

## TRUSTEE ROLE DESCRIPTION AND PERSON SPECIFICATION

### Trustee Role Description

Purpose of the role of ECHC Charity Trustee:

To be responsible with fellow ECHC Charity Trustees (herein called 'Trustees') for the governance and strategy of the charity, ensuring that it complies with all relevant legislation and is administered correctly and efficiently.

The Trustees' role in governance and strategy can be categorised into the following areas:

1. Compliance
2. Care
3. Prudence
4. Strategic Direction
5. Performance Management
6. Good Governance

1. Duty of Compliance – Trustees' role must be to:

- ensure that ECHC complies with Scottish charity law, and with the requirements and directions of OSCR as regulator
- ensure that ECHC does not breach any of the requirements or rules set out in its <sup>1</sup>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 ECHC.

2. Duty of Care – Trustees' role must be to:

- use reasonable care and skill in their work as Trustees, using their personal skills and experience as needed to ensure that ECHC is well-run and efficient
- consider seeking external professional advice on all matters where there may be material risk to ECHC, or where the Trustees may be in breach of their duties
- act with integrity, and avoid any personal conflicts of interest or misuse of ECHC funds or assets.

3. Duty of Prudence – Trustees' role must be to:

- ensure that ECHC is, and will remain, solvent
- use ECHC's funds and assets reasonably, and only in furtherance of ECHC's purposes

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<sup>1</sup> Edinburgh Children's Hospital Charity: Memorandum and Articles of Association

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- ensure that ECHC'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
- avoid undertaking activities that might place ECHC's endowment, funds, assets or reputation at undue risk
- take special care when investing ECHC's funds, or borrowing funds for ECHC to use
- control, monitor and regularly review finance and administration systems
- ensure intangible assets such as organisational knowledge and expertise, intellectual property and ECHC's brand, good name and reputation are recognised and safeguarded
- review the condition and use of any property and/or land owned by ECHC
- ensure that the major risks to ECHC are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.

### 4. Trustees' Role in Strategic Direction:

Trustees must ensure that the ECHC has a clear vision, mission and strategic direction. Trustees must work in partnership with the Chief Executive and other senior staff to ensure that:

- ECHC 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 of ECHC
- the views of users are regularly sought and considered
- there is regular review of the external environment for changes that might affect ECHC (environmental, political, legal, financial, competitive, partnerships, alliances).
- there is regular review of the need for ECHC and for the services it provides or could provide, and regular review of strategic plans and priorities.

### 5. Trustees' Role in Performance Management

Trustees are responsible for the performance of ECHC, for its impact upon stakeholders and for its corporate behaviour. The role of ECHC Trustees is to;

- ensure that ECHC measures its impact and progress towards its strategic objectives and to regularly consider reports on ECHC's performance
- ensure that there are quality and service standards for major areas of delivery and that these are met

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- ensure that ECHC's values are understood and put into practice, by Trustees, staff and volunteers
- ensure that there are complaint systems in place, for users, supporters and other stakeholders such as donors
- ensure that there are processes for Trustees, staff and volunteers to report activity which might compromise the effectiveness of ECHC
- recruit the Chief Executive of ECHC and to support their role in the management and administration of the charity
- ensure that the Chief Executive receives regular, constructive feedback on his/her performance in managing the charity and in meeting his/her annual and longer term objectives
- ensure that ECHC has effective employment policies and processes in place, to recruit, train and develop staff and volunteers.

### 6. Trustees' Role in Good Governance

Trustees must ensure that ECHC's governance is of the highest possible standard, as such the role and tasks of the Trustee must be to;

- ensure that ECHC has a governance structure that is appropriate to a charity of its size/complexity, stage of development, and its charitable purposes, and reflects the diversity of its users and stakeholders
- attend a minimum of 75% of all scheduled Board of Trustee meetings or, in a situation where the attendance level has not been met, demonstrate an ongoing engagement and involvement in the discussions and decisions of the Board.
- examine and comment on Board papers and to actively participate and contribute in Board meetings in line with ECHC's <sup>2</sup>Code of Conduct of Charity Trustees
- ensure that Board decisions are recorded in writing by means of minutes
- ensure that the Board's delegated authority is recorded by terms of reference for board sub committees, role descriptions for any honorary officers, Trustees and key staff, and that reporting procedures back to the Board are recorded in writing and complied with
- agree and review a scheme of delegation with the Chief Executive to establish clear lines of authority and delegation and ensure that these are clearly expressed and understood via an agreed <sup>3</sup>Scheme of Delegation framework

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<sup>2</sup> Code of Conduct of ECHC Trustees

<sup>3</sup> ECHC Scheme of Delegation of Board Authority

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- ensure the Board regularly reviews ECHC's governance structure and its own performance, to an agreed programme
- in consultation with the Chief Executive, ensure that the Board has on it the skills it requires to govern ECHC well, and that the Board has access to, and considers, relevant external professional advice and expertise
- ensure that there is a systematic, open and fair procedure for recruitment of Trustees and of the Chief Executive
- 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)
- ensure that Trustees comply with the Code of Conduct and to follow the mechanisms for the removal of trustees who do not abide by the trustee code of conduct.

## Trustee Person Specification

ECHC will work actively to ensure that its Trustee Board has the right skills and experience to lead the charity effectively. ECHC Trustee vacancies are normally advertised. 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.

## Personal Competencies

### Essential

ECHC Trustees are expected to demonstrate all of the following personal competencies and the capacity to apply these to the direction of a large and complex organisation:

- 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 ECHC
  3. A willingness and ability to devote the necessary time and effort to attend and participate in meetings and other events of ECHC.
- 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.

## Knowledge, Skills and Experience

### Desirable

The knowledge, skills and experience in the list below are relevant to ECHC's main areas of activity, and they are represented across ECHC's staff, who apply them at operational level.

ECHC is looking for Trustees who have the knowledge and understanding to maintain an oversight of these activities at a strategic level in a large and complex charity, and who can contribute well informed views, constructive challenge and a commitment to best practice.

ECHC 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 medium sized or large 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 the business of ECHC such as accountancy/financial management, law, project or programme management, donor relations, human resources or organisational development
  4. Fundraising and fundraising practice
  5. Marketing, communications or public relations
  6. Service provision at a senior level to children or young people in a health, education or social care setting
  7. Developing and delivering services to children and young people, which promote health, inclusion, equal opportunities and diversity
  8. Charity or corporate governance.