



CHAIR OF TRUSTEES

JOB DESCRIPTION AND APPLICATION PROCESS



CHAIR OF TRUSTEES

Job Title:	Chair of Trustees
Remuneration:	Voluntary (unpaid)
Report to:	CEO/Board of Trustees
Background:	A general background in team/departmental/organisational leadership, strategy, governance, finance, HR, fundraising would be useful. Relevant experience as a Chair is highly desirable.

ENVIRONMENT

The Baytree Centre is an educational charity for women and girls based in the heart of Brixton, London serving economically deprived and otherwise vulnerable local families through delivering educational services for women and girls. The Baytree Centre was set up in the late 1980s by local people to respond to the community's needs in the face of poverty and social unrest. The Baytree Centre started its work when a group of mothers from the area approached Father Hugh Thwaites, a local Catholic priest, for support. Inspired by Catholic Social Teaching, we address poor housing conditions, homelessness, lack of language and basic skills and other barriers that can prevent our women and girls and their families from thriving.

The Baytree Centre's education and support programmes are flexible and designed to meet the needs of local residents. The services we have developed with and for our clients focus on education, training, and employability skills to enhance confidence and self-esteem, promote aspirations and opportunities, and to improve the lives of migrants and refugees.

All projects combine education with one-to-one mentoring. Social mobility mentoring gives women and girls the tools to identify and overcome their specific challenges and improve their life chances. The Baytree Centre's approach ensures that women and girls recognise their own worth and take concrete steps to build a bright future for themselves, their families and their communities.

Our impact to date is the positive life changes we have seen in the lives of our service users:

- 12,000 women have improved their literacy levels thereby facilitating their integration and access to local services, further education and the job market as well as developing their skills to better support their children's education.



- 10,000 girls have been supported to improve their academic results, raise their confidence and aspirations, and access better opportunities.
- 4,000 local residents have been supported to develop skills through volunteering.

We have strong links with the local community, teachers and social services. Our users find us through word of mouth (80%) or referrals from local statutory and charitable agencies (20%).

Our work continues to address new and changing needs and serve new communities that have moved to Brixton since the 1990s. COVID19 has increased the level of needs of our women and girls. We have had to quickly adapt our services and our method of delivery to ensure that we keep supporting women and girls at a time when they need us most. Through our excellent track record with funders, local charities and trusted institutions; the dedication and passion of our staff; and the unfailing support of our volunteers, we have managed to continue the important work of the Baytree Centre despite severe funding cuts and a declining funding environment.

1. ROLE SUMMARY

- Provide leadership and direction to the board of trustees and enable the Board to fulfil its responsibilities for the overall governance and strategic direction of the Baytree Centre.
- Ensure that the Baytree Centre pursues its objects as defined in its governing document, and in accordance with charity law, company law and other relevant legislation and regulations.
- Work in partnership with the Chief Executive / Senior Management Team to help them achieve the aims of the Baytree Centre; and to optimise the relationship between the board of trustees and the staff.
- Facilitate the board of trustees in stimulating excellent, well-rounded and carefully considered strategic decision-making.
- Promote and uphold the ethos/values and culture of the Baytree Centre.

2. KEY DUTIES & RESPONSIBILITIES

In relation to the Board

- In partnership with the board, formulate strategic plans and regular reviews of long-term strategic aims of the charity.
- In partnership with the board, develop the Baytree Centre's policies, define goals and targets, and evaluate performance against agreed targets.
- Approve the annual cycle of the board meetings, meeting agendas, chair and facilitate meetings, monitor decisions taken at meetings and ensure they are implemented.



- Liaise regularly with the Treasurer to maintain a clear grasp of the charity's financial position and to ensure full and timely financial transparency and information disclosure to the Board.
- Lead and mentor other Board members to fulfil their responsibilities and enable access to training/coaching/information to enhance the overall contribution of the board.
- Delegate where appropriate responsibilities to other board members but always maintaining overall accountability
- Annually review the Board structure, role, staff relationships and ensure implementation of agreed changes/developments.
- Encourage team working among Board members and encourage them to identify and recruit new trustees as required.
- Create a strong, profitable and fulfilling working relationship with trustees and the Chief Executive through review and self-reflective evaluation of contributions and effectiveness of the board.

In relation to the Chief Executive Officer (CEO)

- In participation with the board, appoint the CEO and lead the process of appraising and constructively guiding the performance of the CEO.
- Assume guardianship of the legal and financial integrity of the Baytree Centre.
- Consult with CEO on matters of strategy, governance, finance and HR.
- Oversee the CEO's activities in the context of the implementation of the Board's strategy and policies.
- Maintain careful oversight of any risk to reputation and/or financial standing of the Baytree Centre.
- Receive regular informal progress reports of the Baytree Centre's work and financial performance through the CEO.

In relation to the community and code of conduct

- Represent the Baytree Centre as a spokesperson at appropriate events, meetings or functions.
- In partnership with the board, CEO and SMT protect and manage the property of the Baytree Centre.
- Lead the Board in fostering relations with potential clients and potential funders/donors.
- Act as final stage adjudicator for disciplinary and grievance procedures if required.
- Facilitate change and address conflict within the Board, within the Baytree Centre and liaise with the Chief Executive to achieve this.
- Undertake review of external complaints as defined by the Baytree Centre's complaints procedure.
- Ensure adherence and compliance around key policies to e.g. Equality of Opportunity, Health & Safety and in all decisions and discussions of the Board and its sub-committees.
- Attend and be a member of other committees or working groups when appropriate in role as Chair.
- In order to perform the above role, the Chair should have reasonable access to all staff and information, in line with the Board's fiduciary duties.



3. QUALITIES OF A CHAIR

Essential

- Understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship and adhering to the Seven Principles of Public Life ('Nolan principles'): selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Commitment to the Baytree Centre's objects, aims and ethos/values* and willingness to devote time to carry out responsibilities.
- Display qualities such as being visionary, a team leader, inclusive, a networker and responsible in accordance with the Baytree Centre's *Success Profiles - Baytree Centre Strengths or Virtues* framework as set out below.**
- Strategic and forward looking vision in relation to the charity's objects and aims.
- Good, independent judgement, political impartiality and the ability to think creatively in the context of the Baytree Centre and external environment.
- Good communication and interpersonal skills and the ability to respect the confidences of colleagues.
- Balancing tact and diplomacy with willingness to challenge and constructively criticise.
- A sound understanding of catholic social teaching

Desirable

- Prior experience of committee/trustee work.
- Knowledge of the type of work undertaken by the Baytree Centre.
- A wider involvement with the voluntary sector.
- Experience of chairing meetings, committee work, some experience of charity finance, charity fundraising.
- Leadership skills exercised through a period of change.

4. TIME COMMITMENT

- The Board meets at least six times a year and the Chair will need to be present at those meetings.
- It is important that the Chair is able to visit the Baytree Centre and be available to the Chief Executive and other members of the senior management team on a regular basis.
- In addition to Board meetings, availability for other events or contact will be expected

* ETHOS OF THE BAYTREE CENTRE



Our ethos is based on Catholic values and inspired by the writings and teachings of Saint Josemaría. In particular, our ethos promotes:

- the personal freedom of everyone and their personal responsibility;
- the value of each person (e.g. Baytree respects and values life from conception to death);
- the value of the family: a strong family makes for a strong society;
- the value of work well done as a service to all and taking care over small duties in our work;
- respect for all, reflected in the way we talk to each other, help each other, take an interest, dress, solve difficulties, and help our other colleagues in their work; and
- the importance of a clean and welcoming Centre with a cheerful atmosphere of trust and a positive approach.

The Baytree Centre supports mothers whatever their situation, while pointing to stable happy families as the best environment for children's steady development into responsible adults. The Baytree Centre supports parents as the primary educators of their children.



**** ESSENTIAL QUALITIES BASED ON SUCCESS PROFILES - BAYTREE CENTRE STRENGTHS OR VIRTUES**

Visionary	You create and share a clear vision of the future.
Team Leader	You are confident to lead a team and can effectively manage team dynamics to drive forward a shared goal. You take into consideration everyone's individual needs and create a genuine team spirit. You show integrity
Inclusive	You recognise everyone as an individual, accepting people for who they are and treating everyone fairly. You actively encourage and provide opportunities for others to share ideas and contributions.
Networker	You proactively create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the organisation. You identify connections and reach out to bring people together.
Responsible	You take ownership for your decisions and hold yourself accountable for what you have promised to deliver.



APPLICATION PROCESS

The application process is as follows:

- To apply for the role please send an up-to-date CV and a covering letter or a personal statement responding to the questions set out below to trustees@baytreecentre.org.uk by the deadline. Please name the title of your email "Application Chair of Trustees".
- Deadline for applications is **Monday 18th October 2021**. Applications received after this deadline may not be accepted.
- Shortlisted candidates will be contacted for an interview in the two weeks from 25th October 2021.
- Ideally the interviews will be conducted face to face at The Baytree Centre or alternatively we are prepared to interview via Zoom or Teams.

Application Questions:

Part A: Please show how you meet the requirements for this role and give any other information that supports your application.

Candidates are advised to refer to the role description and Qualities of a Chair above, which outline what the successful candidate will need to demonstrate. Please note that it will not be sufficient to reiterate the requirements and state that you meet them. You are expected to illustrate how you have applied the required skills, knowledge etc. in the past using relevant examples. The examples you provide will be used in the shortlisting process to determine whether you will be invited to the next stage of the recruitment process.

Part B: Please explain what your key motivations are for applying for this role. Within your response you must demonstrate your understanding of The Baytree Centre's Catholic values, how these values make it unique and how you can uphold them in this role.