensure that the Board has on it the skills it requires to govern Moreland Trust 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 all operational staff.
- 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

Moreland Trust works actively to ensure that its Trustee Board has the right skills and experience to lead the charity effectively. Application is normally by written application, followed by interview. The application form and interview are evidence based and we will look for **clear examples** of how candidates meet the essential and desirable criteria below.

### 2.1 Personal competencies

Moreland Trust Trustees are expected to demonstrate all of the following personal competencies and the capacity to apply these to the direction of a Health and Social Care charity:

#### 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 Moreland Trust
3. A willingness and ability to devote the necessary time and effort

##### 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 Moreland Trust's main areas of activity, and they are represented across Moreland Trust's executive and staff, who apply them at operational level.

Moreland Trust is looking for Trustees who have the knowledge and understanding to maintain an oversight of these activities at a strategic level in a charity, and who can contribute well informed views, constructive challenge and a commitment to best practice. Moreland Trust would normally expect each Trustee to be able to do this in at least one 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 small or medium sized organisation

#### 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 Moreland Trust such as health and social care, accountancy/financial management, law, project or programme management, human resources or organisational development.
4. Fundraising.
5. Marketing, communications or public relations.
6. Service provision at a senior level to older people in a health and social care setting.
7. Developing and delivering services to older people, which promote inclusion, equal opportunities and diversity.