



Role Profile: Chair of Edinburgh Leisure's Board

About Edinburgh Leisure

Edinburgh Leisure is a Registered Scottish Charity (No: SC027450) which is entirely focussed on making a positive difference to individuals and communities through providing a range of physical activity and wellbeing services.

Edinburgh Leisure is a company limited by guarantee whose Board directors also act as the sole members of the organisation.

The organisation has a turnover of around £35m per annum, circa 1100 employees and attracts just under 5 million customer visits per annum. More information about us can be found on our website at www.edinburghleisure.co.uk.

Our Purpose, Vision and Values

Our Purpose: To make a positive difference to communities by creating opportunities for everyone to get active, stay active and achieve more.

Our Vision: Inspiring Edinburgh to be a more active and healthy city.

Our Values: Edinburgh Leisure will make a difference by being welcoming, caring, passionate and proud.

The Role of our Board

The Board has a collective responsibility to direct the affairs of Edinburgh Leisure through effective governance. The Board is required to:

- Ensure a clear strategic policy and provide overall direction for the operation of leisure facilities and physical activities with the aims set down in the Memorandum and Articles of Association
- Ensure adequate supervision and scrutiny of the overall management of the organisation
- Ensure corporate risks are understood, managed and addressed
- Ensure adherence to all legal corporate responsibilities (including financial requirements and health & safety obligations)
- Make decisions of a major strategic nature to drive the organisation forward

The full duties of the Board are detailed in the Standing Orders.

The Board consists of 15 non-executives (including the Chairperson). The composition of the Board is as follows:

- Nominated by City of Edinburgh Council 5 (no fixed term of office)
- Special Co-opted members 10 (3-year term, option for re-election)

The members of our Board, including the Chair, are all volunteers and receive no remuneration for the work they carry out for Edinburgh Leisure.

Data Protection Act 1998

Edinburgh Leisure is required to share the personal information of Board members as follows:

- As a company limited by Guarantee, EL must register all Board members as directors with Companies House
- On occasions as required information to support grant and tender submissions
- With banking institutions and insurance companies (e.g. in relation to professional indemnity insurance cover)
- Board Member biographies are published on the Edinburgh Leisure website

Specific Duties of a Board Member

- Attend, participate and contribute to all board meetings
- Serve on an executive committee as agreed with the Chair
- Provide specialist support and advice to the strategic leadership team as appropriate
- Understand and carry out the full duties of a Board Member
- Maintain knowledge of the organisation and personal commitment to its purpose, vision and values

The Role of the Chair

The role 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 responsibility for the overall governance and strategic direction of the organisation.

The Chair will ensure that the organisation complies with its governing documents, charity law, company law and any other relevant legislation or regulations and to make sure that the organisation pursues its objects as defined in its governing document.

The Chair's role is also to work in partnership with the Chief Executive Officer and support the employees, helping them achieve the aims of the organisation; and to optimise the relationship between the board of Trustees and the employees.

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

1. Leadership of the Board

Provide overall leadership to enable the Board to fulfil its' collective responsibilities to:

- Ensure a clear organisational purpose and an aligned strategy
- Ensure adequate supervision and scrutiny of the overall management of the organisation (and ensuring in line with strategy)
- Ensure corporate risks are understood, managed and addressed
- Appoint the Chief Executive Officer

- Ensure adherence to all legal corporate responsibilities (including financial requirements and health and safety obligations)
- Make decisions of a major strategic nature to drive the organisation forward

Through this leadership role, the Chair:

- Is responsible for the Board's composition, performance management and development
- Ensures the Board itself has clear objectives and priorities and that all Board members fully understand their roles and responsibilities as Directors
- Provides visible leadership with external stakeholders and effectively represents the organisation
- Role models the values and behaviours that are associated with Edinburgh Leisure and is an effective ambassador
- Ensures an effective subcommittee structure that devolves detailed considerations into appropriate groups while effectively linking back to the main board
- Ensures appropriate levels of engagement between all Board members and the organisation

2. Relationships

The Chair is responsible for building and maintaining relationships to ensure the effectiveness of the organisation, which includes:

- Having a constructive and effective partnership with the Chief Executive which is both challenging and supportive
- Having an effective working relationship with the City of Edinburgh Council and other key external stakeholders
- Ensuring strong working relationships between all the Board members.

3. Specific Duties

- Plan and conduct Board meetings effectively ensuring all members have a full opportunity to participate and contribute
- Set Board meeting agendas, in conjunction with the CEO, ensuring adequate opportunity for Board members to contribute, while focussing the attention of the Board on appropriate matters
- Set performance objectives of the CEO and ensure appropriate review of performance against these objectives
- Ensure the CEO has an effective development plan

Time Consideration

- The Board meets at least 6 times a year (a meeting is usually 2-3 hours long)
- The following Board subcommittees are in place and have the following time commitments (each meeting is generally 2 hours long):
 - Strategy and Financial Planning Committee meets 6 times a year (the Chair is expected to be a member of this committee)
 - Remuneration Committee meets at least 2 times a year
 - Audit and Risk Committee meets 4 times a year
- The Chair is expected to meet with the CEO on a regular basis

- The Chair is expected to meet individually with each Board member at least once a year
- In addition to Board meetings, the Chair is expected to attend critical stakeholder meetings, respond to emails and phone calls.
- The time commitment for the Chair is expected to be 2 days per month on average

Person Specification

Essential Experience:

- Board experience
- Substantial senior leadership experience in an organisation, demonstrating: strategic planning, change management, people management, financial planning and communication
- Knowledge of, and enthusiasm for, providing opportunities for partaking in physical activity to the public
- Experience of representing an organisation to senior figures
- Experience of handling, managing and making decisions involving significant income and expenditure
- Experience of developing strategies and policies
- Extensive experience of handling the media and public speaking

Desirable Experience:

- Experience of working with politicians, government departments, non-departmental public bodies, the NHS, National Governing bodies or public authorities or other governance experience.
- Experience of working in partnership with others, ideally within a public sector or Charitable Trust environment

Essential Skills and Attributes:

- Able to quickly command confidence and respect, and get on well with a wide range of people
- Excellent advocacy skills, able to extol the benefits of physical activity
- Excellent communication skills
- Demonstrable skills in strategic leadership, facilitation and negotiation
- Excellent skills in leading others, managing resources and diplomacy
- Knowledge and understanding of the legal duties and governance responsibilities of Board members
- Eligibility to act as a Company Director
- Able to demonstrate commitment to the purpose, vision and values of Edinburgh Leisure
- Personal integrity, with commitment to maintaining high standards in public life

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 - Audit and Risk Committee meets 4 times a year
- In addition to Board meetings, other contact e.g. meetings, phone calls and emails, planning sessions, review meetings with the Chair may be necessary
- The time commitment for a Board member is expected to be 4 hours per month on average