



Trustee Duties and Commitments

College of Paramedics

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Trustee Duties and Commitments

Introduction

The College of Paramedics' core aims are to enhance healthcare and save lives through the advancement of education, training and continuing professional development within the paramedic profession. These strategic aims are overseen by the Board of Trustees (the Board) of the College of Paramedics (the College).

The purpose of the Board of Trustees is to set the strategic direction for the College, oversee College business, and provide governance structures and safeguards. It achieves this through its own actions and through delegation of appropriate actions to established committees of the Board.

The Board is made up of the Representative Trustees and Trustee Officials. It is supported by committees of the Board, for example the Trustee Officials Committee. The Executive Team and members of College staff provide input to Board meetings as determined by the Chief Executive.

This document aims to provide clear information and guidance on the duties and commitments of being a Trustee of the College.

Please read both the Board of Trustees Terms of Reference and the Trustee Officials Committee Terms of Reference in conjunction with this document.

Section 1: Board of Trustee Responsibilities

The Board of Trustees is made up of the Representative Trustees and Trustee Officials.

1.1 The Board of Trustees exists to ensure the College serves the interests of College members and the paramedic profession. It is responsible for governance, oversight of business and the setting of the strategic direction of the College.

1.2 The duties of the Board of Trustees are to:

Provide clear strategic direction and sound management:

- Discuss and agree the strategic plan for the College's future (long and short term)
- Review the strategic plan on a periodic basis
- Decide which services or programmes the College provides to its members.

Ensure that the necessary resources are in place for the College to meet the strategic aims:

- Oversee, review and approve the College's budget
- Monitor expenditure against budget, ensuring the College is not exposed to unacceptable or unnecessary financial risk
- Safeguard both the College's human and financial resources

- Make sure that the organisation is properly insured
- Formally agree, at the Finance, Risk and Assurance Committee meetings, any contracts or commitments which have financial implications, as required by the College's financial standing instructions. The full Board will be consulted where individual trustees may gain financial benefit from a contract or commitment
- Anticipate possible future financial commitments and agree the level of financial reserve to be maintained.

Provide active leadership of the organisation within a framework of effective checks and balances:

- Evaluate and scrutinise the College's activities and services on a regular basis
- Ensure that the interests of members and the profession are always at the centre of the College's strategic plan
- Ensure that College's activities and services appropriately address the needs of members and the profession
- Ensure that policies are effectively and fully implemented and, where they are not, take the appropriate remedial action, see the Policy Development and Review Policy
- Demonstrate an awareness during public relations activities that Board members are agents or messengers of College members and the profession.

Section 2 Responsibilities of the individual Trustee

2.1 Being a member of the Board of Trustees means being able to commit to a number of activities and responsibilities. Trustees must be able, and willing, to give time to the oversight of the organisation and the fulfilment of its objectives and mission.

2.2 Each Trustee should take an active part in progressing the business of the College via the Board meetings and requests received via emails, through membership of one or more committees, and by undertaking agreed tasks in between Board meetings.

2.3 To make the appropriate, effective contribution each Trustee should:

- Attend Board meetings, which will be held every quarter and the location of which will change in acknowledgement of the national spread of Board members
- Understand the legal responsibilities of holding a Trustee role within a charity
- Read and be familiar with the Articles of Association and be aware of the objectives of the College and how its work should be conducted
- Be familiar with the structure of the College, how it functions as an organisation and how it is funded
- Be aware of the current state of its finances by reading the latest annual report and accounts, and financial reports submitted to the Board
- Be involved, as appropriate, in additional committee or working group meetings (these may be held in the form of tele or video conferencing)

- Take an active and constructive part in the Board discussions and decision making, and accept a fair share of the responsibilities of conducting the business of the Board
- Use e-mail and other communication processes between the Board meetings to:
 - continue to discharge the accepted responsibilities
 - keep Board members informed of progress in actions taken
 - keep informed of the progress of work undertaken by other Board members
- Stand for Trustee Office only if they have the time and ability to undertake the increased responsibilities of the post
- Keep within the agreed limits of expenditure for the tasks they are responsible for and keep personal, reclaimable expenses to a minimum
- Conduct all College business in a professional manner to assist in the promotion of the aims and objectives of the College and its members
- The College employs a Chief Executive to manage the organisation, its staff and finances within a policy framework it sets at Board meetings. The Trustees should keep up to date with any decisions made on their behalf by reading the Chief Executive reports and all documents submitted to it.

In its document 'The essential trustee: what you need to know, what you need to do (CC3)' the Charity Commission sets out key duties for charity trustees and what these cover, these include

- Make sure you are eligible to be a charity trustee
- Ensure your charity is carrying out its purposes for the public benefit
- Comply with your charity's governing document and the law
- Act in your charity's best interests
- Manage your charity's resources responsibly
- Act with reasonable care and skill
- Ensure your charity is accountable
- The full document can be accessed at the link below.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/570398/CC3.pdf

Section 3 Duties and Commitments

3.1 Representative Trustees

Representative trustees are elected by full members and as members of the Board of Trustees have the duties and responsibilities detailed in Section 1 and 2 above. As representatives of a region or sector the responsibilities are as follows:

- Work towards increasing membership
- Establish, maintain or coordinate a regional group of members that will assist in fulfilling the responsibilities listed here

- Build capacity within the membership to support future succession for the position of Representative Trustee and support and nurture any Trustees new to the role
- Work with the National CPD Lead to ensure the provision of regular relevant CPD events for members or assist members to access CPD provided by others, local to them. Aim to deliver four small/evening (30-50 delegates) CPD sessions and one larger (60-80 delegates) CPD events per year
- Update the CPD and Events Officer with numbers of attendees at CPD events
- Have an overview of College Liaison role numbers and engagement within region or sector (where appropriate)
- Work with the Marketing Manager and the College liaisons to ensure the provision of consistent messages to colleagues and others
- Act as an expert resource locally and nationally offering opinion and support to the members and wider profession
- Promote the College, and its aims and objectives to colleagues and local stakeholder bodies, utilising a variety of methods of communication
- Build the College's reputation within employing organisations
- Establish effective relationships with employing organisations to develop the profession, in order to meet the future demands of healthcare provision
- Promote the adoption of the College's Career Framework, Paramedic and Post-Graduate Curriculum Guidance and Scope of Practice documents
- Represent the views and issues that are raised by constituent members to other Trustees and the Board.
- Provide written reports to each Board meeting in relation to activities in the region or sector
- Ensure the regional or sector information areas on the College website are appropriate and accurate and provide regular updates of activity or news items
- Maintain effective working relationships with other Trustees and College staff
- Help and support any Trustees new to the role
- Explore new and progressive ways of promoting the value of the profession.

3.2 Trustee Officials

Trustee Officials are members of the Board of Trustees with the duties and responsibilities detailed in Sections 1 and 2 above. The Trustee Officials' role specific duties are:

Chair: Provides leadership for the Board of Trustees and the College to enable it to fulfil its purpose and acts as a spokesperson and figurehead as appropriate. Chairs Board meetings, Trustee Officials meetings and AGMs, ensuring that:

- a balance is struck between time-keeping and space for discussions
- business is dealt with and decisions made and appropriate actions delegated

- decisions, actions and deliberations are adequately minuted
- the implementation of decisions is clearly assigned and monitored.

The Chair may have to take urgent action (taking account of the delegations set out in the Standing Financial Instructions) between board meetings when it is not possible or practical to hold a meeting.

The Chair will ensure appropriate sharing of responsibilities across all vice-chairs.

Vice-chairs: Vice-chairs will act as deputy for the Chair and ensure an effective relationship between the Board, the College's staff and external stakeholders. They also oversee formal review of the practices of the Board and the Trustee Officials Committee, such as the Trustee's Annual Report, Terms of Reference, action-logs and appropriate distribution of minutes. They liaise with the Chair and Chief Executive concerning the items to be included on the agenda of Board meetings. They may be called upon to deal with any conflicts of interest involving Board members.

The most senior Vice-chair will be referred to as the Deputy Chair and will normally have the longest time in post, and the others will be Vice-chairs. The Deputy Chair will be the Chair's direct deputy. The distribution of responsibilities and tasks will be decided by the Vice-chairs in consultation with the Chair and the Chief Executive, or delegated deputy.

Treasurer: works in close cooperation with the Chief Executive and contracted Management Accountant to provide sound financial governance, support and advice to the Board.

This comprises:

- monitoring the financial administration of the charity and report to the Board of Trustees at regular intervals on its state of financial health, in line with best practice, and in compliance with the governing document and legal requirements;
- assuring the Board that the financial resources of the charity are being directed to towards the charitable objectives and mission;
- maintaining an overview of the finances of the College
- reviewing budgets, internal management accounts and annual financial statements prepared by the contracted accountant and presented to the Board of Trustees;
- leading in the Board's duty to ensure that proper accounting records are kept, financial resources are properly controlled, invested and economically spent, in line with good governance, legal and regulatory requirements;
- acting as a member of the Remuneration committee;
- chairing the Finance, Risk and Assurance committee in line with terms of reference, and reporting back to the Board of Trustees;
- monitoring and advising on the financial viability of the charity;
- advising on the financial implications of the charity's strategic plan;
- reviewing the charity's financial risk-management process;
- liaising with the external auditors on specific issues such as the Auditors' Management Letter and the related board representations.

Trustee Official for Communications: responsible for planning and responding to media issues and opportunities to promote the paramedic profession.

- Manage and support the Communications Group; Trustees and employees who have undertaken media training in order to respond to media interest and enquiries.
- Work closely with the College Marketing Manager on effective dissemination of key messages

Trustee Official for Education: focuses on the points below and works closely with the Higher Education Institutions and National Education Lead. These points are not an exhaustive list and will continue to develop as the profession grows.

- Education Advisory Committee
- Membership of the Faculty of the College of Paramedics
- Carol Furber and Roland Furber awards
- Scope of Practice
- Pre-Registration and Post-Graduate Curriculum Guidance

Trustee Official for Professional Practice: focuses on the points below and works closely with the regulating and employing bodies as well as developing the research and professional development agendas.

- Professional standards
- Continuing Professional Development (CPD)
- Relationship with the College's Research and Development Advisory Committee (RDAC)
- Relationships with Association of Ambulance Chief Executives (AACE) and Health and Care Professions Council (HCPC)
- Consultant Paramedic Committee

More information can be found to assist and inform Trustees at the following sites:

Institute of Chartered Accountants

<http://www.icaew.com/en/technical/charity-and-voluntary-sector/charity-trustee>

Charity Commission

<https://www.gov.uk/topic/running-charity/trustee-role-board>

<https://www.gov.uk/government/organisations/charity-commission/services-information>

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

End of Document

Policy approved by the Board of Trustees, via meeting, 8th May 2017.