



## Role Profile for Non-Executive Directors

<b>Role:</b>	<b>Board Member</b>
<b>Responsible to:</b>	<b>Chair of the Board</b>
<b>Term:</b>	An initial 3 year term subject to an annual performance appraisal.

### **Purpose of Role:**

The Board of Directors of the Local Area Coordination Network is primarily responsible for:

- Determining the company's strategic objectives and policies
- Ensuring the company has clarity of purpose and acts within its vision and values
- Monitoring progress towards achieving the objectives and policies
- Appointing senior management
- Accounting for the company's activities to relevant parties, e.g. Companies House but also our subscribing members and wider community
- Ensuring the organisation meets its statutory obligations and provides good governance

In discharging these functions individual Directors will contribute relevant experience, expertise and insight to add value in the creation of strategy and policy which will ensure the longer-term viability and sustainability of the Network. This way of working also ensures that business decisions are made to support the achievement of the company strategy in line with the values.

The Chief Executive is responsible for the effective performance of the company, within the framework of the Board's overall strategy. She reports to the Chair or Board of Directors.

The Network seeks to mirror the values of Local Area Coordination by:

- Building knowledge, positive outcomes and long-term resilience in the delivery of Local Area Coordination at the individual, family, community and systems levels
- Focusing on the capacity and contribution of people, communities and the organisations who are our members or partners
- Building relationships and connections through our work
- Developing collaborations across our membership, allies and partners
- Working within a rights based framework that seeks to redress inequalities or promote social justice

## **Key Accountabilities**

### **1. Leadership**

- To share with Executive Directors, the accountability for both the direction and control of the company. To set the vision and values of the company, and ensure that obligations to subscribing members and other stakeholders are understood and reflected in strategy and policies.
- To model the company's values in how the Board behaves as well as by ensuring congruence to them in the decisions made

### **2. Strategy**

- To set long term objectives for the company and to determine the strategic aims and outcomes required. To drive the development of the company's strategic plan, and provide a constructive challenge to the Executive Team, so as to co-create the plan.
- Contribute to the review and evaluation of present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks in the internal environment to ensure effective strategic decision-making.

### **3. Performance Monitoring**

- To ensure there is an agreed annual budget and an approved annual financial strategy that drive the outcomes set out in the strategic plan and underlying strategies.

- To regularly review and monitor performance of the company against the strategic plan and to ensure information provided for governing is both necessary and sufficient to enable the Board to do this.

#### **4. Risk**

- To ensure a framework of prudent and effective controls that enable risk to be identified, assessed and managed, is in place.

#### **5. People**

- To ensure there are systems in place to identify and secure the human resources (capacity and capability) for the company to meet its objectives.

#### **Specific tasks:**

- Ensure effective processes for appointment of the Chief Executive
- Ensure good processes for remuneration of Chief Executive and Executive Directors
- Ensure appropriate HR policies are in place with respect to recruitment, relations, remuneration, training and development etc. for staff and Board members
- Ensure the company reviews and reflects and the culture is monitored, and appropriate actions taken to deliver a positive culture for staff, and Board members

#### **6. Legal**

- To ensure the company complies with all legal and statutory obligations, and all regulatory requirements are met.

#### **7. Personal/Development**

- To be well informed, undertake appropriate background reading, develop and maintain an appreciation of the key challenges and risks faced by the company and to contribute specialist knowledge/expertise and/or relevant experience of e.g. the development and management of successful social enterprises; the social care/health sector at a senior level; financial management
- To contribute to creating and sustaining the 'Learning Board' by participating in, or leading, Board induction and development activities.

## **8. Representation**

- To enhance the reputation and image of the company by promoting the Local Area Coordination Network as an ambassador at key events/interfaces with stakeholders, customers etc.

This is an unpaid voluntary role, but reasonable expenses can be claimed for travel to meetings or other expenses necessary to fulfil the role.

## **PERSON SPECIFICATION**

### **Desirable Experience:**

- Relevant experience of the issues/challenges faced by the company's statutory service members, customers and partners especially those working with children and young people
- Experience of working with community, public safety, housing or health and social care customers at a senior level
- Relevant experience of marketing and communications of innovations or increasing community engagement
- Experience of leading commercial organisations
- Leadership or personal experience of operating in a climate of significant change and challenge
- Experience of leading a national organisation
- Lived experience of working with a Local Area Coordinator or a Local Area Coordination team
- Membership of national network(s)

### **Knowledge:**

- Understanding of the wider strengths and rights based movements Local Area Coordination is a part of (for example inclusion movement, person centred thinking, asset based community development etc)
- Good understanding of community, housing or social care and health (or another similar) strategic context, competitive environment and stakeholder issues and challenges
- Knowledge of good practice techniques for analysing issues, joint problem solving and decision-making

- Understanding of the regulatory, legal and other contextual factors impacting on this or other similar sectors
- Understanding of financial appraisal approaches and techniques
- Understanding of how to read and interpret a business balance sheet and key financial documents.
- Understanding of the roles and responsibilities of non-executive and executive Directors and how to maximise the value added by both

**Skills:**

- Communication skills
- Collaboration skills
- Questioning and listening skills
- Meeting skills
- Planning and problem-solving skills
- Team working skills

**Competency Profile:**

Big picture thinking
Critical information seeking
Steering strategic action
Exercising judgement and balancing risk
Sensitivity to others
Working with others
Influencing
Understanding social justice and inclusion
Confidence and self-control
Building capacity and capability

## **Chair of the Board**

In addition to the core role requirements for all Directors we are looking for a person who can, as Chair of the Board, take on these additional responsibilities

- Chair meetings of the Board of Directors effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Ensure that Directors are fully engaged and that decisions are taken in the best, long-term interests of the organisation and that the Board takes collective ownership
- 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
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Directors