

<b>Position Title</b>	Trustee
<b>Reports to</b>	Chair
<b>Direct Reports</b>	Nil
<b>Date</b>	May 2024
<b>Key Relationships</b>	Trust and Foundation Board members, Executive Leadership Team, All staff and volunteers , donors and sponsors

#### Who we are

The Cranford Hospice Trust (CHT) provide the best possible palliative care, education, support and advice to the people of Hawke’s Bay – from Mahia in the north, to Takapau in the south. Our vision is to help people make the most of living and dying within a compassionate community. We provide specialist palliative care services. Our goal is to help people make the most of the time they have left and to enable them to live every moment – whether they are at home, in an aged care facility or have come to us for a short stay in our inpatient facility.

Cranford Hospice recognises that people have different levels of advantage requiring a sharing of approaches and resources that provide an equitable outcome for all.

Cranford Hospice Foundation (CHF) is Cranford’s capital endowment trust. The Foundation invests funds to produce and income to help run Cranford’s day to day hospice services. The Foundation owns the land and building from which Cranford operates and is responsible for the capital project to build our new hospice facility.

#### Organisational Values

Aroha (Compassion) – in all we stand for;  
He Mātanga (Professionalism) – in all we do;  
Rangapū (Partnership) - together we can do more;  
Auaha (Innovation) – so we move forward;  
Hautūtanga (Leadership) – we set the standard in specialist palliative care.

#### Role Purpose

Key Responsibilities:

- Contribute to the strategic leadership of the Trust or Foundation.
- Ensure robust governance and oversight of the organisations’ operations.
- Champion the values and mission of Cranford Hospice Trust and Foundation.

### **Functional Relationships for trustees of both CHT and CHF**

- Chairs of Cranford Hospice Trust and Cranford Foundation
- Fellow Trustees
- CEO and Executive Leadership Team of the Cranford Hospice Trust
- Staff and Volunteers
- General Public and Stakeholders
- Major sponsors, general donors and supporters

### **General Responsibilities:**

- **Governance** – directing and controlling the Trust in accordance with best practice.
- **Health and Safety** – a working knowledge of current best practice in health services.
- **Leadership** – possessing a good understanding of and commitment to effective leadership
- **Organisation knowledge** – maintaining a working knowledge of the documents specific to the Trust (Trust Deed, Vision, Purpose and Values, Strategic Plan, Annual Plan, Risk Register, Policies).
- **External Environment Monitoring** – maintaining awareness of external influences on the achievement of the strategic goals.
- **Minimising potential conflicts of interest.**
- **Preparing for Board meetings** – notifying the Chair of any individual absence, accessing and reading Board papers via sharepoint prior to a meeting
- **Making an active and thoughtful contribution to meetings** - while avoiding irrelevant matters or statements.
- **Assisting The Cranford Hospice Trust directly where appropriate through:**
  - Providing specialist advice or expertise
  - Involvement in committees
  - Maintaining positive relationships with members of other entities
  - Lobbying or representation to external parties.

### **Trustee Competencies:**

The following competencies listed are sought in Trustees. While it is not expected that any appointee would possess all of these competencies, strong skills in at least some areas and a willingness to learn are essential.

- **Ethical Standards/Values:**
  - High ethical standards and integrity in all personal and business dealings.
- **Independence:**
  - The ability to be independent and view board issues objectively while working towards achieving a shared purpose.
- **Interpersonal Skills/Team Player:**
  - A capable communicator who exhibits co-operation and collaboration in a team environment.
  - The ability to manage conflict appropriately in the governance environment.
- **Financial Literacy:**
  - The ability to interpret financial statements and statistical information
- **Commitment to governing:**
  - The ability to distinguish between issues of governance and management and not directly be involved in management matters.
  - An understanding of the legal requirements and responsibilities of governance.

- **Strategy Development:**
  - The ability to think strategically and to take a long term inter-generational view
  - The ability to implement and evaluate decisions
  - An understanding of business implications of decisions
- **Leadership/Organisation Know-How:**
  - Previous experience in serving in a leadership capacity in business or government.
  - Experience in serving on public/private sector or not for profit boards.
- **Cultural Awareness/Diversity:**
  - Possesses knowledge and understanding of Te Tiriti o Waitangi.
  - Commitment to delivery of health equity
- **Sector Knowledge:**
  - Possesses relevant industry sector expertise and experience
  - Has knowledge of and experience in the New Zealand not-for-profit/NGO sector, government funding arrangements and working with government agencies.
  - Has relevant networks, can assist with advocacy, lobbying and fundraising.
- **Communications and Information Management:**
  - Possesses broad knowledge on the use of the internet, social media, new technology and information systems

**Trustee Attributes:**

The attributes sought in **all** Trustees include:

- A personal commitment to the vision, values and purpose of Cranford Hospice
- High personal integrity with open and confident communications skills
- The ability to recognise competing interests and maintain independence of thought
- Informed business judgment and critical thinking
- A willingness to take responsibility for Trust decisions, consequences and implications
- The ability to work cooperatively while accepting a diversity of viewpoints
- The ability to form effective relationships with co-trustees, staff and other stakeholders
- An ability and willingness to donate time, expertise, contacts and influence
- Alertness and openness to change, encouraging new initiatives
- A commitment to personal development
- A willingness to maintain confidentiality

**Board/Staff Relationships:**

- The Cranford Hospice Trust Chair should be approached first on all matters to do with Board/staff relationships.
- The CEO may be approached for information on matters relating to management and administration.
- Trustees have the right of access through the Chair and CEO to records relating to the organisation and individual access to governance information and Board papers via the Cranford Hospice Trust Sharepoint site.
- Trustees do not have right of access to agency/client records or staff personnel records.

Trustee Name:.....

Signature:..... Date:.....