

## **CHAIR OF TRUSTEES ROLE DESCRIPTION**

### **Key responsibilities:**

1. To work in partnership with the Chief Executive to ensure that Sobus has a clear vision, mission and strategic direction and that the charity, the Trustees and the Chief Executive are focused on achieving these.
2. To ensure that the Board of Trustees fulfills its duties and responsibilities for the proper governance of the charity.
3. To manage the Board and its meetings to ensure it operates in the most efficient and effective manner.

### **Duties and tasks to fulfill the key responsibilities**

1. To work in partnership with the Chief Executive to ensure that Sobus has a clear vision, mission and strategic direction and that the organisation, the Trustees and the Chief Executive are focused on achieving these.
  - 1.1. To ensure that the Trustees govern the charity in the long-term interests of Sobus.
  - 1.2. To ensure that Sobus has a clear vision, mission and strategic plan that reflect the charity's core objectives and its operational commitment to developing and promoting social enterprise as a means to supporting community and voluntary organisations to achieve greater social impact.
  - 1.3. To ensure that there is a common understanding of these by the Chief Executive, staff and the Trustees.
  - 1.4. To ensure that the Board approves the methods for measuring objectively the progress of Sobus in relation to its vision, mission, strategic objectives/priorities, business plans and annual targets.
  - 1.5. To ensure that the Board monitors performance against these targets through ensuring the executive team reports regularly to the Board on progress towards the strategic objectives, business and annual plans.
  - 1.6. To ensure that the Chief Executive's annual objectives support the achievement of the strategic objectives/priorities.
  - 1.7. To ensure the Chief Executive receives regular supervision including constructive feedback on her/his performance in managing the charity and in meeting her/his annual and longer-term objectives.

2. To ensure that the Board of Trustees fulfills its duties and responsibilities for the proper governance of the charity
  - 2.1 To ensure that Sobus has a governance structure that is appropriate to a charity of its size/complexity, stage of development and its charitable objects.
  - 2.2 To ensure that the Sobus Board continues to comprises of a group of people who bring varying expertise to the table, that expertise supporting the diverse workload undertaken by the organisation and its commitment to effectively deliver its charitable purpose.
  - 2.3 To ensure that the Board's delegated authority is recorded in writing by means of terms of reference for Board committees and sub-committees, job descriptions for honorary officers and key staff, reporting procedures etc.
  - 2.4 To ensure that Sobus's financial dealings are systematically accounted for, audited and publicly available.
  - 2.5 To ensure that the major risks to which the charity is exposed have been reviewed and systems have been established to manage and mitigate these risks.
  - 2.6 To ensure that Sobus has a satisfactory system for properly and efficiently managing its finances.
  - 2.7 To chair meetings of the Board of Trustees
  - 2.8 To ensure that Board decisions are made in the best, long term interests of Sobus and that the Board takes collective ownership of these decisions.
  - 2.9 To monitor that decisions taken at meetings of the Board are implemented.
  - 2.10 In partnership with the Chief Executive to develop an annual programme of Board meetings and Board away days and ensure that relevant agendas and papers are prepared in good time for Board meetings.
  - 2.11 To ensure the Board of Trustees regularly reviews Sobus's governance structure, the Board's performance and the performance of each Trustee.
  - 2.12 To ensure that the Board has access to relevant external professional advice and expertise when required.
  - 2.13 To ensure that there is a systematic, open and fair procedure for the recruitment or cooption of Trustees, future Chairs of the Board and future Chief Executives (with a view to succession)
  - 2.14 To ensure that all members of the Board receive appropriate induction, advice, information and training (both individual and collective) an that a regular Board and Trustee appraisal programme is in place.
  - 2.15 To ensure that Trustees have a code of conduct and comply with it.
  - 2.16 In close consultation and in partnership with the Chief Executive to agree respective roles in representing Sobus and acting as spokesperson at public functions, public meetings and to the press/media.

3. To help the Chief Executive to achieve the Sobus's mission:
  - 3.1. To provide support to and line manage the Chief Executive on behalf of the Board.
  - 3.2. To be responsible for ensuring that the Board focuses on its governance role and does not slip incrementally into the management role, i.e. the Board holds the management accountable for Sobus's work and is not tempted into doing the manager's jobs. However, to balance this with ensuring that there are agreed arrangements in place to enable the staff team, via the CEO, to take advantage of the individual expertise held by Trustees, as appropriate.
  - 3.3. In partnership with the Chief Executive to check that the right items reach Board meeting agenda by asking whether the item is a fundamental issue for Sobus; whether it has policy implications and whether it is a priority for Board time.
  - 3.4. In partnership with the Chief Executive to ensure that the Board receives sufficient (neither excessive quantities nor too little) and timely information to make informed decisions.
  - 3.5. To hold the Chief Executive responsible for the quality of the Board papers.
  - 3.6. To ensure that there are regular one-to-one meetings with the Chief Executive when the Chair and Chief Executive can talk openly, discuss progress and problems, agree expectations of each other; plan the Board's annual programme together and prepare for meetings together. There should be no 'surprises' between Chair and Chief Executive at Board meetings.
  - 3.7. To ensure that the Chief Executive has effective communication systems in place between her / him and their staff, as well as that they have in place appropriate training and development systems for staff.
  - 3.8. To ensure that the Chief Executive's performance is reviewed informally at regular one-to-one meetings throughout the year and more formally annually.