

Trustee / Treasurer Role Description

1. Role of Trustees in general

The members of the Board are responsible for the governance of Shooting Star Children's Hospices. They must ensure that it operates in a manner that:

- enables it to fulfil the objectives set out in the governing document;
- its assets and resources are used for charitable purposes in line with the governing document;
- due attention is paid to charitable and company law;
- keeps to Shooting Star Children's Hospices' philosophy and values; and
- upholds the reputation of Shooting Star Children's Hospices.

Trustees must, at all times, act in the best interests of Shooting Star Children's Hospices. Trustees must work together and must not pursue personal or sectional interests at the expense of hospice interests. Trustees should declare any conflict of interest.

2. Experience required

As Treasurer and a Finance committee member, this role requires:

- a qualified accountant with finance director experience;
- some experience of chairing finance related committees;
- ideally experience of being a trustee of another charity; and
- some knowledge of the financial aspects of the Charities Act and of charity accounting would be useful

3. Main responsibilities of individual Trustees

1. To understand Shooting Star Children's Hospices aims and objectives as set out in its governing document and ensuring that it operates in accordance with them.
2. To take reasonable steps to ensure Shooting Star Children's Hospices operates within the law, particularly with regard to the Charities and Companies Acts.

3. To attend and contribute to meetings of the Board and Committee as relevant.
4. Specific responsibilities of the Treasurer Trustee
5. This role would be a member of:
 - Finance and Resources Committee, as Chair
 - Lottery Board (Tuckwell Chase), as a Director. The SSCH Treasurer acts as Chair or Secretary for two-year periods on an alternating basis
 - Retail Board (Shooting Star Marketing Ltd), as Chair and as a Director
 - Care Database Board (Chase Hospice Trading Ltd), as a Director

These quarterly meetings take place during working hours and take the equivalent of 10-12 working days per year in total. Both the Retail and Care Database Boards have an independent director with relevant expertise that sits on each Board.

6. Contributes to the development of Shooting Star Children's Hospices' strategy and business plans.
7. To maintain a governance perspective by ensuring that the Board:
 - establishes Shooting Star Children's Hospices' strategic direction and goals;
 - contributes to the development of Shooting Star Children's Hospices' strategy and business plans;
 - understands and acts upon financial and other monitoring information presented to it, questioning such information when appropriate;
 - defines the boundaries of management authority;
 - delegates the implementation of its decisions to the senior staff;
 - ensures Shooting Star Children's Hospices delivers on its accountabilities, both those demanded by law and those of hospice good practice;
 - monitors key performance indicators on a regular basis and holds the Chief Executive accountable for outcomes;
 - monitors the risks inherent in Shooting Star Children's Hospices' operations through regular review of the organisation's risk register; and
 - ensures that the Chairman reviews the Chief Executive's performance and development annually.

8. To represent the Board's agreed position when speaking publicly on behalf of Shooting Star Children's Hospices.
9. To contribute towards an annual review of the Board's performance.
10. To support the Chief Executive and other staff in carrying out their work when requested to do so.

4. Trustees' Liability

Trustees are collectively responsible for the activities of Shooting Star Children's Hospices. As a company limited by guarantee, Shooting Star Children's Hospices is able to enter into contracts in its own name and has an identity separate from the Trustees.

In the normal course of events where Trustees have acted properly they will not be liable for any failures by Shooting Star Children's Hospices to perform any contractual obligation, for any loss of funds sustained in the normal course of operation or for any liability incurred to a third party.

Shooting Star Children's Hospices has received the consent of the Charity Commission to purchase trustee indemnity insurance, which it maintains. This covers liability which might arise for an act of negligence, breach of trust or breach of duty provided trustees have acted in good faith, up to £2m. It will not cover liability where there has been fraudulent or criminal activity.

All charities and charity trustees are, in principle, open to investigation by the Charity Commission in case of suspected breach of trust. Trustee indemnity insurance may or may not provide cover in such situations.

Details of Charity Commission investigations are published on the Charity Commission website and the identity (and address except in special circumstances) of trustees is a matter of public record.

5. Time requirements

There will be six Board meetings per year lasting a maximum of two hours, generally starting at 6.30pm, plus an annual strategy meeting which normally lasts for half a day.

There are presently four quarterly standing sub-committees. Trustees are usually expected to serve on one of them (the Treasurer would chair the Finance and Resources sub-committee). As noted above, the Treasurer customarily has to commit a total of 10-12 working days in addition to Board meetings

Board members are expected to maintain a reasonable level of contact with Shooting Star Children's Hospices so that they're confident about the quality of its work.

6. Advocacy

Trustees are expected to assist the Board and senior staff in promoting Shooting Star Children's Hospices and, where appropriate, by meeting and communicating with potential supporters.

7. Contact with staff

Trustees will mainly have contact with hospice senior staff. Trustees will be given the opportunity to get to know the main areas of the staff's work. Their role is to support and motivate staff and provide advice and guidance when requested rather than to give instruction.

8. Induction

There is a process for the induction of Trustees with an information pack and opportunity to meet senior staff.

9. Training

This is provided from time to time and may be required for specific posts.

10. Advice

The Trustees have access to specialist professional advice in a number of areas as deemed necessary by the Board, and as advised by the staff. The senior management team also provide professional advice and support.

11. Conflicts of interest

There may be times when Trustees face a conflict of interests. Any such conflicts should be declared. (For example, having interests in organisations that might wish to provide services to Shooting Star Children's Hospices.) To minimise the risks of conflicts of interest Trustees may, from time to time, be asked to complete a form covering the main areas of potential conflict.

Trustees:

- have a duty to declare any interests relevant to their Trustee role and to take steps to resolve any conflicts that may arise. Where private interests conflict with Trustee duties, the Trustee must resolve this conflict in favour of the Trustee role;
- must declare any financial interest in a matter under discussion and withdraw from the room unless he/she has a dispensation to speak;
- must withdraw from discussion of any matter which creates a real danger of bias;

- must declare an interest in any matter which might reasonably cause others to think it could influence their decision. He/she should state the nature of the interest but may remain in the room and participate in the discussion; and
- should consult the Chair if in any doubt about the application of these rules

It is a requirement that Trustees' interests be listed in a register.

12. Leadership

Trustees:

- should promote and support the principles of leadership by example; and
- must respect the role of the Chief Executive both as leader of the senior management team and as the primary link with the Board of Trustees.

13. Confidentiality

Maintaining confidentiality of information relating to Shooting Star Children's Hospices and its patients and families is essential. Trustees must not at any time disclose any confidential information about the affairs of Shooting Star Children's Hospices, patients/families or staff to any unauthorised person. Hospice staff will only disclose confidential information to Trustees for authorised purposes.

Dated: 11th May 2021