



## Launchpad's Trustees' Job Description

### Background

The articles of association specify the charitable objects of Launchpad as follows:

1. *The promotion of the efficiency of the armed forces of the Crown by:*
  - a. *The provision of housing, accommodation, facilities, services and support for the well-being of service personnel and their dependants;*
  - b. *Providing education, training, employment support and financial assistance to service personnel to help them to find employment outside of the armed forces and resettle into civilian life; and in this clause 5.1, "service personnel" shall include those who are serving members that are about to leave, and those who have served in the armed forces and have already left (i.e. Armed Forces Veterans).*
2. *To promote social inclusion for the public benefit by preventing the beneficiaries identified in Object 1 from becoming socially excluded, relieving the needs of those beneficiaries who are socially excluded and assisting them to integrate into society. For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; institutionalisation; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; poor educational or skills attainment; relationship and family breakdown or rejection; poor housing (that is housing that does not meet basic habitable standards; crime (either as a victim of crime or as an offender rehabilitating into society).*
- 3 *the relief of financial hardship amongst service personnel and armed forces veterans and their dependants ("the Objects")."*

In practice, Launchpad provides 2 communal homes for up to 80 veterans and their partner in Newcastle-Upon-Tyne and Liverpool. Each veteran has his or her own self-contained flat within the building. Launchpad's staff helps each veteran to identify a bespoke plan to help them achieve a successful transition within two years. This plan will involve other partners including public, private and third sector providers to address the complex needs of these veterans. Each veteran's plan is monitored through the Homelessness Outcome Star.

### Role description

#### 1. Who are the Charity's Trustees?

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, Launchpad's trustees are known as the Board of trustees.



The trustee board appoints from among the trustees a Chair and a Vice Chair.

## **2. The Role of the Board of Trustees.**

At its simplest, the role of the Board of Trustees is to ensure that the objects of the charity are being achieved, and can be achieved in the foreseeable future; this requires oversight of the charity's management, staff, residents, activities and infrastructure. It also requires analysis of opportunities and threats to the charity. The Board of Trustees must always act in the best interests of Launchpad, 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 and not as individuals.

## **3. Duties of a Trustee Board Member.**

The trustee board comprises:

- The Chair
- The Vice Chair
- Up to ten appointed trustees, including the Chair and Vice Chair

The Duties of a Trustee Board Member are to:

- Ensure that Launchpad complies with its governing document (its Articles of Association), charity law, company law and any other relevant legislation or regulations.
- Ensure that Launchpad pursues its objects as defined in its governing document.
- Ensure that Launchpad applies its resources exclusively in pursuance of its objects, ie it must not spend money on activities that are not included in the objects, however worthwhile they may be.
- Contribute actively to the board of trustees' role in giving clear strategic direction to Launchpad's staff, setting overall policy, defining goals and evaluating performance.
- Safeguard the good name and values of Launchpad.
- Ensure the financial stability of Launchpad.
- Protect and manage the property of Launchpad and to ensure that proper investment or distribution of Launchpad's funds.
- Appoint and support the chief executive officer and monitor his/her performance.

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees 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.



#### **4. Minimum Time Commitment.**

Trustees' appointments are reviewed on a 3 yearly cycle, with 9 unbroken years' service being the maximum. Trustees can be re-appointed after a one-year break.

Trustees are expected to attend 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. Meetings last approximately 3-4 hours and are usually at one of Launchpad's houses, in Liverpool and Newcastle-upon-Tyne.

- Papers are distributed one week in advance of meetings.
- Trustees are invited to the annual general meeting (AGM) of Launchpad, which takes during the day in the New Year in Newcastle-upon-Tyne.
- Trustees can claim out of pocket expenses incurred in travelling to meetings.



## Person Specification

Each trustee must have:

- Commitment to the mission of Launchpad
- Willingness to devote the necessary time and effort to the charity
- Integrity
- Strategic vision
- Good, independent judgement
- Ability to think creatively
- Willingness to speak their mind
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to work effectively as a member of a team and to take decisions for the good of Launchpad.

The board of trustees collectively needs skills and experience in:

- Financial management, income generation and enterprise
- Public policy and public affairs
- Veterans' affairs
- Homelessness, mental ill-health and other challenges facing some veterans
- National and local voluntary sector
- National and local government and statutory bodies
- Digital strategy
- Human resource management
- Volunteering management and brokerage.
- Funding and foundations
- Collaborative partnerships
- Social investment and impact

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