



CHAIR OF THE BOARD

APPROVED BY THE BOARD [MARCH 2020]

FOR REVIEW NO LATER THAN [MARCH 2022]

ROLE PURPOSE:

The purpose of the Chair is to provide leadership and direction to the board of Trustees. The Chair's aim is to enable the board to fulfil their responsibilities for the overall governance and strategic direction of Breast Cancer UK

The Chair works with the Vice-Chair, other Trustees and the Chief Executive to ensure that the organisation complies with its legal duties, makes sure that the organisation pursues its objects as defined in its governing document and that it develops and achieves its strategic objectives ensuring that the Charity has maximum impact for its beneficiaries.

The Chair supports, and, where appropriate, challenges the Chief Executive to ensure staff are supported to help them achieve the aims of the organisation and optimise the relationship between the board of Trustees and the staff.

He or she will act as an ambassador and the public face of the charity in partnership with the Chief Executive.

In addition to the general responsibilities of a Trustee, the Chair has a number of tasks specific to their role:

1. **SUMMARY OF RESPONSIBILITIES OF THE CHAIR:** Ensuring the organisation agrees a strategic direction and appropriate targets
2. Ensuring the organisation's performance is monitored against agreed targets
3. Ensuring the financial stability for the organisation
4. Ensuring the protection and management of organisational property and investments
5. Ensuring the safeguarding of the organisation's reputation and values
6. Ensuring all organisational activities comply with regulations and the law
7. Ensuring major risks are reviewed appropriately and provisions are made for the organisation to respond appropriately
8. Managing the Chief Executive
9. Organising and facilitating board development activities such as self-assessments
10. Delegating the above duties appropriately and working collaboratively with all Trustees to achieve these tasks.

BOARD LEADERSHIP

1. Providing leadership for the board as it fulfils its governance duties and responsibilities toward Breast Cancer UK. Providing leadership to the Trustees in their role of setting the strategy and policy of the charity:
2. Lead the board of Trustees to develop clear strategic direction for the organisation
3. Work with the Chief Executive and Trustees to set overall strategy, define goals, set targets, ensure policies and procedures are fit for purpose and evaluate performance against agreed targets
4. Oversee the establishment and activities of board committees, ensuring that they are accountable and report properly to the board.

5. Improve overall board effectiveness by taking steps to increase governance ability in the group and in individual Trustees.
6. Seek to improve governance practice by continually seeking to improve his or her own performance by encouraging feedback and responding appropriately.
7. Lead Trustee recruitment and induction, strengthening the group by finding a broad and diverse group of capable new Trustees and providing for Chair succession.
8. Encourage the use of the skills and interests of all board members in a fair and reasonable way
9. Monitor and address conflict among board members and between Trustees and other parts of the organisation.

MEETINGS

1. Working with the Chief Executive and the Vice-Chair, plan the annual cycle of board meetings, set the agendas, keep Trustees informed and chair and facilitate the board meetings.
2. Establish dates, times and locations (the COVID situation permitting) of meetings and set meeting agendas according to board procedures.
3. Lead meetings and facilitate discussion, encouraging all Trustees to participate effectively
4. Manage discussion to effectively make decisions by consensus wherever possible
5. Establish and monitor systems for distributing information before meetings and keep Trustees updated between meetings
6. Be available to Trustees and others for contact between meetings

POLICY

1. Work with the Chief Executive and Vice-Chair to ensure direction to board policy and monitoring that decisions taken at board meetings are implemented:
2. Manage setting priorities for the board and facilitating discussion toward strategic issues.
3. Ensure that board decisions are communicated and implemented properly.

REPRESENTING THE ORGANISATION

1. Act as a spokesperson for Breast Cancer UK and representing the organisation events and meetings where appropriate
2. Act as an ambassador for the charity
3. Build and maintain networks with key influencers and appropriate stakeholders

SUPPORTING AND MANAGING THE CEO

1. Establish and build a strong, effective and a constructive working relationship with the Chief Executive, ensuring s/he is held to account for achieving agreed strategic objectives
2. Liaise with the Chief Executive to keep an overview of Breast Cancer UK's affairs and providing support as appropriate, whilst respecting the boundaries which exist between the two roles, including developing and managing the board with the Chief Executive and sitting on appointment panels as required. Reviewing and appraising the performance of the Chief Executive.
3. Lead the board to fulfil its management responsibilities toward the Chief Executive, overseeing role definition, selection, training, assessment and management.
4. Work with the Chief Executive on behalf of the board, coordinating efforts between Trustees and staff, meeting regularly with the Chief Executive to discuss strategic issues.

5. Lead Chief Executive assessment, provide feedback, support the Chief Executive and ensure that they have appropriate development opportunities.
6. Work with the Chief Executive and the Vice Chair to improve board effectiveness by identifying development opportunities for the board
7. Monitor conflict in the organisation and help the Chief Executive, staff, Trustees and others resolve conflicts, acting to protect the organisation's reputation and preserve morale.
8. Represent the board on appointment and disciplinary panels, especially those for the Chief Executive.

PERSON SPECIFICATION

Recent proven experience of chairing a board in the voluntary or non-profit sectors (or as a minimum, with vice-chair of board or chair of board committee experience).

1. A good understanding of the health sector and cancer prevention.
2. Demonstrable leadership ability, with accent on collaboration and influencing skills, harnessing the strengths and skills of the board as a team and individually.
3. Commitment to the organisation, its purpose, values and culture
1. Strategic and forward-thinking approach, with an ability to anticipate issues and risks, and to identify opportunities
2. Willingness and capacity to devote the necessary time and effort to their duties as Chair and Trustee
3. Active support of the development of the Board, as individuals and as a team, including promoting continuous self-reflection, sharing of constructive feedback and responding to changing needs of the organisation
4. Sound understanding of the legal and regulatory responsibilities of the Board and Trustees
5. Clear vision and understanding of what "good" governance looks like and the different roles of the Board and CEO/staff team
6. Energetic and highly organised - able to prioritise effective use of Board time, facilitate timely and focused distribution of information, ensure appropriate follow up to Board decisions
7. Able to facilitate constructive and inclusive debates, with impartiality, fairness and tact, to ensure decisions are taken in the best interests of the organisation
8. Displays gravitas, calmness and ability to inspire trust, confidence and respect of others
9. Non-judgemental and able to work with individuals of all types
10. Able to act as an ambassador for the charity and establish useful contacts.

TIME CONSIDERATION

1. The Board meets 4 times a year in the evenings by zoom video call or face to face (the COVID situation permitting) in London Kings Cross.
2. The following Board sub committees are in place and have their own additional time commitments. All subcommittee meetings are held by zoom video call. The Chair will be a member of one or more of these sub committees:

Audit, Scrutiny & Risk Sub Committee meets 4 times a year.

Science Sub Committee 4 times a year.

Remuneration & Appointments Committee meets at least 2 times a year, as required.

3. It is important that the Chair is available to the Chief Executive on a regular basis.
4. In addition to Board Meetings, other contact – usually electronic or by telephone – will be necessary.
5. The time commitment for the Chair is expected to be at least 4 days per month, on average.

CORE COMPETENCIES

Breast Cancer UK operate a competency framework to help define and develop the personal attributes, skill sets and behaviours required to perform effectively in all roles across the organisation. It applies to all staff, volunteers and trustees.

Competency requirements for this Trustee role

Behavioural Competency	Description	Level required
Communications	<i>The ability to communicate ideas and information</i>	Level 3 – 4 (Management – Advanced)
Strategic Thinking	<i>The ability to develop a broad, big-picture view of the charity and its objectives.</i>	Level 3 – 4 (Management – Advanced)
Risk Management and problem solving	<i>The ability to identify and monitor risks.</i>	Level 3 – 4 (Management – Advanced)
Organisational Awareness	<i>Understands Breast Cancer UK's core purpose and charitable objectives and priorities.</i>	Level 4 (Advanced)

Trustees are unremunerated; however reasonable travel expenses can be claimed.