

LIVE BORDERS

Chair & Trustee Directors

Recruitment Pack



Join the team

At the heart of Live Borders is a commitment to making our communities healthier; happier and strong.



Could you help us keep the Scottish Borders healthier; happier and stronger?

This could be your opportunity to join us as a Trustee and play your part in helping us make the region healthier, happier and stronger.

You may be an experienced trustee or this could be you taking your first steps as a Non – Executive Director in the not-for-profit sector.



JOIN THE TEAM



Our volunteer Trustee Directors are a high value asset for the charity

Awaiting you is:

- › a chance to make a real impact in the Scottish Borders to the benefit of our communities;
- › an opportunity to give something back to your region as it recovers from the pandemic;
- › the prospect of using your experience, skills, expertise and personality to influence our people and our future.

Live Borders is a private limited company (Company Registration No SC243577) and a registered charity with the Scottish Charity Register (Registered Charity No. SC034227). The diverse work undertaken by our teams spans the leisure, sports and cultural sectors.

You will be amazed at what we do and how far we reach in creating opportunities, inspiring people and changing lives through sport, physical activity and culture.

As a Trustee Director, you will play an important part in governing the company, working with like-minded people who have a passion and are fully committed to this leadership role. You will serve on our Board and its various committees, all of which drive and oversee what we do. There will also be time for some fun as we are an organisation with a personality, so you will need a sense of humour.

This recruitment pack explains everything you need to know about the role and how to apply.

We welcome applications from all and will appoint to the Board based on merit and the ability to match up to the requirements of the role and person specification.



Welcome

Firstly, thank you for showing interest in this Trustee role. I hope you find the contents of this pack informative and that you are motivated to make an application to join us.

We are a charitable community culture and leisure trust, commissioned under contract by Scottish Borders Council, our principal partner, and governed by a Board of Directors. In all respects, we operate as an independent business and therefore, as a Trustee, you will have joint responsibility for a company with circa 300 employees and a turnover of £11m. This pack doesn't do justice in setting the scene for the entire scope of what the company does, so a visit to our website is recommended: www.liveborders.org.uk

We are a fast-paced dynamic organisation that is agile, forward thinking, with a 'can do' attitude. The future looks exciting as we continue to work through the Joint Transformation Programme, making sure our leisure, cultural and community assets and their associated programmes are sustainable and fit for the future, reflecting customer's choices post-covid. As we look to strengthen our Board, I am seeking enthusiastic individuals who can make a difference. Someone familiar with charitable organisations and their governance is advantageous, ideally with some Board/ committee experience within the voluntary or not-for-profit sector, but training can be provided.

In addition to attendance at Board meetings, it is what you do and offer away from those meetings where you are expected to make the most significant impact. Please consider the role carefully and, if you do choose to apply, I look forward to the prospect of meeting you at the next stage.

Thank you for considering Live Borders.

Message from Jill Franks
Acting Chief Executive



About Live Borders

We are a registered charity committed to creating opportunities, inspiring people and changing lives through culture, sport and physical activity. Established in 2016, we manage culture, sport and physical activity services on behalf of Scottish Borders Council.

With just under 300 employees, over 60 venues and welcoming over 300,000 culture and over 1 million sports participation visits every year, Live Borders is the leading and largest culture, sports and leisure provider in the Scottish Borders.

In addition to our venues, we also run an extensive coached activities programme delivering more than 65 classes a week to 1,000 participants and a range of innovative health and wellbeing programmes.

What makes us different from many other sports and leisure providers is that:

“Every penny spent with us is reinvested into supporting active, creative and healthy communities in the Scottish Borders.”



Our Values

These reflect both our heritage and our ambition as one organisation to help create great experiences for customers. By putting these into practice on a daily basis our ambition will become reality.

Here to **SUPPORT** the community

Commit to **HELP** those in need to participate & enjoy

Champion **INCLUSION** and **ACCESSIBILITY** for all arts, culture and sport

We are **DEDICATED** to delivering excellent customer service

Provide **OPPORTUNITIES** to improve health & wellbeing, and to excel

We will **COLLABORATE** to improve and expand our services

We will **CREATE** amazing experiences and memories

What we do

We offer residents and visitors to the Scottish Borders a wealth of services that inspire positive lifestyle choices through the use of our **libraries, community sports centres, museums and galleries, archives, country park and community venues.**

Our strategic goals are to:

- › Expand levels of participation
- › Grow our earned income
- › Develop new funding streams
- › Build on our reputation for great customer service
- › Create a sustainable charity
- › Nurture our people to be proud of what they do

Reach out to diverse communities through our libraries, archive and archive community team

Offer exciting learning opportunities in our museums and galleries

Support creative communities by providing entertainment, professional support and creative outlets

Encourage and develop sports participation from grass root levels to professional pathways

Teach people to swim safely and confidently in a great-value environment

Encourage people of all ages and abilities to move more and enjoy exercise

Role of the Board

The role of the Live Borders Board is to:

- › develop and influence the company's strategy
- › approve the allocation of the company's resources through the annual budget
- › monitor the company's performance through receipt of regular monitoring reports
- › represent the company externally, including working with local partner organisations
- › challenge and question the senior management team (SMT) in a positive way
- › help influence the values and culture of the organisation

In particular, the Board:

- › must simultaneously be entrepreneurial and drive the business forward while keeping it under prudent control
- › is required to be sufficiently knowledgeable about the workings of the company to be answerable for its actions, yet to stand back from the day-to-day management and retain an objective, longer-term view
- › must be sensitive to the pressures of short-term local issues and yet be informed about broad trends and competition
- › is expected to be focused on the commercial needs of its business while acting responsibly towards its employees, business partners and society as a whole

The Board works through three main processes:

- › Working as a team
- › Working in partnership with the senior management team
- › Working with partners and external contacts (stakeholders)



Chair of the Board

Role Specification



| | |
|-------------------------|---|
| Location: | Scottish Borders Council: Council Headquarters, Newtown St Boswells, TD6 0SA |
| Term of Office: | 3 years with an option of a further 3 years (Maximum) |
| Time Commitment: | 2 days per quarter (time equivalent rather than full days) |
| Remuneration: | None (out-of-pocket expenses are paid) |
| Purpose: | <p>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.</p> <p>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.</p> <p>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.</p> |

Statutory Responsibilities

Leadership of the Board:

- › 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
- › 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 and operate within its charitable objectives
- › Provides visible leadership with external stakeholders and effectively represents the organisation
- › Role models the values and behaviours that are associated with Live Borders 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

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 Scottish Borders Council and other key external stakeholders
- › Ensuring strong working relationships between all the Board members.

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

Chair

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 and cultural 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 Live Borders
- › Personal integrity, with commitment to maintaining high standards in public life

Trustee Director

Role Specification



| | |
|-------------------------|---|
| Location: | Scottish Borders Council: Council Headquarters, Newtown St Boswells, TD6 0SA |
| Term of Office: | Three years with an option of a further three years |
| Time Commitment: | Max 2 days per quarter (time equivalent rather than full days) |
| Remuneration: | None (out-of-pocket expenses are paid) |
| Responsible to: | The Chair of the Board |
| Purpose: | Responsible for the overall governance and strategic direction of the charitable company, ensuring it delivers on its aims, objectives and goals in accordance with company, legal and regulatory guidelines. |

Statutory Responsibilities

The Trustee Director must :

- › Ensure the company complies with its constitution, articles of association and relevant legal, regulatory and governance frameworks.
- › Provide leadership and assist with setting the overall direction and strategy of the company.
- › Ensure that the charity's governance is of the highest possible standard.
- › Monitor the financial position and ensuring that the company operates within its means and that there are clear lines of accountability for financial management.
- › Act as guardian of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- › Bring challenge and rigour to the business presented to the Board and its committees and actively participate in the debate and discussion, offering expertise, advice and opinion as appropriate.
- › Fully meet the requirements of the Trustee Code of Conduct.
- › Safeguard the good name and values of the charity.

Other Responsibilities

The Trustee Director shall:

- › Make full use of any specific skills, knowledge or experience to help the Board and its committees make good decisions.
- › Work collaboratively with other Trustees, the Chief Executive Officer and senior leadership team and be a team player.
- › be understanding and committed to the charity and the communities that it represents.
- › Be sufficiently well informed of the principal activities of Live Borders to be able to carry out the role effectively.
- › Without prompting, regularly visit or attend the company's HQ, its numerous services and facilities, engage with staff and service users and report back on appropriate issues and experiences.

Expectant Behaviours

The Trustee Director will:

- › Act as an ambassador
- › Show willingness to devote the necessary time and effort – which could be a few hours per week to keep up with incoming emails and correspondence, plus a maximum of 2 days per quarter for Board and committee meetings.
- › Act reasonably, prudently, collectively and objectively in all matters relating to the company and always act in its interest.
- › Demonstrate a participative and collaborative style of working, underpinned by strong interpersonal skills that ensure effective team work with partners, stakeholders and colleagues.

Trustee Director

Person Specification

Ideally the Trustee Director will have experience of:

- › Working with (paid or voluntary) a charity/third sector organisation
- › Working as a charity Trustee and/or a company director
- › Working in commerce and business
- › Working with Charity Boards or committees as a member or advisor
- › Live Borders services (as a user)
- › Experience of the following professional disciplines:
 - HR & Organisational Development
 - Finance & Accountancy
 - Marketing & Commercial Development
 - Business Development
 - Legal
 - ICT & Digital
 - Governance
 - Asset management
 - Performance, Scrutiny and Review
 - Health, Safety and Environmental

Ideally the Trustee will have experience of one or more of the following:

- › The legal duties, responsibilities and liabilities of being a company director
- › Charitable and company law and the role of a Trustee Director
- › Effective governance and how it applies to not-for-profit
- › Effective business management
- › Financial planning and monitoring
- › The structure of culture/sport/leisure services within the Scottish Borders
- › Live Borders services across the Scottish Borders
- › Have skills which support our vision (Healthier, Happier & Stronger)

And to round things off perfectly these additional attributes:

- › Excellent communication skills (verbal, non-verbal and listening)
- › Willingness to devote additional time and effort to the role as required at peak periods
- › Excellent business acumen, leadership and advocacy
- › Good, independent judgement, political impartiality and the ability to think creatively in the context of the organisation and external environment
- › Balancing tact and diplomacy with willingness to challenge and constructively criticise
- › Able to influence and persuade

How to Apply

For a confidential discussion please contact Catriona Mackie or David Currie at Aspen People on 0141 212 7555.

To apply, please **click here** to upload your CV and cover letter (as one document) via the Aspen People website. Please state whether you wish to apply for the Chair or Trustee position (or both). Applicants will be shortlisted for interview by matching the details given in their CV and covering letter, as one document, against the job description. We would therefore ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements as well as why you are interested in the role.

Please note that you will receive an automatic acknowledgement of your application – if you do not receive this please contact Kelsey Bettoli at Aspen on 0141 212 7555.

Recruitment Timetable

We have provided below a note of all the critical dates within this recruitment campaign which we hope will help you plan your diary:

Closing date: Friday 17th January 2025

Interviews: w/c 27th January 2025