

Role profile

Role title:	Trustee
Reports to:	Chair of the Board
Place of work:	Hybrid working (most meetings are online, but occasionally the board meeting in person in a mid-Cornwall location)

What we do

Cornwall Voluntary Sector Forum (VSF) is a membership charity dedicated to delivering leadership and advocacy, partnership and collaboration and capacity building. These represent three of the four functions of local infrastructure.

Our aim is to amplify the voice of the Voluntary, Community and Social Enterprise (VCSE) sector in Cornwall and Isles of Scilly, across the Southwest region and beyond.

Working with, for and on behalf of our members and the wider sector, we advocate and influence on a variety of important issues including funding, commissioning, skills, quality, value and impact. To create positive change for the sector, we focus a large proportion of our advocacy work on public sector bodies such as the NHS, Cornwall Council and the Police.

Our ambition is that the VCSE sector becomes an equitable partner in the design and delivery of services. We are here to act independently and on behalf of all VCSE organisations and community groups in the sector.

Cornwall VSF's vision and purpose

Our vision is a VCSE sector that is **valued, connected, sustainable and skilled**.

Cornwall VSF exists to be a visible, credible and collective partner for the VCSE sector, strengthening its voice, investment, capacity and influence for the benefit of Cornwall's people and communities.

- We communicate and celebrate the impact of the VCSE sector
- We strengthen and amplify the voices of our members
- We develop and foster meaningful connections across sectors and within the VCSE sector.

Role summary

As a Trustee of Cornwall VSF, you will help shape a future where Cornwall's communities can thrive. Working alongside a committed Board, the Chair and the CEO, you will bring your insight and experience to strategic discussions that are grounded in compassion, collaboration and purpose.

You will safeguard Cornwall VSF's integrity and reputation, upholding strong governance, ethical leadership and the organisation's core values of transparency, fairness, courage and care.

Together with fellow Trustees, you will guide the long-term success of the organisation—ensuring financial sustainability, strengthening resilience and maintaining robust oversight so that Cornwall VSF continues to meet the highest statutory, regulatory and quality standards.



Key relationships

Internal
<ul style="list-style-type: none"> Chair of Cornwall VSF Chief Executive of Cornwall VSF Board of Trustees Cornwall VSF Team
External
<ul style="list-style-type: none"> Commissioning organisations (Including but not limited to Cornwall Council and Cornwall and Isles of Scilly Integrated Care Board) Voluntary, community and social enterprise sector Wider stakeholders (including but not limited to Universities, Police, Probation Services, Lottery)

Key Responsibilities

<ul style="list-style-type: none"> Champion Cornwall VSF's vision, values and strategic objectives, contributing actively to organisational strategy.
<ul style="list-style-type: none"> Work with fellow Trustees to set strategic aims, ensure appropriate resources, and monitor organisational performance.
<ul style="list-style-type: none"> Promote a listening and learning culture that values the voices of member organisations, partners and staff.
<ul style="list-style-type: none"> Provide constructive challenge and support to the Board, using your expertise and independent judgement to shape strategy and organisational development.
<ul style="list-style-type: none"> Participate in appointing senior executives and in decisions on remuneration.
<ul style="list-style-type: none"> Model and embed agreed organisational values and standards, ensuring fair and balanced consideration of stakeholder interests.
<ul style="list-style-type: none"> Engage positively in Board discussions and act as an ambassador for Cornwall VSF with partners and the wider community.
<ul style="list-style-type: none"> Contribute to and, where appropriate, lead relevant Board sub-committees.
<ul style="list-style-type: none"> Promote diversity, equality of opportunity and inclusive practices across the organisation.
<ul style="list-style-type: none"> Fulfil the legal and ethical duties of a company director in line with Company Law, the Articles of Association and NHS Constitution principles.
<ul style="list-style-type: none"> When required, support the CEO to manage the performance (or other aspects of employment) for members of the Senior Leadership Team, ensuring they meet agreed goals, statutory responsibilities and reporting requirements.
<ul style="list-style-type: none"> Seek assurance on the accuracy of quality and performance information and the robustness of control systems.
<ul style="list-style-type: none"> Bring independent judgement and relevant professional expertise for the benefit of the organisation.

Specialist Responsibilities
<ul style="list-style-type: none"> It is expected that each Trustee will be allocated one or more specific responsibilities / areas of interest to be involved in. These will be determined and agreed between the Chair and post holder.

General organisational responsibilities

Trustees are expected to champion good organisational practice by:



<ul style="list-style-type: none"> • Ensuring high-quality delivery of support and services.
<ul style="list-style-type: none"> • Empowering and supporting staff in developing and delivering services.
<ul style="list-style-type: none"> • Promoting Equality and Diversity in all aspects of the role.
<ul style="list-style-type: none"> • Maintaining confidentiality and integrity, avoiding any unauthorised use or disclosure of information.
<ul style="list-style-type: none"> • Taking reasonable care for the health, safety and wellbeing of yourself and others under the Health and Safety at Work Act 1974.
<ul style="list-style-type: none"> • Participating in risk management processes and completing mandatory and statutory training.
<ul style="list-style-type: none"> • Safeguarding the welfare of children and vulnerable adults at all times.
<ul style="list-style-type: none"> • Supporting environmental sustainability by reducing carbon emissions, minimising energy use and waste, choosing low carbon travel, and considering environmental impact in purchasing decisions.

General
<ul style="list-style-type: none"> • Keep up to date with Cornwall VSF's aims, policies and procedures and ensure these are followed.
<ul style="list-style-type: none"> • Have an understanding and awareness of current sector issues.
<ul style="list-style-type: none"> • Ensure the work reflects equality, diversity and inclusion legislation and policy, best practice and our values.

Person specification

The successful candidate will bring strong board level- skills, including leadership, financial and commercial acumen, performance management, relationship building and change management.

They will demonstrate enthusiasm for the VCSE sector, energy and commitment, with desirable understanding of the health sector and knowledge of Cornwall's communities and their needs.

We particularly welcome applicants with strengths in:

- Charity finance and procurement
- Legal compliance within the voluntary sector
- Workforce development
- IT & Digital systems, software, and hardware (Including AI implementation and ongoing use)
- Income diversification

We encourage applications from people of all backgrounds, including those currently under-represented at Board level, and from individuals working at grassroots community level, including young trustees. Previous board experience is desirable but not essential, and full support and development will be provided.



Experience

Candidates should demonstrate:

• Senior management and/or leadership experience within a complex organisation.
• A strong track record of working within communities.
• An entrepreneurial approach with recognised success in their field.
• High level governance and organisational skills, including strategic planning, financial management, risk management and performance oversight in a regulated environment.
• Experience building effective partnerships and alliances with diverse stakeholders.
• Desirable experience in the VCSE sector
• Knowledge of VCSE delivery and an understanding of Cornwall's communities, demographics and local health needs.
• Knowledge of VCSE sector business models or membership organisations

Personal Qualities

• Commitment to Cornwall VSF's values, vision, mission and culture.
• High personal integrity and accountability.
• Strong strategic leadership and the ability to earn respect.
• A thoughtful listener who can weigh evidence and summarise effectively.
• A collaborative team player who helps the Board use its collective skills well.
• Politically astute, with an understanding of how different stakeholders and systems connect.
• Independent in judgement, creative in thinking and confident in decision making.
• Excellent interpersonal and communication skills.
• Skilled in negotiation, partnership working and understanding the wider impact of decisions.
• An appreciation of the differences between VCSE executive roles and board roles or a willingness to learn or undertake training

Terms

Trustees are appointed for a three-year term of office, with the potential for renewal for one further term to a maximum of six years. This is a voluntary position; however reasonable expenses are reimbursed.

Time Commitment

• The Board currently meets 8 times a year, 4 formal board meetings and 4 informal meetings where there is opportunity for a deeper discussion around key topics
• Finance and General-Purpose Sub Committee meeting for relevant trustees every quarter
• Strategy and Board Development Days as required
• Annual AGM
• Opportunity to attend VSF / Cornwall VCSE events
• Opportunity to bring expertise to the organisation in other ways

Support, Induction and Training

Cornwall VSF will organise appropriate induction and training for the successful candidate.

Cornwall VSF will ensure access to independent professional advice, at the organisation's expense, where it is judged necessary to discharge responsibilities, as agreed by the Board.

Eligibility

Independence Criteria

Trustees must be independent in character and judgement, free from relationships or circumstances that could influence—or appear to influence—their decision making.

All real or perceived conflicts of interest must be declared, along with any relevant business interests or positions of authority, which will be published in the annual report.

Geographical Criteria

Trustees must have a significant connection to Cornwall, such as living or working in the county or within the Cornish VCSE sector

Circumstances where a person is unlikely to be suitable

Healthcare professionals including practicing GPs, General Dental Practitioners, their employees, or individuals removed/suspended from practitioner lists.

Serving MPs, MEPs or candidates standing for election.

Other Circumstances

Individuals are also ineligible if they:

<ul style="list-style-type: none"> Have received a prison sentence or suspended sentence of three months or more in the last five years.
<ul style="list-style-type: none"> Are subject to a bankruptcy restriction order.
<ul style="list-style-type: none"> Have been dismissed (except for redundancy).
<ul style="list-style-type: none"> Have had a previous appointment terminated in certain circumstances.
<ul style="list-style-type: none"> Are disqualified under the Company Directors Disqualification Act 1986.
<ul style="list-style-type: none"> Have been removed from the trusteeship of a charity

What's in it for you?

Becoming a Cornwall VSF Trustee offers valuable personal and professional rewards. You will contribute your skills to a passionate Board and dedicated staff team, gaining insight into strategic charity leadership while working with diverse and committed people. The role provides opportunities to learn, expand your networks, and participate in events and visits across the VSF community. This is an exciting moment to join and help shape the organisation's future.

