

Shenley Youth & Community Trust

Roles of the Board

Revised: July 2012

Introduction:

The role of the Board of Directors of Shenley Youth & Community Trust ('the Trust') inform both its key responsibilities (set out in the paper 'Shenley Youth & Community Trust - Responsibilities of Directors') and the skills and experience required in order to carry out the Board's function.

Overall the Board has:

- a **Contractual Duty** arising from the Trust's Memorandum and Articles of Association which form the contract or framework within which the Trust operates.
- a **Regulatory Duty** which is the obligation to abide by the regulations and laws which affect the operation of the Trust.
- a **Fiduciary Duty** which means that everything done by the Board or a director must be done in good faith 'bona fide for the benefit of the organisation as a whole and for a proper purpose'.

The Roles of the Board:

The following roles of the Board provide a framework within which the Board functions:

- 1) *Set and maintain vision, mission and values* - establishing the initial purpose of the organisation and guarding its ethos and values
- 2) *Develop strategy* - formulation of a long-term strategy to keep the organisation on track.
- 3) *Establish and monitor policies* - creation of policies governing organisational activity e.g. ethical framework, conduct of board directors and board business, staff employment policies.
- 4) *Ensure compliance with governing document* - working within the objectives set out in the governing document.
- 5) *Ensure accountability* - including accountability as required by law to the Charity Commission, Companies House, HM Revenue & Customs and other appropriate bodies; publication of annual reports and accounts; accountability to funders and other partners.
- 6) *Ensure compliance with the law* - responsibility for checking that all the organisation's activities are legal.
- 7) *Maintain proper fiscal oversight* - proper management of the organisation's

resources and funding in order to meet its objectives; secures sufficient funding to secure the mission; monitors spending, approves the annual financial statement and budget, protects the organisation against liability by providing insurance; manages risk and ensures compliance with law.

- 8) *Respect the role of staff and volunteers* - recognition and respect for the areas of responsibility of staff and volunteers as distinct from those of the board. The creation of policies to guide staff and volunteer activities and to protect the interests of the charity.
- 9) *Maintain effective board performance* - resources board and board director development; carries out proper appraisal and audit arrangements for the board and its trustees; has responsibility for trustee board recruitment.
- 10) *Ensure responsibility as an employer* - creates comprehensive, fair and legal personnel policies, protecting the organisation and those who work for it.
- 11) *Promote and support the chief officer* - recruitment of and support to the chief officer or equivalent and agreed arrangements for line management/external mentoring arrangements.
- 12) *Promote the organisation* - through good behaviour, governance oversight, activities on behalf of the organisation and their ambassadorial roles, board directors enhance the reputation of the organisation.