

Healthcare Infection Society

Duties and tasks to fulfil the key responsibilities of trustees

1 Ensuring that HIS has a clear vision, mission and strategic direction and is focused on achieving these

To work in partnership with other trustees, the Chief Executive and other senior staff to ensure that:

- 1.1 HIS has a clear vision, mission and strategic plan that have been agreed by the board of trustees (the board) and that there is common understanding of these by trustees and staff.
- 1.2 The business, operational and other plans support the vision, mission and strategic priorities.
- 1.3 The Chief Executive's annual and longer term objectives and targets support the achievement of the vision, mission and strategic priorities.
- 1.4 Board policies support the vision, mission and strategic priorities.
- 1.5 There are effective mechanisms to:
 - Listen to the views of current and future beneficiaries;
 - Review the external environment for changes that might affect HIS,
 - Re-assess the need for HIS and the services it provides or could provide; and
 - Review regularly its strategic plans and priorities.

2 Being responsible for the performance of HIS and for its “corporate” behaviour

- 2.1 To agree the method for measuring of objectives, the progress of HIS in relation to its vision, mission and strategic objectives/priorities, business plans and annual targets and to receive regular reports on the performance of HIS;
- 2.2 To ensure that the fundamental values and guiding principles of HIS are articulated and reflected throughout HIS.



- 2.3 To ensure that the views of beneficiaries on the performance of HIS are regularly gathered and considered by the board.
- 2.4 To appoint the Chief Executive, to set his/her terms and conditions and to ensure that the Chief Executive and HIS invest in the Chief Executive's ongoing professional development.
- 2.5 To receive regular reports from the Chief Executive on progress towards agreed strategic priorities.
- 2.6 To hold the Chief Executive to account for the management and administration of HIS.
- 2.7 To ensure that the Chief Executive receives regular, constructive feedback on his/her performance in managing HIS and in meeting his/her annual and longer term targets and objectives.
- 2.8 To ensure that the Chief Executive develops a learning organisation and that all staff, both paid and unpaid, review their own performance and regularly receive feedback.
- 2.9 To articulate the values of HIS.
- 2.10 To agree board policies.
- 2.11 To ensure that there are mechanisms for beneficiaries, employees, volunteers, other individuals, group or organisations to bring to the attention of the trustees any activity that threatens the probity of HIS.

3 Ensuring that HIS complies with all legal and regulatory requirements

- 3.1 To be aware of and to ensure that HIS complies with all legal, regulatory and statutory requirements.
- 3.2 To maintain familiarity with the rules and constitution that govern HIS, to ensure that the HIS complies with its governing instruments and to review the constitution regularly.
- 3.3 If HIS has powers to delegate, to agree the levels of delegated authority to ensure that these are recorded in writing by means of minutes, terms of reference for board committees and sub-committees, job descriptions for honorary officers, trustees and key staff, etc and to ensure that there are clear reporting procedures which are also recorded in writing and complied with.
- 3.4 To ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood and directions given to him/her come from the board as a whole.



4 Acting as guardians of HIS's assets, both tangible and intangible, taking all due care over the security, deployment and proper application

- 4.1 To ensure that HIS has satisfactory control systems and procedures for holding in trust for the beneficiaries all monies, properties and other assets and to ensure monies are invested to the maximum benefit of HIS, within the constraints of the law and ethical and other policies laid down by the board.
- 4.2 To ensure that the major risks, to which HIS is exposed, are reviewed annually and that systems have been established to mitigate or minimise these risks.
- 4.3 To ensure that the income and property of HIS is applied for the purposes set out in the governing document and for no other purpose and with complete fairness between persons who are properly qualified to benefit.
- 4.4 To act reasonably, prudently and collectively in all matters relating to HIS and always to act in the interests of HIS.
- 4.5 To be accountable for the solvency and continuing effectiveness of HIS and the preservation of its endowments.
- 4.6 To exercise effective overall control of HIS's financial affairs and to ensure that the way in which HIS is administered is not open to abuse by unscrupulous associates, employees or volunteers and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience.
- 4.7 To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, HIS's good name and reputation etc are properly valued, utilised and safeguarded.
- 4.8 If HIS owns land, to know on a continuing basis what condition it is in, if its boundaries are being encroached upon, what can be done with it and how it is or should be used. In particular, to ensure that any property which is a permanent endowment is preserved and invested in such a way as to produce a good income while at the same time safeguarding the real value of the capital.
- 4.9 To ensure that all income due to HIS is received and that all tax benefits are obtained and all rating relief due is claimed.

5 Ensuring that HIS's governance is of the highest possible standard

- 5.1 To ensure that HIS has a governance structure that is appropriate to a charity of its size/complexity, stage of development and its charitable objects, and that enables the trustees to fulfil their responsibilities.



DUTIES AND TASKS TO FULFIL THE KEY RESPONSIBILITIES OF TRUSTEES

- 5.2 To reflect annually on the board's performance and your own performance as a trustee.
- 5.3 To ensure that the board has the skills required to govern HIS well and has access to relevant external professional advice and expertise.
- 5.4 To ensure that there is systematic, open and fair procedures for the recruitment or co-option of trustees.
- 5.5 To ensure that there are succession plans for the Chair and Chief Executive.
- 5.6 To participate in individual and collective development and training of trustees.
- 5.7 To abide by the code of conduct for HIS trustees
- 5.8 To ensure that major decisions and board policies are made by the trustees acting collectively.

These roles and responsibilities are specific to HIS, and compliment *The six key responsibilities of trustees: The Essential Trustee CC3*.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/617828/CC3.pdf