



THE VETERANS' FOUNDATION'S TRUSTEES' JOB DESCRIPTION

Background

1. The Veterans' Foundation was formed in mid-2016 and has given away in grants £7.1M to over 260 charities and charitable organisations that are helping people in need from the armed forces and operational qualified communities. Such is its growth that the Veterans' Foundation expects to be able to give away a further £4.5M in grants in the coming year and more in future years.

2. The articles of association specify the charitable objects of the Veterans Foundation (VF) as follows:

To assist people who have served in the British armed forces, including UK merchant seafaring veterans, and their dependants by advancing any lawful charitable purpose at the discretion of the trustees and in particular, but not exclusively, to make grants to other charities who assist former members of the armed forces, and their dependants, who are in need.

The Charity's Trustees

3. The Charities Act 1993 defines charity trustees as the people responsible under the charity's governing document for controlling the administration and management of the charity, regardless of what they are called. Collectively, the VF's trustees are known as the 'Board of Trustees'. Trustees are appointed for a 3-year period, which can be extended by 3 years by majority vote of the trustees. The Board of Trustees appoints from among the trustees a Chair and a Vice Chair.

The Role of the Board of Trustees

4. The Board's core role is to focus on strategy, performance and assurance. At its simplest, the role of the Board of Trustees is to overview the business of the VF, which is to receive assets from the Veterans' Lottery and donors, safeguard them and apply them to the charitable purposes as declared in the objects of the VF. The Board of Trustees must always act in the best interests of the VF, exercising the same duty of care that a prudent person of business would in looking after the affairs of someone for whom he had responsibility. The Board of Trustees must act as a group but Trustees should consider matters as individuals. Trustees have a responsibility to understand the environment in which the charity is operating and to lead the charity in fulfilling its purposes as effectively as possible with the resources available. The Board has a sound decision-making and monitoring framework, which helps the organisation deliver its charitable purposes. It is aware of the range of financial and non-financial risks it needs to monitor and manage.

Duties of a Trustee Board Member



5. The Board of Trustees comprises:

- The Chair
- The Vice Chair
- Up to 12 appointed trustees

6. The main Duties of a Trustee Board Member include:

- Ensure that the VF complies with its governing document (its Articles of Association), charity law, company law and any other relevant legislation or regulations.
- Ensure that the VF pursues its objects as defined in its governing document,
- Ensure that the VF applies its resources exclusively in pursuance of its objects.
- Contribute actively to the Board of Trustees' role in giving clear strategic direction to the executive staff of the VF, setting overall policy, defining goals and evaluating performance.
- Safeguard the good name and values of the VF.
- Ensure the financial stability of the VF.
- Protect and manage the property of the VF and effect proper investment or distribution of the VF funds.
- Appoint and support the chief executive officer and monitor his/her performance.
- Maintain a thorough working knowledge of the VF through attendance at trustee meetings, visits and research, as necessary.

7. In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This may involve leading discussions, focusing on key issues, providing advice and guidance on new initiatives, evaluation or other issues in which the trustee has special expertise. They should be committed to the VF's cause and has joined the Board because they want to help the charity deliver its purposes most effectively for public benefit.

Time Commitment

8. Trustees are expected to attend, face-to-face or virtually, an induction session with the CEO prior to their first board meeting. Trustees are expected to attend all Board meetings, which are held four times a year during normal office hours. Papers are distributed at least one week in advance of meetings, usually by email; they require half a day to consider.

9. Meetings last approximately 3-4 hours and can be virtual or, when face-to-face, are usually held at the VF's office in Edinburgh:

- Trustees may be asked to be a member of one or other sub-committee: the Finance Sub-committee or the Grants' Sub-committee. Members of the Grants committee will spend a couple of days every quarter scrutinising bids. Members



of the Finance Sub-committee will spend an additional day a quarter considering the financial situation of the charity.

- Trustees are also Members of the VF under Company Law and participate in a General Meeting on the day of Trustees' Meetings (the agenda points are different).
- Trustees can claim out of pocket expenses incurred in travelling to meetings.
- From time to time, Trustees are required to be involved in making out-of-committee decisions.

Person Specification

10. Each trustee must have:

- Commitment to the objects of the VF – in short, to help members of the armed forces community who are in need through the provision of grants.
- Willingness to devote the necessary time and effort to the VF
- Integrity
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness and moral courage to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship and, in particular, have read and understand:
 - The Charity Commission's guidance The Essential Trustee (CC3)
 - <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>
 - The VF's governing document
- Ability to work effectively as a member of a team and to take decisions for the good of the VF

11. The Board of Trustees collectively benefit from knowledge and experience in:

- Armed Forces and veterans' affairs
- Financial management, income generation and enterprise
- Company and charity law
- Public policy and public affairs
- National and local voluntary sector
- National and local government and statutory bodies
- Digital strategy
- Trading subsidiaries and social enterprise
- Volunteering management and brokerage
- Fundraising, including running lotteries
- Collaborative partnerships
- Social investment and impact

DAHS, CEO
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