

# Role profile for chair

## *Chair's responsibilities*

- Ensure the board works as a cohesive team, with the chief executive, to set overall mission, vision, strategy and policy objectives
- Drive the vision and values of Dwell
- Ensure efficient conduct of board's business and that meetings are properly facilitated
- Arrange for a deputy in their absence
- Ensure the board's governance roles are fulfilled
- Implement effective board processes (meetings and administration)
- Develop and maintain a relationship of mutual trust, confidence and respect with the chief executive
- Provide confidential coaching and support to the chief executive
- Supervise and assess the performance of the chief executive
- Oversee the recruitment and selection of a new chief executive, when necessary, and that this is done in a timely and orderly way
- Develop and maintain good relationships on the board
- Manage and evaluate the attendance, performance and effectiveness of board members and the board as a team; lead the appraisal of board members
- Oversee the delegation of other responsibilities and ensure these are reported back to the board
- Represent Dwell as appropriate including as spokesperson and public face of board
- Lead the board in building relationships with key external stakeholders

## *Chair's qualities*

- Leadership
- Strategic vision and thinking
- Embodies Dwell's values
- Impartial and clear independent judgement
- Strong governance skills
- Decisive and can get things done
- Strong understanding of business
- Excellent communication and interpersonal skills
- Excellent relationship management
- Persuasive and a good advocate
- Has human resources knowledge and supervision skills
- Politically savvy



### *Responsibilities of all board members*

- Agree the strategic direction of Dwell and supporting strategic plan
- Establish strategy, policies and plans to achieve the goals and objectives
- Establish and regularly review the goals and objectives of Dwell
- Agree the priorities and policies of Dwell
- Ensure an effective process for long-term planning
- Ensure strong sound financial management and approve each year's budget and final accounts before publication
- Establish and overseeing a framework of delegation and systems of control
- Agree policies and making decisions on key issues, including matters that involve significant financial or other risk to Dwell or affects its ability to achieve its vision or strategic objectives
- Ensure Dwell's assets and resources are used effectively, and in line with its values, to achieve the vision and strategic objectives
- Monitor Dwell's performance
- Appointing and monitoring the performance of the chief executive who is responsible for the day-to-day management of operations
- Ensure Dwell is conducting itself lawfully and ethically in all matters, in line with its vision and values
- Undertake induction and regular training as required for the role
- Comply with Dwell's rules, policies and code of conduct, and any legal requirements
- Commit to excellence in governance, including regularly monitoring, assessing and improving its own performance
- Attend all meetings, or if absolutely unavoidable, apologise in advance for absence
- Prepare well and in advance for all meetings, including reading all board papers and other information provided
- Consider, debate and vote on issues before the board based on the best interests of Dwell
- Develop and maintain good working relationships with board members and the chief executive
- Manage stakeholder relationships as agreed
- Be proactive and keep up to date and well informed about Dwell's strategic and operational environments
- Look to the future and keep informed of issues and trends that may affect the vision and organisational health of Dwell
- Complete work in the agreed timeframes
- Approach employees of the organisation only through the chief executive, except where authorised
- Be an ambassador for Dwell and act in and support of its best interests at all times

### *Qualities of all board members*

- Good communication and interpersonal skills
- Good relationship management and professional
- Good governance knowledge and skills
- Problem solving/ solution seeking
- Strategic thinking