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**TRUSTEE ROLES AND RESPONSIBILITIES**

This policy will be reviewed on an ongoing basis, at least once a year. NAPA will amend this policy, following consultation, where appropriate.

Date of last review: 05/11/2021

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**Role Descriptions for Trustees**All boards must have a Chair and a Treasurer. These post holders play a crucial role in ensuring that NAPA is well governed and recruits the right people who will make a huge difference to our board.

Trustees hold joint responsibility for governance, but boards often have trustee roles with a specific focus, and which require a particular skill set.

**Background**

The Board of Trustees meets monthly; meetings are held at NAPA, Anlaby Road, Hull or sometimes at the offices of one of the trustees if more appropriate. Some meetings can be held virtually via a platform such as Zoom or Microsoft Teams. These meetings generally last for two hours and the average monthly commitment for the Chair is somewhere between 8-12 hours. The Chair and all Trustee roles are voluntary positions.

**The Chair**

Purpose:

To lead the Board of Trustees to support all aspects of NAPA’s work, secure its future and realise NAPA’s potential. Ensuring NAPA fulfils all duties as a charity, employer and training & educational organisation.

Job Description

* securing NAPA's future as a leading organisation providing excellent and accessible  
  training and education for young people in the performing arts
* raising the profile of the organisation locally, regionally and nationally
* leading a capital development programme
* securing new, significant funding for NAPA to realise the charity's vision and potential
* supporting and developing relations with stakeholders
* acting as a spokesperson for the charity to partners, commissioners and other key stakeholders
* acting as a link between trustees and staff
* ensuring full participation in Board meetings, that matters are dealt with in an orderly and efficient manner, that effective decisions are made and actions are carried out
* working closely with the Secretary to the Board to plan, run and record trustee meetings
* liaising with the CEO to keep an overview of the charity’s business
* a Trustees role is to support the Chair in delivering the objectives of NAPA as described above.

Person Specification

Experience of at least two of the following:

* the charity sector
* capital project planning & delivery
* training & education
* performing arts
* the heritage sector
* fundraising
* marketing & communications
* digital and online business
* business management
* law
* financial management
* excellent leadership skills, with experience of facilitating succession planning and change
* the ability to make sure that decisions are taken and actions are followed up
* tact, diplomacy, fairness and impartiality, someone who can address any conflict within the board

Other key qualities:

* experience of managing organisations and people and who understands the roles and responsibilities of a charity’s Board of Trustees
* excellent communication skills, who can advocate and represent the charity at external events and who can effectively communicate the vision & purpose of NAPA
* an awareness of current issues that might affect the organisation
* good time-keeping skills
* over 18
* availability to undertake this leadership role
* residency in UK, preferably Hull & East Riding or Yorkshire

**The Treasurer**

Direct Report: Works closely with the Chair, CEO and the board of trustees.

Background: Finance, Strategy and Governance, Fundraising, Legal, Risk.

Role Summary:

* Monitor the financial standing of the charity and reports to the Board and CEO regarding cash-flow forecasting, income streams, out-going expenses and the overarching strategic management of the organisation’s financial resources.
* Oversee the charity’s financial risk-management process and report financial health to the board of trustees at regular intervals.
* Acts as a counter signatory on cheques and applications to funders and ensure that annual accounts are submitted to all relevant regulators in a timely fashion.
* Liaising with external auditors on financial issues and ensuring that the organisation’s finances are responsibly managed/invested for the betterment of the organisation’s work and for the beneficiaries it serves.

Responsibilities of the Treasurer:

In relation to Finance

Budgeting and strategic financial planning

* Ensure all strategic plans are financially appraised and budgets are aligned to both short-term and long-term objectives each year.
* Oversee planning/budgeting processes in participation with the Board and constructively challenge where required.
* Suggest alternative scenarios while evaluating strategic plans as a part of the risk management process and as a part of performance and reporting scenarios.
* Create greater transparency and accountability to improve resource allocation and charity’s image by adding specific measures as per SORP guidelines.

Management Reporting

* Ensure a high standard of management accounting is maintained in order to safeguard assets.
* Liaise with CEO and trustees to prepare and produce management accounts regularly.

Statutory Financial Reporting

* Board level liaison with external auditors on specific issues in the auditing process and related board representations.
* Guide and advise fellow trustees to formally approve the annual report and audited accounts.
* Explain technicalities of accounts in plain language which is fully understood by the trustees.

Reserves Policy

* Develop reserves policy and safeguard the organisation’s finances.
* Keep the board informed of free reserves position regularly and advise to cope with changing circumstances.

In relation to Governance

* Lead the Board’s duty to ensure proper accounting records are kept, financial resources are controlled, invested and economically spent in line with governance, legal and regulatory requirements.
* Chair finance committees in line with standing orders and terms of reference and reporting findings/developments back to the Board of trustees.
* Advising on the financial implications of the charity’s strategic plans and overseeing the charity’s financial risk-management process.
* Lead in the development and implementation of financial reserves, cost management and investment policies.

Person Specification

Essential

* Qualified accountant with demonstrated commercial awareness and knowledge. Knowledge of charity SORP and impending changes.
* Competent use of IT skills.
* Proven ability to communicate and explain financial information to members of the Board and other stakeholders.
* Analytical and evaluation skills, demonstrating good judgement.
* Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
* Good communication and leadership skills

Desirable

* Demonstrated knowledge and experience of charity fundraising and finance practices.
* Dedicated to the organisation’s cause and objectives and willing to act as the charity’s ambassador to external bodies, charities and companies.
* Skills and experience in one or more areas of non-executive governance and management e.g. strategic planning, business management, financial/accountancy, understanding of HR issues, experience of Trusts or other grant giving bodies particularly fundraising and legal knowledge.
* A team-oriented approach to problem solving and to management.

**The Trustees**

The Board of Trustee seeks to maintain a membership that has a wide-ranging level of experience so that the Board as a whole has the skills and experience to draw upon in its governance and decision making roles.

Duties and Responsibilities

Trustee Job Description. The duties of a trustee are:

* to ensure that the organisation complies with its governing document, organisation law, and any other relevant legislation or regulations
* to ensure that the organisation pursues its objectives as defined in its governing document
* to ensure the organisation applies its resources exclusively in pursuance of its objectives, i.e. the organisation must not spend money on activities which are not included in its own objectives, no matter how worthwhile or charitable those activities are
* to contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
* to safeguard the good name and values of the organisation
* to represent the company at functions and meetings as appropriate
* to declare any conflict of interest while carrying out the duties of a trustee
* to be collectively responsible for the actions of the organisation and other trustees
* to ensure the effective and efficient administration of the organisation
* to abide by the equal opportunities policy
* to ensure the financial stability of the organisation
* to protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds
* to make sure the organisation is properly insured against all reasonable liabilities
* to appoint and support the employees and monitor their performance

In addition to the above statutory duties of all trustees, each trustee should use any specific knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the trustee has special expertise.

* to attend meetings, and to read papers in advance of meetings
* to attend sub-committee meetings as appropriate
* to participate in other tasks as arise from time to time, such as interviewing new staff, helping with fundraising
* to keep informed about the activities of the organisation and wider issues which affect its work

Trustee Person Specification

Each trustee must have:

* integrity
* a commitment to the organisation and its objectives
* an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
* a willingness to devote the necessary time and effort to their duties as a trustee
* strategic vision
* good, independent judgment
* an ability to think creatively
* willingness to speak their mind
* an ability to work effectively as a member of a team

The Board of Trustees will need skills and experience in the following areas:

* setting targets, monitoring and evaluating performance and programmes in commercial and non-profit organisations
* financial management
* the type of work being done by the organisation
* legal matters
* fundraising
* recruitment and personnel management, including a knowledge of employment legislation
* public relations
* marketing
* computers and information technology
* campaigning
* education and learning