

## ***Chair of the Board. Role Profile and Person Specification***

<b>Reports to:</b>	Board of Directors
<b>Responsible for:</b>	Chief Executive Officer, Active Lincolnshire
<b>Location:</b>	Lincolnshire

### **PRINCIPLE PURPOSE OF THE ROLE**

In addition to fulfilling the requirements of the role of board member, the Chair is responsible for leadership of the board, ensuring its effectiveness on all aspects of its role and for setting its agenda. The Chair is pivotal to creating the conditions for overall board and individual board member effectiveness and works to ensure the development of constructive relationships between board members and the operational team. Active Lincolnshire is committed to creating an inclusive environment within our organisation and across the sector. The Chair must role model inclusive leadership across the Board and the organisation and be committed to challenge the inequalities that exist in the system to enable and empower change to be made.

### **CORE RESPONSIBILITIES**

#### **Strategic direction**

- Provides strategic leadership to the board and the organisation, working with the Chief Executive to ensure the board's work supports the achievement of Active Lincolnshire's aims, objectives and outcomes.
- Ensures the board sets Active Lincolnshire's vision, mission, values and standards and that any obligations to its stakeholders, including funders are understood and met.
- Maintains awareness of current and future opportunities and issues that might affect Active Lincolnshire. The charity is currently exploring future sustainability and growth opportunities and is seeking a Chair to support this work.

#### **Ambassadorial and influencing role**

- Acts as an ambassador for Active Lincolnshire externally and helps build its brand and public image, ensuring an effective local and regional profile in consultation with the Chief Executive.
- Advocates for, and represents, Active Lincolnshire at external meetings and events and with key stakeholders such as Sport England or other influential decision makers as appropriate.
- Attends occasional meetings as required to promote the values and purpose of the organisation.

- Advocate for inclusion and equity across the organisation and the sector

### **Effective governance**

- Ensures the board delivers its key strategic role and promotes and provides effective governance of the organisation, securing its viability and sustainability and looks to maximise its effectiveness within the scope of its terms of reference.
- Promotes good governance and ensures Active Lincolnshire's affairs are conducted in accordance with accepted codes of governance (including Tier 3 Code of Sports Governance) and good practice.
- Ensures that the committees of the board operate within a framework for good governance, sound controls and management of risk.
- Contributes to effective governance through membership of any committees or sub-groups where appropriate as determined by the board of directors.

### **Conduct of the Board's business**

- Considers and deals with board papers and items associated with the function of chairing board meetings including development of the agenda and forward plan with the Chief Executive.
- Ensures the efficient conduct of the board and general meetings, making sure Directors are properly informed and that accurate and sufficient information is provided in a timely way to enable them to form appropriate judgments.
- Ensures adequate time is available for discussion of all agenda items, that directors are able to express their views and their views are actively sought before important decisions are made.
- Encourages diversity of thought across the Board, creating a compassionate and inclusive environment that welcomes change and challenge
- Brings impartiality and objectivity to meetings and decision-making and ensures the board receives professional and expert advice when it is needed.
- Ensures that the board delegates authority to committees, the Chair and the Chief Executive or others to enable business to be carried out effectively between meetings.
- Takes decisions delegated to the Chair in consultation with other board members and any necessary advice from the Chief Executive and ensures the board monitors the use of any delegated authority.
- In the case of urgent business occurring between meetings, takes necessary decisions on behalf of the board, in accordance with agreed urgency arrangements.

### **Developing the Board team**

- Considers the skills Active Lincolnshire needs from non-executives and takes an active role in board renewal recruitment and succession planning.
- Lead the personal development review process for Trustees and the board annual review, striving for continual improvement in performance and effectiveness

### **Management oversight and support**

- Directly line manages the Chief Executive ensuring that a constructive working relationship is established with them and that an appropriate level of support and challenge is provided to keep an accurate overview of the affairs of Active Lincolnshire.
- In conjunction with other board members, ensures that proper arrangements are made to set objectives, appraise the performance of the Chief Executive against those objectives and determine the remuneration for the Chief Executive role.
- When necessary, ensures that the recruitment of any new Chief Executive is undertaken in a timely and orderly manner in line with Active Lincolnshire's employment policies.

## ***PERSON SPECIFICATION***

### **CORE COMPETENCIES**

**Leadership:** Excellent leadership skills with a collaborative and inclusive approach and an ability to inspire confidence and influence at all levels within and outside of the organisation.

**Creating an inclusive environment:** Fully committed to harnessing the lived, personal and professional experiences of Trustees and the wider network to support decision making. Ability to ensure all Trustees feel included, and all opinions are valued and considered.

**Strategic thinking:** Demonstrates strategic vision, thinking, foresight and insight. Can encourage the board to think about the level of risk it can entertain to achieve organisational objectives and has ample experience of business planning and review.

**Judgement:** Proven track record of providing clear, independent, balanced advice and guidance with the ability to challenge constructively.

## **ABILITY, SKILLS, AND KNOWLEDGE**

- Experience of chairing boards or committees and knowledge of good governance.
- Experience of working in the charity sector is desirable
- Proven track record of leading an organisation or having high level management experience in the commercial, educational, public or voluntary sector.
- Understanding of the physical activity landscape and issues currently influencing it.
- A strategic thinker, who can apply creative and imaginative solutions, with good judgement and a commitment to results.
- Skilled at bringing people together to generate a strong team spirit, able to work collaboratively, building consensus and encouraging 'cabinet style' decision making.
- Financial proficiency
- IT literate. Good background in corporate skills.

## **PERSONAL ATTRIBUTES**

- Commitment and a clear vision and passion for the work of Active Lincolnshire and the vision of 'More people, more active, more often'
- A strong and clear commitment to equality and diversity
- Aligned with and able to demonstrate the values of the organisation – Integrity, Inclusion, Collaboration, Learning and Innovation
- Ability to influence others without dominating
- Ability to effectively Chair meetings ensuring balanced input from all members and ensuring clarity around decisions
- Coaching skills to support on-going learning and development of Board members and the CEO ensuring each individual is contributing as much as they can
- Willingness to devote the necessary time and effort to the role

## ***TERMS OF APPOINTMENT***

**Position** Independent Chair of Active Lincolnshire Board.

**Remuneration** This is a voluntary non-salaried position. Travel and other reasonable expenses will be reimbursed.

### **Time Commitment**

Any board member role is a significant time commitment. You will be expected to attend all meetings of the Active Lincolnshire Board (or give timely apologies if absence is unavoidable) and to devote adequate time to preparation for evening board meetings, away days, committees, visiting projects, undertaking training and development events as appropriate, and to attend and participate in reviews linked to individual performance and that of the whole board.

As a minimum, attendance and preparation should be made for an estimated commitment of **two days per month in addition** to the commitment of **8-10 days per year** expected of all Trustees which includes attendance at:

- 4 Board meetings
- 4 sub-group meetings, as appointed by the board
- 2 corporate and / or celebratory events, including the Lincolnshire Physical Activity and Sports Awards

and:

- Relevant induction meetings
- Regular meetings and appraisals with the Chief Executive
- C. two national meetings of Active Partnership national team and / or Sport England
- Personal Development Review meetings for individual board members
- Meetings, as required, with key stakeholders

### **Terms of Office**

The tenure length for a board member is four years. This can be renewed subject to a satisfactory appraisal and the board's skills requirements at the time. All members are restricted to a maximum of eight years' continuous service (i.e. two terms, each of four years).

### **Location**

Board meetings are most often held at the Active Lincolnshire offices, Newland House, Lincoln.