



The Care Society Chair Role Profile

THE CARE SOCIETY BOARD CHAIR ROLE PROFILE

The Board is responsible for ensuring the success of the Care Society: setting its mission and values; defining, and overseeing delivery of, strategic objectives; ensuring that organisation and Barcud's assets are protected and that it remains financially viable – all in accordance with the constitution, the law and regulatory requirements. Day to day management is the responsibility of the relevant Barcud Group Director and the Leadership team of the organisation.

Main purpose of the role

- Ensure the efficient and proper conduct of the Board's business
- Act within the powers set out in the association's constitution
- Promote the success of the association for the benefit of its tenants, leaseholders, residents, other customers and stakeholders
- Exercise independent judgement
- Exercise reasonable care, skill and diligence

KEY RESPONSIBILITIES

Fulfilling the role of the Board

With other members of the Board, the responsibilities of the Board member are to:

- Ensure that the organisation is compliant with legal, statutory, constitutional and regulatory requirements
- Set and ensure compliance with the values, vision, mission and strategic objectives of the organisation which must be designed to ensure its long-term success
- Ensure strategic objectives align with that of the Group and that organisational contribution to Group strategic objectives is clearly outlined and measurable so to ensure the long-term success of the Group
- Determine the nature and extent of the principal risks the organisation is willing to take to achieve its objectives
- Establish a culture that is focused on the current and future needs of business, other customers and key stakeholders, and embeds equality, diversity and inclusion in the organisation
- Ensure the organisation operates effectively, efficiently and economically
- Provide oversight, support, direction and constructive challenge to the Leadership Team
- Ensure the integrity of financial information, setting and approving each year's budget, business plan and annual accounts prior to publication
- Establish and oversee control and risk management frameworks in order to safeguard the assets, compliance and reputation of the organisation
- Establish, oversee and regularly review a framework of delegations to committees and staff

Working as part of the Board team

The Board member has responsibility to:

- Share responsibility for, and uphold, the decisions of the Board
- Fully participate in the work of the Board, making every effort to attend all Board meetings and other events such as Board planning and strategy meetings
- As agreed, participate in working groups or panels in support of the overall governance of the association
- Work constructively with the Barcud Board, CEO and Executive Team and the wider staff team of the organisation as well as that of the Group and other stakeholders
- Comply with the Board's adopted Code of Conduct

- Comply with any legislative, regulatory or organisational requirement of a Board member i.e. Companies House obligations
- Actively engage in the Group Board's performance review arrangements
- Complete an induction training programme within six months of appointment
- Participate in collective and personal learning and development.

Being the Chair of the Board team

In addition to fulfilling the responsibilities of a Board member, the Chair:

- Leads the Board in planning its programme of work for the year ahead, ensuring that it fulfils the Board's principles
- Establishes, with the Barcud Governance Team, the agenda for meetings, ensuring that it is consistent with the Board's terms of reference
- Ensures that reporting and presentation to the Board is of a standard that enables the Board to carry out effective oversight and make high-quality decisions
- Ensures that the Board receives any necessary professional advice
- Ensures that meetings have been properly convened and are quorate
- Ensures that the minutes of the previous meeting are an accurate and complete record and, if they are, signs them
- Guides the meeting through the items on the agenda, encouraging full participation, making best use of Board skills, ensuring that Board members are satisfied with the answers to their questions, drawing together diverse views and ensuring clarity of decision making
- Is a member of Group Chairs Panel and as a result, reports to the Group Chair on the work of the Subsidiary Board, as well as gathering information and directions to take back to the Subsidiary Board
- Establishes a constructive working relationship with the Barcud Governance Officer, Head of Governance and Group Director of Corporate Services, who provide support, guidance and challenge
- Establishes a constructive working relationship with advisors and stakeholders in relation to the Board's business
- Leads the Board in an annual review of its effectiveness
- Plays a role, as per policy, in the disciplinary process of the Group Director of the organisation
- Identifies any issues relating to Board member performance or conduct during the year, working with the Group Chair and the Chief Executive and Group Director of Corporate Services as necessary to agree any corrective action, training or support requirements.

SUBSIDIARY BOARD CHAIR PERSON SPECIFICATION

Technical skills

The Board as a whole requires a range of 'technical' skills. These are areas in which the Board needs one or, usually, two expert members – members who are likely to have substantial professional experience and, where relevant, a professional qualification. These are defined in a Board Skills Matrix which is kept under regular review.

When recruiting new Board members, the Board will identify the particular skills it needs at that time.

Core competencies

In addition to specific areas of expertise in which the Board may need one or two expert members, there are areas in which all Board members need a certain level of knowledge and understanding to contribute as an effective Board member. Such areas include: governance, health and safety, risk management and financial management.

New members would not necessarily be expected to have the required level of knowledge and understanding on joining the Board but would be expected to have gained it by the end of their six-month induction period.

Skills and abilities

Business skills

- Think strategically, taking account of the political, economic, social and technological impacts on the business
- Assimilate and make sense of complex data
- Evaluate facts and evidence logically
- Anticipate and understand the risks and consequences of different options
- Identify opportunities and provide creative input to problem solving
- Oversee delivery of organisational objectives without becoming inappropriately involved in operational detail

Interpersonal skills

- Probe and challenge constructively without creating conflict
- Work collaboratively
- Listen to and consider the views of others
- Know when to contribute a thought and when to keep quiet
- Speak clearly and to the point
- Build and maintain good relationships based on mutual respect.

Specialist skills

- Holds knowledge of Equality, Diversity and Inclusion
- Holds some legal experience, specifically in the areas of contract negotiation, land and development
- Understand digital innovation, digital delivery and hold technology skills
- Hold community engagement know how
- Hold communications / marketing / branding capabilities
- Understanding of influencing others in change situations

Personal qualities

Board members also need certain personal qualities to work as an effective member of the Board. These include:

- Alignment to the mission, values and strategic objectives of the Barcud Group
- Commitment to promoting accountability, openness, transparency, diversity, equality, inclusion, and living the Nolan Principles (see Nolan Principles document)
- Independent judgement – expressing own views, including disagreement when necessary
- Preparedness to tackle difficult or sensitive issues
- Willingness to highlight problems and acknowledge mistakes
- Preparedness to ask for help to understand things when necessary to be able to contribute to discussion and decision making in all areas
- Remaining measured and controlled at all times
- Flexibility – open to new ways of working and able to adapt to change
- Reliability – fulfilling agreed commitments
- Self-awareness – aware of own strengths and weaknesses and motivations

- Welcoming challenge to own views
- Welcoming constructive feedback on own performance and using opportunities to learn and develop
- Ability to commit the required amount of time to the role, including the time needed to prepare thoroughly for meetings and engage with the organisation beyond the Board meeting

Skills, abilities and personal qualities for the Chair of the Board team

In addition to the skills and competencies required of a Board member, chairing the Board requires the ability to:

- Set and maintain an appropriate, business-like, tone for the meeting
- Deal effectively with any conflict of interest
- Deal effectively with any inappropriate conduct
- Ensure that discussion is conducted in an orderly manner, remains focused on the item under consideration, is drawn to a close at the appropriate stage and that there is clarity as to the outcome of the discussion
- Encourage all Board members to contribute, ensuring that no member dominates the discussion
- Manage meeting time effectively
- Devote time to carry out the responsibilities of the role.

Conduct expectations

- Avoid conflicts of interest
- Not accept benefits from third parties
- Declare any interests in transactions or arrangements with the association.

TIME COMMITMENT

4 Board Meetings a year (usually a rotation between in person and online via Zoom meetings)

4 Agenda Setting Meetings (zoom)

1 Business Planning Day (in person)

1 AGM (in person)

4 Group Chairs Panel Meetings (zoom however there may be an attempt to have some in person, diaries permitting)

At least 15 hours per quarter commitment required.

Travel: The Care Society is based primarily in Aberystwyth, so any in person meetings would usually be held in Barcud's offices in Llanbadarn Fawr.

Mileage and subsistence expenses can be claimed in line with Barcud's Group Board member Expenses Policy. A copy of the Policy will be provided as part of the induction process.

Term: A maximum of 3 x 3-year terms

Remuneration: Unremunerated however, reasonable travel plus expenses will be covered