



Job Description

for the position of

Chair/Trustee/Director of Board

- Keychange Charity -1061344
- Christian Alliance Trust Corporation

Profile of Keychange Charity

Keychange is a charity underpinned by strong charitable objects which are:

- 1) The advancement of the Christian religion
- 2) The relief of persons who are in need by reasons of their age, infirmity or financial circumstances
- 3) The promotion by such means as are consistent with the new life in Christ Jesus our Lord of such other charitable purposes in accordance with the doctrinal basis of the Charity.

Keychange Charity presently provides 11 x Care Homes for older people, including dementia care, 2 x homeless hostels and one leasehold scheme for older people. These activities are all coordinated and operated from a central office based near Waterloo in London.

The largest proportion of Keychange's activity is provision for older people, and it provides 256 beds within its residential care homes. It works with the Care Quality Commission and Local Authorities to provide a high standard of care for its residents in a residential setting. The homes are located throughout England in areas such as Torquay, Sidmouth, Plymouth, Gloucester, West Sussex, Southampton, Tunbridge Wells, Wimbledon and Wallasey on Merseyside. Most of the Care Homes are significant and attractive buildings, which have been maintained to preserve their original character such as Victorian features and well planned and maintained gardens, but now with modern-day facilities, including Arjo baths, lifts and well-equipped kitchens.

Keychange also provides 17 units of self-contained leasehold accommodation in Lancashire which is provided for older residents to enable them to live independently with on-site management provision.

The homeless hostels are at Reigate in Surrey, and at Exeter in Devon and provide housing for women who have been unable to access accommodation through other means and who are given a home and prospects for a future through the work of the teams, in conjunction with Local Authority partners and other agencies.

The Head Office of Keychange Charity is in the London Borough of Southwark at Waterloo in London within walking distance of the mainline station and other amenities.

Keychange presently employs around 400 people who are predominantly staff providing direct care in addition to support staff such as from agencies who provide cover to meet staff absences as required.

In 2015/16 the turnover of Keychange Charity was just over £8m. Keychange is a registered charity and a company limited by guarantee. It is governed by a Board of Trustees/Directors.

The work is supported by volunteers who in the case of care homes, form Friends Groups which meet to discuss, raise funds and support the mainstream work of the care homes such as organising outings, buying equipment, and arranging activities within the homes.

News and more information concerning Keychange can be found from the corporate website: www.keychange.org.uk.

The chair and trustees would be expected to support and sign the **Doctrinal Basis of Keychange Charity** as set out below (see form requiring signature at end).

Organisation History

Keychange Charity has its origins in the Christian Alliance of Women and Girls Trust Corporation Ltd, which was founded in 1920 by a group of women concerned for the social and spiritual needs of young single women working in cities. Just after the First World War, lunch clubs were set up where young women, many in menial jobs, could meet and make friends. Hostels opened for young working and student women and later for men. In the 1950s, holiday homes were established to provide young families with affordable seaside holidays.

In 1985 the organisation divided. To focus on meeting needs of homeless people, Christian Alliance Housing Association was formed which now operates under the trading name of Chapter 1 and was created as a separate charity. Chapter 1 has been able to obtain government grant for its work and provides accommodation, much of it for younger people throughout the UK.

Under the newer name of Keychange Charity the original work of the Christian Alliance continues, and there are strong links between the two organisations, which operate as separate legal entities, although both are based near to Waterloo.

Organisation structure

Keychange Charity is overseen by a Board of 8 voluntary non-executive trustees, which meet for Board meetings at Head Office. Its governance is exercised by operating primarily through the Chair who liaises with the Chief Executive Officer as head of the paid staff. Working groups covering Finance, Quality and Safety, and Faith are chaired by trustees and include members of the Senior Management Team.

Christian Alliance Trust Corporation (CATC) is not a registered charity, but has legal responsibility for the property portfolio of Keychange Charity. The CATC Board is made up of Directors, who are currently the same individuals as the board of trustees of Keychange Charity. Meetings of CATC are called on an 'as and when basis'.

Trustee and Director Role - Overview

Trustees operate within two sets of formal rules, the governing document which may be called rules or a constitution or the trust deed. In Keychange Charity, as a charitable company, the governing document will be called the Memorandum and Articles of Association.

The second set of rules are those in the law, particularly the acts which govern the type of organisation such as the Trustee Act 2000 (for unincorporated charities), Insolvency Acts, Companies Acts and Charity Acts.

Trustees will work collectively as a trustee board and take decisions at formal board meetings.

The board of trustees at Keychange will delegate day to day or operational matters including the day to day running of the organisation along with some decision making powers to the Senior Management staff team via the Chief Executive.

Regardless of how much day to day work is delegated from them, the trustee board will retain overall legal responsibility and will only delegate as far as their governing document or the relevant legislation allows.

Trustee and Director Role – Duties

- To ensure that through keeping up to date with developments in the relevant field, the Charity complies with its governing document, charity law, company law and any other relevant legislation or regulations, attending training as and when available and appropriate
- To ensure that the Charity pursues its objects as defined in its Memorandum and Articles of Association
- To ensure the Charity uses its resources exclusively in pursuance of its objects
- To contribute actively to the board of trustees' role in giving firm strategic direction to the organisation through the Chief Executive, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation, being an ambassador for the Charity and it's work where possible
- To support the Christian ethos and to seek to ensure it is maintained and enhanced as appropriate
- To ensure the effective and efficient administration of the organisation through the Chief Executive and Senior Management Team. The SMT comprises the Chief Executive, Operations Managers, Head of Finance and Business Support Manager
- To ensure the financial stability of the Charity through the Honorary Treasurer (trustee), the Head of Finance and the Chief Executive
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds
- To monitor the performance of the Chief Executive through the Chair, and to provide support and encouragement where required
- To read papers and to attend Board meetings and corporate events such as the Annual Conference wherever possible, submitting apologies in advance if absence is unavoidable

Trustee Role – Specific Duties

In addition to the above duties which are statutory, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve:

- Adopting one or more projects for personal involvement, such as for prayer, visits, attending special events etc.
- Leading discussions
- Being an active part of any working groups/discussion forums which may arise
- Focusing on key issues
- Providing guidance on new initiatives
- Involvement in other issues in which the trustee has special expertise

Specific Aspects of the Role of Chair

The chair is a trustee with a specific role on the board. The chair is elected or appointed to this role as set out in the charity's Memorandum and Articles of Association.

The role of the chair is to chair meetings of the trustee board.

In addition, the chair may take on additional roles, if authorised to do so, according to the Memorandum and Articles of Association, and as agreed by the other trustees.

Additional roles of the chair will include:

- Supporting and supervising the Chief Executive (CEO) including setting objectives and conducting an annual review of performance
- Responsibility for appointing a new CEO in the event that the postholder leaves/retires
- Acting as a channel of communication between board and staff through the CEO ensuring decisions are communicated and implemented
- Acting as a figurehead for the Christian charity (for example, representing it at functions, meetings or in the press)
- Maintaining effective and positive relations with outside bodies at all times, as representative of the charity and upholding its values and charitable objects
- Leading on the development of the board and ensuring its decisions are implemented
- Taking urgent action (but not decision making unless authorised) between board meetings when it isn't possible or practical to hold a meeting
- Helping research and recommend on good practice, cost reduction mechanisms and improved efficiency
- Chairing/conducting disciplinary proceedings if appropriate, reporting serious incidents (such as to the Charity Commission), where trustee involvement is required beyond the executive staff

Located within travelling distance of the Head Office in Central London, the non-executive role of Chair will be to oversee and provide direction to Keychange Charity, and the Christian Alliance Trust Corporation.

It is also responsible to provide line-management support to the Chief Executive, as required.

It will necessitate the physical chairing of Board meetings at the Head Office (5 times p.a.), and the Annual General Meetings (once p.a.), and other occasional events (e.g. Annual Conference, working parties and away days). These will include Board meetings of Keychange Charity, and Christian Alliance Trust Corporation (CATC).

Further Information for Trustees:

1) Payment to charity trustees

The law states that without explicit legal authority no trustee may receive from their charity any benefit in return for any service they have provided. 'Benefit' is defined as money, or property, goods or services that have a monetary value. This legal authority comes from the organisation's governing document, a court of law, or the Charity Commission.

The basis of this rule is the principle that there should be no conflict between a trustee's duty to their charity and their own personal interests, unless the conflict is transparent. 'Transparent' means that there is explicit authority for the benefit and that any possible conflict of interest is managed properly and openly.

2) Expenses for trustees

Trustees may be reimbursed for reasonable out-of-pocket expenses, which means refunds for payments which the trustee has had to meet personally in order to carry out his trustee duties, non exhaustive examples may be:

- travel expenses to and from board meetings
- overnight accommodation if required while attending board meetings
- cost of childcare while at board meetings
- cost of special support needed for trustee with a disability
- cost of postage and telephone calls when on charity business

In some cases, the board has the power (as stated in the governing document) to employ one of the trustees to supply a service, but then the specific trustee must not be involved as a trustee in the arrangement.

3) Understanding who cannot be a charity trustee

People who are legally barred from being charity trustees include:

- Anyone under the age of 18 (unless the charity is a registered company)
- Anyone who has been convicted of an offence involving deception or dishonesty unless the conviction is spent
- Anyone who is an undischarged bankrupt, or is the subject of a bankruptcy restriction order or bankruptcy restriction undertaking
- Anyone who has made a composition or arrangement with or granted a trust deed for, his or her creditors and has not been discharged in respect of it
- Anyone who has previously been removed from trusteeship of a charity by the court or the Commissioners
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986 or is the subject of a disqualification undertaking

TRUSTEE DECLARATION OF ELIGIBILITY*

I declare that:

- I am over age 18.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission.
- I am not under a disqualification order under the Company Directors' Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent).
- I am, in the light of the above, not disqualified by the Charities Act 1993 (section 72) from acting as a charity trustee.
- I undertake to fulfill my responsibilities and duties as a trustee of Keychange Charity in good faith and in accordance with the law and within Keychange Charity's Objects.
- I do not have any financial interests in conflict with those of Keychange Charity (either in person or through family or business connections) except those which I have notified in a conflict of interest statement and will formally notify at the beginning of each board meeting regarding the business on the meeting agenda.
- I will specifically notify any such interest at any meeting where trustees are required to make a decision which affects my personal interests, and I will absent myself entirely from any decision on the matter and not vote on it.

Signed (Name):.....

Signature:.....

Date:.....

**This role description and associated information has been produced with reference to the NCVO website and is reproduced with kind permission of NCVO*



The Doctrinal Basis of Keychange Charity

- (1) Belief in the lordship and grace of the one God the Creator, shown through the love of God the Father, the forgiveness of sins made possible by God the Son, and the power of the Holy Spirit.
- (2) Belief that Jesus Christ was both fully God and fully human, that he died on our behalf by crucifixion, that he rose from death and ascended into heaven and that he will return in person to judge the living and the dead.
- (3) Acceptance that the Bible, as the revelation of God as originally given, is totally reliable and has absolute authority. The Bible is the basis of our faith and should be depended upon to resolve any questions of belief or conduct.
- (4) Recognition that although we are guilty of sin, God calls to us according to his plans. We turn away from sin and turn to Christ through his grace and with the help of the Holy Spirit. We believe that our sins are forgiven, freely and completely, because of Christ's death. His death frees us to become like him, through the power of the Holy Spirit, and to be raised up to heaven after we die to enjoy eternal life with him.
- (5) Belief that we, as Christians, are called by God to spread the good news of Christ and to model our daily lives on that of Jesus.
- (6) Belief in the priesthood of all believers, who together make up the holy worldwide Church, the body of Christ.

I acknowledge the above Doctrinal Statement of Keychange Charity and I affirm that this is also my personal belief.

Signed: **Dated:**

Print Name: