



Detailed below is the full description and expectations of the SLA Chair and Trustee. It is important that this is read carefully and absorbed before taking on the role.

The SLA is a Charitable Incorporated Organisation (CIO) consisting of a CEO and five staff members and has an annual turnover of c.£425k

Its Board currently consists of 9 Trustees (min 5 max 12) with the aim that these Trustees will bring much needed business expertise and/or library and education sector knowledge to the organisation.

Some of these Trustees will also hold officer roles: Chair, Vice-Chair, Treasurer and Secretary.

## **CHAIR - ROLE AND RESPONSIBILITIES**

The Chair (CH) is elected annually to hold the office for a maximum period of 3 years. The CH's role is the same as that of all other Trustees but has additional responsibilities as follows:

- Monthly meetings with the CEO to monitor SLA business progress and support the CEO in the delivery of the strategic organisational and financial plan.
- Quarterly meeting with the SLA's President, currently Richard Gerver, and CEO to identify opportunities to promote and raise awareness of the SLA within the Educational sector and within government circles.
- Business development – to explore with the CEO opportunities to commercialise SLA activities, bring in additional revenue to strengthen the SLA's financial position and build its membership base
- Lead reviews of areas of work and structure (as appropriate) to ensure the SLA's mission is moving forward.
- Quarterly meetings with the VC to ensure these two Officer roles are mutually supportive and beneficial to the SLA's strategic and business goals. Joint projects to include, in liaison with the CEO:
  - Trustee recruitment and Board performance
  - Planning the agenda for each Board meeting and writing Board papers as required
  - Planning the agenda and programme of the AGM
  - The CEO's annual performance review
  - Ensure the CEO's objectives and targets support the achievement of the vision, mission and strategic priorities.

The Chair is ultimately responsible, together with the Vice-Chair, the Board of Trustees, and CEO for all decisions and the performance of the Association.

All Trustees are required to:

- Attend all Board Meetings (currently 6 a year including the Away Day), the AGM, and any additional Board meetings as required.
- Read carefully all papers produced for the Board Meetings, and emails between meetings, to be ready to engage in debate, raise concerns, question assumptions or narrative, and be able to vote on issues proposed.
- Share their insights of the school library, education, or other business sector with other Trustees and the CEO thus broadening the range of views and perspectives of the Board and strengthening our decision making process.
- Ensure the Association has a clear vision, mission and strategic plan that has been agreed by the Board, is regularly reviewed, and that there is a common understanding of these by staff.
- Ensure that business, operational, and other plans, including policies, support the vision, mission, and strategic priorities.
- Support special projects as they arise, for example, a review of our publications, or training offering, or our working relationships with other organisations.
- Support our Awards projects by Chairing or participating as judge.
- Share with the Board one's contacts, ideas, and opportunities to raise the profile of the SLA and bring its mission to the broadest possible audience.

All Trustees are ultimately responsible for all decisions and the performance of the Association. Consequently, all Trustees should have a working knowledge of the operational side of the business and engage with SLA staff and be interested in their roles and the challenges they face day-to-day. Engaging with Branch meetings to hear directly from our membership about how they perceive the work of the SLA would also be useful.

All Trustees will be given the SLA's constitution and Trustee Handbook and should review and re-read these regularly.

SLA Trustees broader role will include, but not be limited to:

**Monitoring** - ensure there are effective mechanisms to:

- listen to the views of current and future beneficiaries.
- bring to the attention of the Board any activity that threatens the probity of the Association.
- review the external environment for changes that might affect the charity - the Risk Register
- re-assess the need for the charity and for the services it provides or could provide.
- to gauge the performance of the Association and its 'corporate' behaviour
- ensure the Association complies with all legal and regulatory requirements and reviews its Constitution regularly.
- ensure the Association's governance is of the highest possible standard.
- Ensure the solvency and continuing effectiveness of the Association and the preservation of its assets.
- Exercise effective overall control of the Association's financial affairs and to ensure that the way in which it is administered is not open to abuse by unscrupulous associates, employees, or volunteers; and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience.

### **Management of the CEO**

- To appoint the Chief Executive, to set their terms and conditions and to ensure that the Chief Executive and the Association invest in the Chief Executive's ongoing professional development.

- To receive regular reports from the Chief Executive on progress towards agreed strategic priorities.
- To hold the Chief Executive to account for the management and administration of the Association including all income due to the Association is received and that all tax benefits are obtained and all rating relief due is claimed.
- To ensure that the Chief Executive receives regular, constructive feedback on their performance in managing the charity and in meeting their annual and longer term targets and objectives.
- To ensure that the Chief Executive develops a learning organisation and that all staff, both paid and unpaid, review their own performance and regularly receive feedback.
- To ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood, and directions given come from the Board as a whole.
- That the CEO ensures intangible assets such as organisational knowledge and expertise, intellectual property, the Association's good name and reputation etc are properly valued, utilised, and safeguarded.

#### Governance

- To ensure that the Association has a governance structure that is appropriate to an organisation of its size/complexity, stage of development, its objects, and that it enables the Board Members to fulfil their responsibilities.
- To reflect annually on the Board's performance and one's own performance as a Trustee.
- To ensure that the Board has the skills required to govern the Association well and has access to relevant external professional advice and expertise.
- To ensure that there is a systematic, open, and fair procedure for the recruitment, election, or co-option of Trustees.
- To ensure that there are succession plans for the Chair and the Chief Executive.
- To participate in individual and collective development and training of Trustees.
- To abide by the code of conduct for Trustees.
- To ensure that major decisions and Board policies are made by the Trustees acting collectively.

All trustees will be guided by the Nolan Principles of Public Life which are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership