
The Change Foundation – Role of Chair

Role:

- As first amongst equals, to lead the board of Trustees, ensuring that it fulfils its collective responsibility for the governance of the charity.
- To have prime responsibility for ensuring the Charity has agreed priorities, appropriate structures, processes and a productive culture.
- To ensure that the charity has trustees and senior staff who can govern well and add value to the charity.
- To work in partnership with the Chief Executive and the senior management team (SMT) to ensure that they achieve the charity's objectives.
- To take reasonable steps to ensure that there is an effective relationship between the board of trustees and the charity's employees.
- To help promote the charity to a wider audience of potential donors and beneficiaries.

Responsibilities:

Relating to ensuring that the Trustee board fulfils its responsibilities:

- To chair the Board meetings; ensuring that the Board functions effectively and carries out its responsibilities.
- To provide leadership for the Board, ensuring that the trustees set overall strategy and policy objectives.
- To lead the Board in ensuring the Charity has a clear vision, mission and strategic plan.
- To plan the board's programme of work and its meetings, making sure trustees have the necessary information, time and space to explore key issues and reach well-considered decisions, so that board time is well-used.
- To develop and ensure that Board business is conducted in an open and inclusive manner.
- To take time to understand the motivations of the trustees and to build trust within the board.

- To ask for feedback on how to create an environment where trustees can constructively challenge each other.
- To ask for feedback on how meetings can be made more accessible and how to create an environment where all voices are equally heard.
- To ensure that the trustees grow the charity in the long-term interests of current and future beneficiaries and take collective ownership of the decisions.
- To guide and manage trustees to ensure that they all fulfil their roles, and to deal with any instances of non-compliance.
- To ensure that the Board's delegated authority is recorded in writing by means of Terms of Reference for Board committees and groups, job descriptions for honorary offices and key staff and reporting procedures.
- To ensure that the charity's financial dealings are systematically accounted for, audited and are publicly available.
- To ensure secure and satisfactory systems for holding in trust beneficiaries' monies, properties and other assets.
- To ensure that there are regular reviews of the charity's exposure to risk, including compliance with governing laws and regulations.
- To take reasonable steps to ensure the prudence, efficacy, and effectiveness of the Chief Executive and the SMT.
- To take reasonable steps to ensure that the quality of the information and the papers received by the Board as prepared by the SMT are adequate for effective Board decision-making.
- To take reasonable steps to ensure that all relevant Trustees are given the opportunity to express their views before any important decision is taken and that decisions, when required, are clearly arrived at and recorded and their implementation monitored.
- To take reasonable steps to ensure that satisfactory arrangements exist to identify and appoint future Trustees and Honorary Officers.
- To take reasonable steps to ensure that Board reviews its structure, role and responsibilities to stakeholders and implements agreed changes as necessary.
- With the Chief Executive, to ensure that all Trustees receive appropriate advice, training and information consistent with their responsibilities as charity trustees and Companies Act directors.
- Ensure that a strategy is in place which can guide the charity in achieving its objective.

Relating to working in partnership with the Chief Executive, helping him/her to achieve the Charity's objectives:

- To ensure that the organisation develops an agreed long-term strategy and to ensure that the Chief Executive has in place systems and produces reports to the Board which allow the Board to monitor the effectiveness and prudence of the implementation of strategy.

- To establish a constructive working relationship with, and provide support for, the Chief Executive.
- To liaise effectively with the other Honorary Officers and the Chief Executive to monitor and review the charity's affairs and to provide support as appropriate.
- To help to promote the organisation to a wider audience of potential donors and beneficiaries by representing the charity at functions and meetings and to act as a spokesperson as appropriate.
- To lead the appraisal of the performance of the Chief Executive.
- To set annually objectives for the year with the Chief Executive and to assess annual progress towards same especially KPIs in programme areas.
- With the Chief Executive, to agree the annual calendar of meetings of the Board and major events for the charity.
- With the Chief Executive, to agree the agendas for Board meetings.

Relating to ensuring that there is an effective relationship between Board and the charity's employees:

- To ensure that the Code of Conduct for Trustees is upheld, and the contents of the document entitled "Role Description of the Board of Trustees" is followed by the board.
- With the Chief Executive, to ensure appropriate communication between the Board and employees takes place.