

Trustee

Position Description

Job title: Trustee
 Reports to: Not applicable

The purpose of Spectrum Foundation, as a registered charity, is to provide opportunities for disabled people and their whānau to live a good life, through the success of its philanthropic funding, partnerships and wholly owned subsidiaries.

Key accountabilities

The Trustee, as a Member of the Board, has a duty of care and individual legal responsibility to monitor the organisation's affairs, including oversight of legal, ethical, fiduciary, and financial matters. The Trustee is committed to remaining up to date on all the latest legislation and compliance and will understand how these will be practically applied and implemented, regarding the governance of the Spectrum Foundation Board, and the organisation's contractual responsibilities, policies, plans, and priorities. The Trustee must be able and prepared to demonstrate their understanding of these matters through debate and participation in all areas of the Board's responsibilities.

Governance philosophy

The Board will govern the Foundation following governance guidelines, with an emphasis on:

- strategic issues rather than administrative detail
- outward vision rather than inward concern
- encouragement of a diversity of opinions and views
- collective rather than individual decision making
- a future rather than a present focus
- a clear distinction between Board and Chief Executive roles
- pro-activity rather than reactivity
- open and proactive communication internally and externally
- modelling desired behaviours.

Further, the Board will:

- ensure that the organisation is well managed, without doing the 'managing' itself – the Board's job is to govern – providing direction and control, while the Chief Executive's job is to manage day-to-day operations
- develop and express a collective responsibility for all aspects of the Board's decision making and performance
- promote a positive board culture where intelligent inquiry and independent opinion are encouraged, questioning is constructive and fresh perspectives and relevant insights are raised in relation to the issues facing the organisation
- take actions that display a commitment to achieving a high level of governance excellence
- govern through careful design and review of written policies that reflect the Board's values, focusing on the long-term effects of these

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- not allow any officer, individual or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.

Governing responsibilities

The Trustee, as a Member of the Board, has specific responsibilities to the Foundation in the following areas:

- determining the organisation's purpose and culture through setting and overseeing the strategic direction of Spectrum Foundation
- recruitment and performance monitoring of the Chief Executive
- review of an annual plan and budget in conjunction with the Chief Executive and Executive Team, including organisational goals, key result areas and targets to measure success
- implementation and delegation of governance and risk management decisions and policy as necessary
- that employees and people supported, work and live in a safe environment with effective and appropriate health and safety processes.

Other responsibilities have been defined as follows:

- protect and enhance the Foundation's financial position
- adopt clearly defined delegations of tasks as directed by the Board Chair
- ensure the Foundation has all necessary internal reporting systems and controls along with the appropriate monitoring of reporting systems
- ensure that the Foundation meets contractual obligations
- ensure that communication between all stakeholders is of the highest standard
- participate as a member of committees as required.

Supporting document

- Board Manual.

Key Trustee skills, experience, and attributes

In order to obtain best practice and high-performance governance, the following competencies and skillsets are sought:

Spectrum Foundation specific skills and competencies

- **Philanthropy (generating income)** – Strategic ability to raise funds through a portfolio of approaches, such as the stewardship of high net-worth individual networks, securing government contracts, or generating income through other initiatives.
- **Resource/funds allocation** – Sharp commercial and financial skills in allocating resources, by effectively utilising the surpluses from the subsidiary business and other budgetary management.
- **Customer insight** – A community-connected customer champion, including experience incorporating an in-depth understanding of relevant customers into strategic decision making; particularly in relation to the context for disabled people and their whānau.
- **Sector knowledge** – Relevant sector knowledge, such as health and wellness, housing, education, and property sectors. An understanding of sector issues including how to build community capability.
- **Marketing/promotion/brand development** – Demonstrable experience in growing an organisational brand through various marketing and promotional activities, or guiding an organisation to deliver on brand through strategy and governance.
- **Advocacy** – Advocating as thought leaders on disability issues, diversity and inclusion. Track-record of mobilising a community behind a cause and demonstrating community focus.

- **Corporate Services** – Experience of managing high-quality shared services functions to ‘customers’ (internally to the Group and potentially externally), including Finance, HR, IT, Risk, Advocacy, Treasury and Quality.

Skills and competencies common across the Spectrum Group

- **Diversity** – Lived experience of the disabled person, lived experience of a whānau member, age, gender, ethnicity, tenure.
- **Values aligned/purpose led** – Authentically focused on governing in a way that is aligned to the organisation values and the purpose of the organisations.
- **Passion** – Able to role model and encourage an unwavering drive and commitment to excellence and improvement in the organisations fulfilling the purpose.
- **Discipline** – Able to role model and encourage focus, organisation, prioritisation and decision-making.
- **Collaborative/inclusive style** – Able to work in a team as a board, and inclusive of management, with a ‘one team’ mindset and ownership of strategy across the group of organisations; Spectrum Foundation, Spectrum Care and Homes of Choice.
- **Learning ethic** – Able to contribute to a culture of continuous learning and development at the board level.
- **Creativity and innovation** – Able to creatively problem-solve, bringing innovative thinking to challenges. Considered to be industry-leading and provide thought leadership.
- **Governance** – Knowledge and experience in best practice corporate governance structures, policies and processes. Strong awareness of driving execution and the monitoring and support of management activities.
- **Strategic agility** – Ability to think broadly and strategically across the group, identify and critically assess strategic opportunities and threats, and challenge options in the context of the objectives of the three organisations.
- **Finance and risk management** – Expertise in various technical financial skills including audit, capital management capex and opex, mergers and acquisitions and other strategic and operational risk management skills. Ideally Chartered Accountant accredited. There is a plan to include the Audit and Risk chairs of each entity in a committee structure to encourage cohesion.
- **Digital enablement** – Experience in transitioning an organisation to become digitally enabled across all areas of the business.
- **ESG: Environmental, social and governance** – Knowledge of and commitment to key strategic environmental, social and governance matters in regard to the long-term sustainability of the organisation and its broader community.

Additional desired trustee skills, experience, and attributes

- Honesty and integrity.
- Experience as a trustee preferable but not essential.
- Experience in a leadership or senior management role.
- Commitment to the pursuit of excellence.
- Commitment to the pursuit of greater outcomes.
- To have an understanding of Te Tiriti o Waitangi.
- A representative of a provider group as outlined in the Spectrum Care Constitution.
- Self-motivation and time to commit to the role.
- Ability to work as part of a team within the Board.
- Well-rounded interpersonal and communication skills – an ability to make a positive contribution to the Board and stakeholders.

Commitments

- Board meetings are as determined by the Board.
- Meetings are normally held at Spectrum Foundation, Level 2, 205 Great South Road, Greenlane.
- Between meetings, any Board business is usually conducted by either email or phone, and Trustees are required to keep in reasonable contact.

Acceptance

This position description was accepted by:

This _____ day of _____ 20____

Signed: _____