



## **Trustee, Chair & Vice-Chair Role Descriptions**

### **About us**

PACT – Parents And Children Together – is an adoption and trauma support charity helping hundreds of families every year through outstanding adoption services, specialist therapeutic support and inspirational community projects across London and the South-East of England.

Established in 1911 by the Bishop of Oxford, PACT is now one of the UK's leading charities in its field and is dedicated to the placement of children with secure and loving families and continued support through therapeutic services. Our adoption support services include our online Children And Trauma Community Hub, our Strengthening Families team of therapeutically trained social workers, our Adopter Champion team of 'experts by experience', our education support service and our FACTS service which provides therapeutic support to help children to overcome difficulties in childhood, adolescence and early adulthood resulting from early trauma and neglect.

PACT also runs community projects supporting vulnerable children and adults facing a range of issues including domestic abuse, homelessness and debt. Our current community projects include the Alana House women's community programme and Bounce Back 4 Kids domestic abuse recovery programme. Our vision is to help even more families and to initiate and provide quality services where there is currently unmet need.

### **Trustee role description**

#### **Role Purpose:**

To further the organisation, keeping within its charitable objectives.

#### **Main Tasks:**

1. To take part in formulating and regularly reviewing the strategic aims of the organisation.
2. With other trustees to ensure that the policy and practices of the organisation are in keeping with its aims.
3. With other trustees to ensure that the organisation functions within the legal and financial requirement of a charitable organisation and strives to achieve best practice.
4. To take a lead role on the Board for a specific business function e.g. Legal, HR, Communities
5. To be an ambassador for the organisation

## **Main Duties:**

### **1. Formulating strategic aims:**

- consider the organisation as a whole and its beneficiaries, whether as a member of the trustees or any of its committees, sub-committees, groups
- reflect the organisation's vision and principles, strategy and major policies at all times: and
- contribute specific skills, interests and contacts, and support the organisation in fundraising activities.

### **2. Ensure policies and practices are in keeping with aims:**

- follow the code of conduct at all times, particularly when exercising the functions of the trustees, or any of its committees, sub-committees, groups
- attend meetings of the trustees; and
- reflect the trustees' policies and concern on all its committees, sub-committees, groups.

### **3. Ensuring best practice:**

- be an active member of the trustee body in exercising its responsibilities and functions;
- maintain good relations with senior managerial staff;
- take part in training sessions provided for the benefit of the trustees; and
- fulfil such other duties and assignments as may be required from time to time by the trustee body.

## **Vice-Chair Role Description**

**As a description it is split into two areas that of a general business trustee and secondly the additional attributes of support given to the Chair and leadership of the board of trustees and its responsibilities.**

In addition to the responsibilities and tasks for a Trustee, the Vice-Chair also undertakes the following:

### **Role purpose**

- To assist the Chair by taking responsibility for discrete aspects of the governance. Specific responsibilities to be agreed according to the skill set of both the Vice-Chair and Chair.

### **Main tasks**

- To chair meetings of the Board in the absence of the Chair.
- Undertake any or all of the Chair's tasks in the prolonged absence of the Chair.
- To support the Chair with decisions about the governance and business of the charity.
- To lead on agreed areas of expertise to support the need of PACT and the Chair, particularly strategic development of business planning and market analysis.
- To provide guidance on key strategic change programmes to ensure support is provided to a successful outcome.

- To be part of the monthly business & finance reviews and twice-yearly Finance Committee meetings
- To provide support and guidance to the Chair, CEO and SMT in key areas of Governance, Business policies and processes and Major change Projects as required,
- To ensure that the Chair is fully briefed on the status of all developmental activities.
- To support the Chair in team building of the board together with the SMT leadership through the provision of good communications and team building

For clarity, the Vice Chair role will support the Chair undertake their role as shown below:

### **Chair role description**

#### **Role purpose:**

To lead the charity in partnership with the Chief Executive and to ensure that trustees understand and fulfil their duties and responsibilities for the proper governance of the charity.

To support, and where appropriate, to challenge the Chief Executive and to ensure that the Board as a whole works in partnership with senior staff.

#### **Main tasks:**

#### **Strategic Leadership**

- Ensure the Board operates within its charitable objectives and provides a clear strategic direction. To work with the CEO and SMT to set the vision, strategy and high-level policies for the charity
- Ensure major risks to which the charity is exposed are reviewed regularly and systems are established to manage and mitigate those risks
- Ensure that the Board fulfils its duties to ensure the sound financial health of the charity, with systems in place to ensure financial accountability
- Provide effective strategic planning support to the Board to enable the charity to plan effectively for a mixed model of funding
- Ensure the Board and the charity hear the voices and views of key stakeholders, especially children and adults we provide a service to

#### **Governance**

- Ensure that the governance arrangements are working in the most effective way for the charity and are reviewed regularly
- Ensure that the Board delegates sufficient authority to its committees, the chair, the Chief Executive and others to enable the business of the charity to be carried on effectively between meetings of the Board
- Ensure that the terms of reference for Board and Committees are reviewed regularly

- Encourage positive change where appropriate, address and resolve any conflicts within the Board. Foster, maintain and ensure that constructive relationships exist with and between the Trustees
- Ensure that the Board has the skills it requires to govern the charity well and these skills are utilised and that the Board has access to relevant external professional advice and expertise
- Ensure that there is a systematic, open and fair procedure for the recruitment of trustees, future chairs of the Board and future chief executives
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and expertise needed to govern and lead the charity effectively, and which also reflects the wider population
- Ensure that all members of the Board receive appropriate induction, advice, information and training (both individual and collective)
- Ensure that Trustees act reasonably, always act in the interests of the charity and comply with the charity's code of conduct for trustees and work within any agreed policies
- Ensure that the Board of trustees regularly reviews its performance

### **Efficiency and effectiveness**

- Ensure that there is an annual programme of Board and committee meetings and well-structured agendas. Ensure that the Board is provided with high-quality briefing papers, including alerting the Board to major risks, external changes which may impact the charity and significant trends
- Chair trustee meetings effectively, seek consensus, ensure full debate on key questions and bring impartiality and objectivity to the decision-making process. Encourage all trustees to participate and to feel free to challenge constructively
- Ensure that Board decisions are made in the best, long-term interests of the charity and that the Board takes collective ownership of these decisions and that decisions taken at meetings are minuted and implemented

### **Support the Chief Executive**

- Establish and build a strong, effective and a constructive working relationship with the Chief Executive, ensuring he/she is held to account for achieving agreed strategic objectives
- Line manage the Chief Executive and ensure that the Chief Executive's performance is reviewed regularly with a formal appraisal completed in accordance with charity policy
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles
- Ensure regular contact with the Chief Executive, and develop an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Set and review the remuneration package of the chief executive and senior leadership team

- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support
- Ensure that the Chief Executive is clear about the key performance indicators by which they will be held accountable
- Through the Chief Executive, ensure that the staff understand the role of the Board and that the Chief Executive provides an effective link between the Board and staff

### **External and Internal Relations**

- Act as an ambassador for the charity and its cause
- Ensure that whenever practicable, trustees visit various parts of the charity, attend events organised by the charity and have informal opportunities to meet the senior management team, staff and beneficiaries
- Ensure that the work of the charity is promoted to key stakeholders and the wider public sector to support the ongoing success of the charity
- Act as a spokesperson for the charity when appropriate and represent the charity at external functions, meetings and events as appropriate
- Support the Chief Executive to maintain close relationships, facilitate change and address any potential conflict with key external stakeholders as appropriate
- Ensure that the trustees are encouraged to promote the work of the charity to their own network of contacts with the public and private sector

### **Other duties**

- To safeguard and protect vulnerable adults and children in accordance with PACT's Policies and Procedures at all times
- To undertake any additional duties as are reasonably commensurate with the role