

ROLE DESCRIPTION

NATIONAL CHAIRMAN

Role Purpose: This is the leading non-operational role.

It is intended to be collaborative, working with the Board of Directors and with them leads the business by overseeing and being responsible for the management of all aspects of the company.

The National Chairman will chair the Board of Directors and the General Meetings of the membership and have a thorough knowledge of the business and the wider political and economic environment. He/she will accompany, where appropriate, the Policy Director at any delegation, attending meetings in a representative capacity with government ministers or senior officials and with representatives of other organisations, and will liaise sufficiently with the National Vice Chairman to enable suitable delegation of tasks and attendance at meetings and engagements when unable to attend.

Principal Areas of Accountability:

- a) To influence and guide key management decision making
- b) To play a leading role in the development and execution of business strategies
- c) To facilitate strategic decision making on behalf of the company
- d) To authorise agreed strategies on behalf of the Board
- e) At the Annual General Meeting, to present to the members the report of the Directors, covering activities during his/her tenure as the National Chairman
- f) To seek advice and briefings from Policy Advisors prior to attending meetings, events and press conferences
- g) To keep abreast of the operational issues through regular meetings with the Operations Director and the Chief Operating Officer
- h) To lead in proclaiming the FSB's role and purpose and to deal with media as required on national FSB issues in keeping with the declared policies of the FSB
- i) To spread the FSB's message and enhance its reputation at the UK and EU level by emphasising the importance of the small business sector in the economy
- j) To represent the FSB at external events and in the regions
- k) To attend functions where the FSB should be represented to further its overall aims.

Critical Skills:

Representation:
National political and economic awareness Understanding of the political 'neutrality' of the FSB External communication and media/presentation skills
Functional / Technical:
Chairmanship skills Ability to work with external agencies IT competent Analytical skills

Decision-making skills Current relevant business knowledge Risk assessment
Teamwork / Leadership:
Initiative Perseverance Judgement Integrity Communication and presentation skills Championing/leading continuous improvement Strategic thinking Leading through vision and values

Generic List of Accountabilities

The National Chairman will:

- Report to the Board, National Council (or its successor) and the Membership in General Meeting on the FSB's achievements against its strategic business plans and objectives.
- Contribute to overall company strategy and decision-making
- Be responsible for the direction and management of the Board of Directors

And he/she will have wide-ranging business and commercial awareness gained from substantial exposure in related work

For the avoidance of doubt this role has no line management of staff; support is provided by a dedicated PA.

However it is recognised that the role will (i) relate directly to the PA provided for their assistance and (ii) with the Operations Director, will relate closely with the Chief Operating officer.

The role requires the knowledge and skills to engage with staff members within the relevant line management structure. This could include input into the duties and responsibilities for relevant employee appointment as well as into the allocation of such tasks as fall within the scope of the employee's role in conjunction with the Chief Operating Officer and relevant Senior Manager(s).

Eligibility Criteria:

Candidates for this position must:

- Be fully paid-up members of the FSB for a minimum of three years
- Demonstrate an understanding of the values and objectives of the organisation
- Have a proven track record of successful involvement in an internal and external facing role within a commercial environment

ROLE DESCRIPTION

NATIONAL VICE CHAIRMAN

Role Purpose: This is a non-operational role.

To support the National Chairman in overseeing the continued growth of the business. The National Vice Chairman will be a member of the Board of Directors with a thorough knowledge of the business. To deputise for the National Chairman including attendance at external meetings and engagements; and undertaking special projects for the National Chairman or the Board as required. The National Vice Chairman will be responsible for the leading and coordination of a dedicated team which will provide for the link between the Board/National Council/regions and branches. The National Vice Chairman will be expected to gain significant understanding of the National Chairman's role as part of the FSB's succession planning.

Principal Areas of Accountability:

- a) To participate in key management decision making
- b) To play a role in the development and execution of business strategies
- c) To contribute to the strategic decisions of the company
- d) To ensure reporting to the Board and National Council (or its successor) complies with agreed requirements, with a need for accuracy and timeliness of information
- e) To attend and participate at Board Meetings and General Meetings of the membership as required
- f) To keep abreast of the operational issues when required through regular meetings with the Operations Director and the Chief Operating Officer
- g) To take the lead in motivating and aligning regional activity to the FSB's purpose and values
- h) To take responsibility for driving forward the Chairman's Charity within the regions, to encourage recruitment and retention
- i) To ensure the regular maintenance and updating of the Business Plan

Critical Skills:

Representation:
National political and economic awareness Understanding of the political 'neutrality' of the FSB External communication and media/presentation skills
Functional / Technical:
Chairmanship skills Ability to work with external agencies IT competent Analytical skills Decision-making skills Current relevant business knowledge Risk assessment

Teamwork / Leadership:
Initiative Perseverance Judgement Integrity Communication and presentation skills Championing/leading continuous improvement Strategic thinking Leading through vision and values

Generic List of Accountabilities

The Vice Chairman will:

- When required, report to the Board and National Council (or its successor) on behalf of the National Chairman
- Contribute to the overall company strategy and decision-making

And he/she will have wide-ranging business and commercial awareness gained from substantial exposure in related work

For the avoidance of doubt this role has no line management of staff. However it will be necessary to have the knowledge and skills to engage with staff members within the relevant line management structure. This could include input into the duties and responsibilities for relevant employee appointment as well as into the allocation of such tasks as fall within the scope of the employee's role in conjunction with the Chief Operating Officer and relevant Senior Manager(s).

Eligibility Criteria:

Candidates for this position must:

- Be fully paid-up members of the FSB for a minimum of three years
- Demonstrate an understanding of the values and objectives of the organisation
- Have a proven track record of involvement in an internal and external facing role within a commercial environment

ROLE DESCRIPTION

OPERATIONS DIRECTOR

Role Purpose:

The Operations Director will be the senior operational member of the Board of Directors with a thorough knowledge of the business. The role is intended to support the continued growth of the business by overseeing the operational management of the company, and give operational direction and leadership towards the achievement of the FSB's vision, mission statement and principal objectives.

Principal Areas of Accountability:

Board Level

- a) To influence and guide the development and implementation of the FSB strategic plan
- b) To contribute fully to the development of the company as a key player in the strategic decision-making process
- c) To ensure that a suitable, effective and continual process of board evaluation occurs

Corporate/ Constitutional

- d) To be responsible for management of the FSB's Corporate Governance
- e) To ensure all reporting to the Board and National Council (or its successor) is accurate and timely
- f) To ensure the adequacy and currency of the Members' Code of Conduct, the Manual of Standard Procedures (including Disciplinary Procedures), and any other relevant policies, procedures or manuals

Legal Compliance

- g) To ensure that the FSB fulfils its legal obligations, including all Data Protection and confidentiality requirements
- h) To be the designated Health & Safety director

Members

- i) To ensure that good team collaboration is in place across the organisation
- j) To oversee Member training
- k) To oversee the functions of the respective operational Lead Members (IT and Procedures)
- l) To ensure region and branch compliance with the constitution

Assets

- m) To have overall responsibility for the FSB Risk Register, the FSB property portfolio and facilities management

IT and Systems

- n) To oversee the sufficiency, efficient development, security and maintenance of all data systems so that all aspects of the FSB are adequately supported
- o) To ensure all data is handled sensitively and securely in compliance with all relevant data protection and confidentiality legislation/ policies

Staff relations

- p) To oversee the functions of the Chief Operating Officer's role
- q) Is supported by, but gives guidance to the Head of Governance and Administration

Critical Skills:

Representation:
Presentation skills
Functional / Technical:
Chairmanship skills Ability to work with external agencies IT literate Analytical and organisational skills Decision-making skills Current relevant business knowledge Working knowledge of current employment legislation Risk assessment
Teamwork / Leadership:
Initiative Perseverance Judgement Integrity Communication and presentation skills Championing/leading continuous improvement Strategic thinking Leading through vision and values

Generic List of Accountabilities

The Operations Director will:

- Report to the Board and National Council (or its successor) and contribute to the overall company strategy and decision-making
- Be responsible for the direction and management of the operational committees of the company

And he/she will have wide-ranging business and commercial awareness gained from substantial exposure in related work

For the avoidance of doubt, although the role does not ordinarily have line management responsibility, it does oversee the functions of the Chief Operating Officer role on behalf of the Board.

Eligibility Criteria:

Candidates for this position must:

- Be fully paid-up members of the FSB for a minimum of three years
- Demonstrate an understanding of the values and objectives of the organisation
- Demonstrate significant knowledge and experience of the organisation at national level
- Have a proven track record of successfully managing the operational functions of a business

ROLE DESCRIPTION

FINANCE DIRECTOR

Role Purpose:

The Finance Director will be a key member of the Board of Directors with a sufficiently thorough knowledge of the company and its business to be able to provide strategic leadership to the team in the formulation of financial management and investment policies and in contributing to the promotion and expansion of the commercial activities of the organisation.

The role will support the continued growth of the business by overseeing the management of all financial aspects of the company and its subsidiaries, providing a first-class financial information and control service.

The Finance Director should hold a recognised accounting qualification, and/or demonstrate relevant knowledge and experience.

Principal Areas of Accountability:

- a) To oversee the preparation of annual capital and revenue budgets and ensure controls are in place which monitor all expenditure against these budgets
- b) To implement rigorous financial control for projects and ensure future expenditure on any project is viable
- c) To contribute fully to the development of the company as a key player in the strategic decision-making process
- d) To influence and guide key management decision making
- e) To play a role in the development and execution of business strategies
- f) To contribute to the strategic decisions of the company
- g) To ensure reporting to the Board and National Council (or its successor) complies with agreed requirements, with a need for accuracy and timeliness of information
- h) To oversee the regular production of monthly management accounts, preparation and reporting of cash flow forecasts
- i) To ensure the adequacy and currency of the Financial Procedures Manual and any other related financial policies
- j) Is supported by, but gives guidance to the Head of Finance

Critical Skills:

Functional / Technical:
Chairmanship skills Ability to work with external agencies IT literate Analytical skills Decision-making skills Current relevant business and accounting knowledge Risk Assessment

Teamwork / Leadership:

Initiative Perseverance Judgement Integrity Communication and presentation skills Championing/leading continuous improvement Strategic thinking Leading through vision and values
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Generic List of Accountabilities**The Finance Director will:**

- Report to the Board and National Council (or its successor) and contribute to the overall company strategy and decision-making
- Be responsible for the direction and the function of the Finance Committee
- Oversee financial management and accountancy information
- Oversee the setting and agreement of the budgets for approval by the Board
- Oversee the preparation of annual accounts and present to Members at the Annual General Meeting

And he/she will have wide-ranging business and commercial awareness gained from substantial exposure in related work

For the avoidance of doubt this role has no line management of staff. However it will be necessary to have the knowledge and skills to engage with staff members within the relevant line management structure. This could include input into the duties and responsibilities for relevant employee appointment as well as into the allocation of such tasks as fall within the scope of the employee's role in conjunction with the Chief Operating Officer and relevant Senior Manager(s).

Eligibility Criteria:**Candidates for this position must:**

- Be fully paid-up members of the FSB for a minimum of three years
- Demonstrate an understanding of the values and objectives of the organisation
- Have a proven track record of successfully managing the finances of a business

ROLE DESCRIPTION

POLICY DIRECTOR

Role Purpose:

The Policy Director will be a key member of the Board of Directors with a thorough knowledge of the business. This role is operational only in relation to Policy.

The role will support the continued growth of the business by overseeing the direction and management of the FSB's Policy strategy, and will oversee the operation, authority, development and duties of the Policy Committee as defined in the Manual of Standard Procedures

Principal Areas of Accountability:

- a) To influence and guide key management decision making
- b) To play a role in the development and execution of business strategies
- c) To contribute to the strategic decisions of the company
- d) To ensure reporting to the Board and National Council (or its successor) complies with agreed requirements and priorities, with a need for accuracy and timeliness of information
- e) To ensure that the FSB's media and public affairs work relating to policy, is kept under regular review and to recommend change on behalf of the Policy Committee as necessary
- f) To ensure that the FSB is proactive in pursuing issues on behalf of the membership
- g) To facilitate two way communication with regions on policy matters
- h) To ensure that proposed legislation that affects the small business sector is examined in detail and that the FSB's view is effectively communicated at an early stage
- i) To present the FSB's proposals relating to the Budget and other Policy issues for submission to the Chancellor of the Exchequer or relevant Government Minister.
- j) To represent, where appropriate, the FSB at any delegation attending meetings with Government Ministers or senior officials.
- k) Is supported by, but gives guidance to the Head of Policy.

Critical Skills:

Representation:
National political and economic awareness Understanding of the political 'neutrality' of the FSB External communication and media skills
Functional / Technical:
Chairmanship skills Ability to work with external agencies IT literate Analytical skills

Decision-making skills Current relevant business knowledge Risk assessment
Teamwork / Leadership:
Initiative Perseverance Judgement Integrity Communication and presentation skills Championing/leading continuous improvement Strategic thinking Leading through vision and values

Generic List of Accountabilities

The Policy Director will:

- Report to the Board and National Council and contribute to the overall company strategy and decision-making
- Be responsible for the direction and function of the Policy Committee

And he/she will have wide-ranging commercial awareness gained from substantial exposure in related work

For the avoidance of doubt this role has no line management of staff. However it will be necessary to have the knowledge and skills to engage with staff members within the relevant line management structure. This could include input into the duties and responsibilities for relevant employee appointment as well as into the allocation of such tasks as fall within the scope of the employee's role in conjunction with the Chief Operating Officer and relevant Senior Manager(s).

Eligibility Criteria:

Candidates for this position must:

- Be fully paid-up members of the FSB for a minimum of three years
- Demonstrate an understanding of the values and objectives of the organisation
- Have a proven track record of being involved with either political or policy issues relevant to small businesses.

ROLE DESCRIPTION

COMMERCIAL DIRECTOR

Role Purpose:

The Commercial Director will be a key operational member of the Board of Directors with a thorough knowledge of the business, and will provide strategic guidance and stewardship of the FSB's commercial operations.

The role will oversee the development and implementation of a commercial strategy that (i) secures the achievement of the revenue targets set by the Board and National Council (or its successor) and (ii) demonstrates an absolute commitment to quality and cost. It will support the continued growth of the business by overseeing all marketing and commercial operations of the FSB and developing them to a sustainable peak of efficiency and effectiveness.

Principal Areas of Accountability:

- a) To develop and evaluate new ideas for the commercial business and produce recommendations for consideration by the directors of FSB
- b) To oversee the operation of the FSB commercial subsidiary operating companies
- c) To oversee the regular revision of existing contracts and commitments and the management of all changes in conjunction with legal advisers
- d) To oversee the organisation of a suitable training programme for all relevant personnel
- e) To oversee relationships with the FSB Service Providers
- f) To oversee the investigation and development of new Member Benefits
- g) To oversee the customer services function
- h) To contribute fully to the development of the company as a key player in the strategic decision-making process
- i) To provide reports to the Board of Directors and to National Council (or its successor) on progress and performance
- j) Is supported by, but gives guidance to the Head of Commercial Services and National Sales Manager

Critical Skills:

Functional / Technical:
Chairmanship skills
Ability to work with external agencies
IT literate
Analytical skills
Decision-making skills
Current relevant business knowledge
Risk assessment

Teamwork / Leadership:
Initiative Perseverance Judgement Integrity Communication and presentation skills Championing/leading continuous improvement Strategic thinking Leading through vision and values

Generic List of Accountabilities

The Commercial Director will:

- Report to the Board and National Council (or its successor) and contribute to the overall company strategy and decision-making
- Have overall responsibility for the marketing of the FSB
- Be responsible for the direction and oversee the management of the commercial subsidiary operating companies, providing guidance and stewardship.

And he/she will have wide-ranging business and commercial awareness gained from substantial exposure in related work

For the avoidance of doubt this role has no line management of staff. However it will be necessary to have the knowledge and skills to engage with staff members within the relevant line management structure. This could include input into the duties and responsibilities for relevant employee appointment as well as into the allocation of such tasks as fall within the scope of the employee's role in conjunction with the Chief Operating Officer and relevant Senior Manager(s).

Eligibility Criteria:

Candidates for this position must:

- Be fully paid-up members of the FSB for a minimum of three years
- Demonstrate an understanding of the values and objectives of the organisation
- Have a proven track record of successfully managing a Sales and Marketing function
- Demonstrate relevant experience within a commercial environment