

# **The Welcome Centre**

## **Leadership and the Role of Trustees**

The Board of Trustees of The Welcome Centre is committed to the aims and values of the charity collectively and individually. All Trustees abide by the Trustees' Code of Conduct for The Welcome Centre, and so are able to give effective advice and guidance as a group.

The Board recognises its duties in:-

- **Setting Direction and Strategy:**
  - The Board defines the charity's overall purpose, as outlined in its Constitution.
  - It establishes the strategic direction, ensuring alignment with the charity's objective as outlined in its Constitution and its mission and vision.
  - It carries out monitoring and scrutiny of the running of the charity and adapts its guidance to the CEO and staff accordingly.
- **Effective Oversight:**
  - The Board ensures that the charity's work is responsible, effective, and complies with all applicable laws.
  - It safeguards both people and financial resources, ensuring they are utilized to further the charity's objectives.
- **Fiduciary Duties:**
  - The Board members act as fiduciaries, steering the organization toward a sustainable future.
  - They adopt sound, ethical and legal governance practices.
  - They ensure adequate resources are available to advance the charity's objective, mission and vision.
- **Accountability and Performance Management:**
  - The Board holds executive leaders accountable for performance and staff management.
  - It monitors the organization's progress and ensures effective performance management.
- **Cooperation with CEO and Management**
  - The Board works with the CEO and Management to maintain an effective framework for the proper operation of the charity.
  - The Board, along with the CEO and Management, formulates and agrees policies and procedures which contribute to the continuing effective running of the charity.

The Board recognises and respects the specific roles of the Chair and the Treasurer in leading the charity, along with the responsibilities of other Trustees. Below is a description of these roles, which includes their indicative leadership responsibilities and duties.

# **The Welcome Centre**

## **Role of the Chair of Trustees**

The Chair leads the Board, ensuring that it governs the charity effectively, in service of the charity's objectives, vision and mission. The Chair leads in an inclusive way, supporting the Board to effectively work together, and providing support and challenge to the CEO. The Chair is also an ambassador for the charity.

### **Chair role**

- Provide strategic leadership to the charity and the Board, ensuring that The Welcome Centre achieves its objective, mission and vision.
- Support and supervise, and work in partnership with the CEO and team to achieve its objective, vision and mission.
- Ensure good governance among the Trustees, leading the Board in ensuring that it fulfils its responsibilities for the governance of the charity.
- Ensure The Welcome Centre is managed effectively.
- Ensure the smooth running of Board meetings and the AGM.
- Act as a spokesperson and figurehead for The Welcome Centre.

### ***What we are looking for***

#### **Essential**

- Experience of being a trustee.
- A keen sense of strategic purpose.
- An inclusive leadership style: able to inspire and support everyone to participate on an equal footing.
- The ability to listen and engage effectively. You are comfortable with challenge and debate and are able to encourage that in others whilst fostering a collaborative board environment.
- Advocate - be able and willing to champion The Welcome Centre's work through personal networks, social media, and other channels.
- A strong personal commitment to equity, diversity and inclusion.
- Be responsive Things sometimes 'come up' that require the Chair to advise, support or give consent to. It is very helpful to have a Chair who is available and responsive.

In addition to the above, the Chair will have the responsibilities and qualities of all trustees.

# The Welcome Centre

## Role of Treasurer

As well as fulfilling the duties of a Trustee, the Treasurer maintains an overview of The Welcome Centre's financial affairs. The Treasurer ensures that effective and appropriate financial measures, controls, and procedures are put in place and reports to the Board at regular intervals about the financial health of the organisation.

### **Treasurer role**

- Overseeing the presentation of budgets, internal management accounts and annual financial statements to the Board of Trustees.
- Ensuring that proper accounting records are kept, and that appropriate accounting procedures and controls are in place.
- Ensuring that robust and comprehensive financial policies are in place and being implemented, and supporting the development of policies covering financial reserves, and cost management.
- Monitoring and advising on the financial viability of the charity.
- Overseeing financial controls and adherence to systems, regularly liaising with CEO.
- Advising on the financial implications of the charity's strategic plan, including overseeing the charity's financial risk-management process
- Ensuring investments and assets are maximised.
- Lead on the appointment of and liaison with external auditors.
- Oversee the development and implementation of systems for appraising, mitigating and reporting corporate risk.
- Ensuring that the accounts are prepared and disclosed in the form required by relevant statutory bodies, for example, the Charity Commission and/or the Registrar of Companies.
- Keeping the board informed about its financial duties and responsibilities and liaising with the CEO to develop the financial understanding of the Board of Trustees.

### ***What we are looking for***

- A finance professional. A knowledge of charity finance is an advantage. Otherwise an enthusiasm to learn, drawing from sound commercial experience and an understanding of SMEs.
- A strategic thinker with an ability to balance risk and opportunity.
- Clear communicator with the ability to bring the financial information alive to non-finance specialists.
- Willing to play an active role in areas such as forecasting, setting budgets, liaising with auditors

In addition to the above, the Treasurer will also have the responsibilities and qualities of all trustees.

# The Welcome Centre

## Role of Trustees

Our trustees play a vital role in making sure that The Welcome Centre achieves its core purpose. They oversee the overall management and administration of the charity. They also ensure that The Welcome Centre has a clear strategy and that our work and goals are in line with our vision. Just as importantly, they support and challenge the executive team to enable The Welcome Centre to grow and thrive, and through this, achieve our mission.

Board members have a collective responsibility. This means that trustees always act as a group and not as individuals.

### **Duties:**

- Support and provide advice on The Welcome Centre's purpose, vision, goals and activities.
- Approve operational strategies and policies, and monitor and evaluate their implementation.
- Oversee The Welcome Centre's financial plans and budgets and monitor and evaluate progress.
- Ensure the effective and efficient administration of the organisation.
- Ensure that key risks are being identified, monitored and controlled effectively.
- Review and approve The Welcome Centre's financial statements.
- Provide support and challenge to The Welcome Centre's CEO in the exercise of their delegated authority and affairs.
- Keep abreast of changes in The Welcome Centre's operating environment.
- Contribute to regular reviews of The Welcome Centre's own governance. Attend Board meetings, adequately prepared to contribute to discussions.
- Use independent judgment, acting in compliance with all applicable laws and in good faith to promote and protect The Welcome Centre's interests, to the exclusion of their own personal and/or any third-party interests.
- Contribute to the broader promotion of The Welcome Centre's objectives, aims and reputation by applying your skills, expertise, knowledge, and contacts.
- Abide by The Welcome Centre Trustees' Code of Conduct.

There will be times when the trustees will need to be actively involved beyond Board meetings. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, presenting externally, or other issues in which the trustee has special expertise.

### ***What we are looking for***

We are looking for people willing to bring energy, enthusiasm and commitment to the role, and who will broaden the diversity of thinking on our board.

**Personal skills and qualities**

- Willingness and ability to understand and accept their responsibilities and liabilities as trustees and to act in the best interests of the organisation.
- Ability to think creatively and strategically, exercise good, independent judgement and work effectively as a board member.
- Effective communication skills and willingness to participate actively in discussion.
- A strong personal commitment to equity, diversity and inclusion.
- Enthusiasm for our vision and mission.
- Willingness to lead according to the values of The Welcome Centre.
- Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

***Terms of appointment*****Terms of office**

- Trustees are appointed for a 6-year term of office, renewal for 1 further term to a maximum of 12 years.
- This is a voluntary position, but reasonable expenses are reimbursed.

**Time commitment**

- Attending 4 Board meetings annually. Currently meetings are held in person at The Welcome Centre, Lord Street, Huddersfield.
- Attending 1 strategy day annually.
- Attending 1 AGM annually.

**Work group membership**

Ad hoc and occasional support through working groups and / or support to the executive team.