



## Chair of the Board of Trustees

### ROLE PROFILE

**Term:** Three years, potentially renewable for a second term of three years subject to a 360 degree performance review (the results of which will be shared with the rest of the Board and the CEO) and Board approval.

**Location:** Association for Cultural Enterprises (AfCE) Trustees meet on a peripatetic basis and meetings are normally hosted at the premises of its member institutions, most often in or near London.

Four Board meetings are held each year. Post-pandemic, the Board aims to meet twice 'virtually', via digital link and twice as far as possible in person.

In addition, the Board will hold one or more 'away day' planning sessions usually organised on an as required basis, and may be hosted by museums or galleries that are members of AfCE.

The Chair will also arrange to meet and discuss matters arising with the CEO on a regular basis once/twice monthly as required or more often around specific issues arising. These meetings are expected to be virtual in most cases.

AfCE has a trading subsidiary but the Chair has not, historically, sat on the board of the trading subsidiary. The Chair has, and will be expected to continue to, sit on the Finance & Administration Committee.

**Time commitment:** not less than six days per year, but will be no more than 20.

**Responsible to:** Board of Trustees

**Responsible for:** Line management of the CEO

### Purpose

- Provide leadership, guidance and insight to a dynamic, forward looking, influential and continually developing organisation which has a unique and highly significant position within the cultural sector.

- Provide effective leadership, direction and governance of the Board of Trustees, enabling them to fulfil their responsibilities for the overall governance and strategic development of the Charity
- Work with Trustees and senior executive officers of AfCE to further the growth and successful achievement of its charitable objectives, ensuring the organisation is compliant with regulatory, Charity Commission and financial reporting requirements as well as the prevailing AfCE Vision, Mission and Values
- Convene and chair the Trustee Board meetings and collaborate with the CEO to set meeting agendas, ensuring that the board works closely with the Executive to devise appropriate multi-year business plans and that effective monitoring and oversight of the implementation of those plans is in place, as well as support for the Executive team to deliver them
- Ensure that AfCE is recognised by members, stakeholders and the wider industry as the voice of authority on, and champion of, the essential role commercial activities play in sustaining the cultural sector. The Chair will work closely with the CEO and Trustees playing a high profile role in advocating on behalf of AfCE's members and the wider sector, building and maintaining effective relationships with relevant stakeholders, e.g. DCMS and other relevant governmental bodies across the UK, national & regional tourism, cultural and heritage organisations, associations with common purpose etc.

## **Governance**

- Ensure the Board of Trustees fulfils its statutory and professional responsibilities for the governance of the Charity, and that AfCE acts in accordance with regulatory, Charity Commission and financial reporting requirements
- Ensure that professional standards are maintained within all Board meetings and processes and, that AfCE values are upheld in all the decisions and decision-making processes of the Board
- Oversee the collaborative partnership between the CEO and the Trustees, to devise, draft, approve and implement ambitious and effective strategies and business plans for AfCE
- Ensure that the performance of the Board and individual Trustees is reviewed routinely with appropriate frequency, that skills audits and other established or emerging good practices are undertaken and maintained
- Build an inclusive, cohesive and collaborative board culture ensuring clarity of purpose, accountability and effectiveness and support all of the Trustees in maximising their contribution, valuing and encouraging 'difference' and healthy challenge whilst avoiding 'group think' situations

- Ensure that board recruitment is diverse and representative of AfCE membership as far as is realistically practicable and that it provides the range of knowledge, skills and experience necessary to support the success of AfCE and achievement of its business plans
- Plan, chair and facilitate Board meetings efficiently and effectively, ensure Chairs of the sub-committees are appointed and effective, and that Board decisions are carried out
- Work with the Finance Committee to scrutinise annual budgets and audit reports to ensure the charity is meeting all legal and fiduciary obligations and with the Trading Board to ensure effective ambition and delivery of income generation is in place

### **Strategic Leadership**

- Lead the Board, and in partnership with the CEO and the Executive Team, guide the strategic development of the charity
- Ensure the Board has a shared vision of AfCE's future as well as an understanding of the external environment and the charity's risks and opportunities
- Ensure that the Board can and does regularly review major risks and associated opportunities and satisfies itself that systems are in place to take advantage of opportunities and manage and mitigate the risks.
- Review and appraise the performance of the Company Secretary & Adviser, CEO and oversee the review and appraisals of the performance of the staff team by the CEO on behalf of both ACE and its trading subsidiary.

### **External Relations**

- Represent AfCE at its key events - in particular the Annual Convention and View From The Top, and in other events and meetings with major partners and funders (Arts Council for England, DCMS, ALVA, AIM, MA etc), and with other stakeholders, actively encouraging and contributing to the growing network of members, associates and other supporters
- Make the most of relevant professional and personal networks across the sector and in other areas where they may exist to appropriately advance the best interests of AfCE
- Offer advice and assistance to raise, establish and maintain AfCE's profile.

### **Relationship with the Chief Executive**

- Be a trusted advisor to the CEO, serving as a regular sounding board, providing guidance, mentorship support and constructive challenge
- Provide leadership and support through committing the required time to the role and being accessible and available to the CEO in crisis or other pressing situations
- Annually appraise the performance of the CEO drawing on feedback from Trustees and staff (and make recommendations to Rem Com regarding senior Exec pay)

- Support effective communication between the Board, the Executive Team and directly with all staff.

## **PERSON SPECIFICATION**

### **Knowledge, Skills and Expertise**

The Chair of AfCE will be a resilient, empathetic, motivational, outcomes-driven and self-confident leader.

#### **Essential**

- Commitment to the charity's objectives, aims and values and a willingness to devote time to carry out responsibilities of the role
- Understanding and acceptance of the legal duties, responsibilities, and liabilities of Trusteeship (appropriate development support will of course be provided)
- Strategic and forward-looking vision in relation to the charity's objectives and aims
- Integrity and an ability to exercise sound, independent judgement, political impartiality and the ability to think creatively in the context of AfCE, its members and associate members and external environment
- Ability to support, inspire, challenge and act as professional mentor to the CEO
- Self-aware, emotionally intelligent, strong interpersonal and diplomatic skills, articulate and perceptive but always solutions-oriented
- Awareness of and commitment to high principles and standards of charitable practice including the Nolan Principles, at all times considering the reputation and standing of AfCE.

#### **Desirable**

- Extensive experience as leading trustee in a similar charity, corporate or membership organisation or ideally as a former Chair of a Board.
- Some experience of charity finance, charitable best practice and operating within the Charities act.
- A working knowledge of the culture/ heritage sector and or an Arts Council funded body - IPSO
- Involvement in or with professional development, provision of training or development services and best practice within a learning organisation
- Insight to the issues of running a membership organisation
- Networking capabilities and connections to networks that may be advantageous to AfCE development.

**Remuneration:** the role of Chair is not accompanied by any financial remuneration, although expenses for travel may be claimed.

**Commencement of post:** The current Chair is planning to 'retire' from the role after her two highly successful consecutive terms conclude in March 2024.

The new Chair appointment is intended to be made in January 2024, in readiness to step in as the current Chair vacates.