

Liquid Roofing and Waterproofing Association (LRWA) Board Role and responsibilities

Role of the LRWA Chair

The main role of the chairperson is to provide leadership. The role requires an effective strategist and a good networker. The Chair has a vital role to play in representing the vision and purpose of the LRWA. The Chair ensures that the LRWA board functions properly, that there is participation at meetings, all relevant matters are discussed and that effective decisions are made and carried out.

There are four main functions:

1. Ensure the LRWA Board functions properly by;

- planning and running meetings in accordance with governing documents
- ensuring matters are dealt with in an orderly and efficient manner
- providing impartiality and objectivity to meetings and decision-making
- facilitating change and address conflict within the Board

2. Ensure the LRWA is managed effectively by;

- liaising with the Chief Executive Officer (CEO), as appropriate, to keep an overview of the Association's affairs
- co-ordinating the LRWA Board and committees to ensure appropriate policies and procedures are in place for effective management of the Association
- facilitating change and addressing conflict within the Association

3. Provide support and supervision to the CEO and senior team by;

- directly line managing and supporting the CEO of the Association
- participating in appointment and final appeal grievance panels, as appropriate
- reviewing governance performance and skills

4. Represent the LRWA by;

- communicating effectively the vision and purpose of the Association
- represent the Association at external meetings and events
- being aware of current issues that might affect the success and reputation of the Association

The incoming chair should have the following knowledge:

- Understanding the Memorandum and Articles of Association and ensuring that they are followed, as well as any internal rules of procedure

- Job descriptions and person specifications for Chairmen, CEO, Board members and committee chairs. Understanding how the Board's performance is managed
- Understand the Association's complaints procedure and ensure that cases are managed correctly. This should include complaints against members by the public or other members, and complaints within the Association itself
- Succession Plans and Induction Processes for new officers and Board members
- Committee Terms of Reference and Memberships
- Financial health, balance sheet and profit/loss and financial audits
- Ensuring that the correct insurances are in place for employees and professional indemnities
- Management of CEO, contract and appraisal process
- Understanding the pace of change of the Association, which may be slower than anticipated
- Understanding the key risks to the Association through a risk register
- Understanding the health and safety risks and responsibilities of the Association and its employees. This will include issues such as driving standards, mobile phone use in cars, site visit protocols and suitable risk assessments
- Ensure that employment rights are respected and compliance with employment law is secure
- Ensuring the highest ethical standards
- Understanding and being able to advocate the Association's strategic plan and future strategy roadmap
- Internal communications of the Association's strategy and the tactics for achieving it;
- Ensuring legal compliance including with the Bribery Act and Competition Law. Consider if a competition law declaration is necessary and if legal oversight of meetings is required
- Securing the Association's IT infrastructure, including GDPR compliance
- Any conflicts of interest for Directors or Staff and how they are managed
- Understand how the Association adds value to its members and how this is communicated to them
- Understanding external communications processes
- Potential industry mergers that may harm the Association's subscription base

Role of the LRWA Vice Chair

The vice chair supports the chair, taking assigned tasks and serving in place of the chair when they are not available to conduct official business. An effective vice chair will not only learn as much as possible about the committee's goals and projects but will also learn the duties of the chair in the event that they assume the responsibilities if an absence should occur.

Role of the LRWA Chief Executive Officer

The LRWA CEO is the highest-ranking executive in the Association whose primary responsibilities include making major corporate decisions, managing the overall operations and resources of the Association, acting as the main point of communication between the board of directors (the board) and corporate operations and being the public face of the Association.

Goals and Objectives

- To propose and deliver the objectives of the Association as reviewed and agreed by the Board
- Advise the Board so that it can fulfil its governance responsibilities
- Support the development of proposals for further Board discussion/decision & retain the interests of the members
- Recruit and oversee the existing outsourced contractors (Business Development Manager, Technical Personnel, Training Manager, Administrative Secretary, Admin Support Financial Controller, Social Media Manager and Communications Consultant)
- Have responsibility for the overall financial health of the Association
- Ensure resources are in place to enable efficient operation to deliver objectives
- Maintain relationships with all stakeholders and supporters at a senior level (NFRC, SPRA, CPA, CITB, IoR, Build UK, CESL–ECLAWS)
- Seek opportunities to expand and promote the role of the Association ensuring that the LRWA is seen as the voice of the liquid applied roofing and waterproofing membrane industry
- To continually review and improve all aspects of the Association’s membership policy including but not limited to recruitment, retention, audits and renewals, disciplinary measures and withdrawals
- To manage the Association’s meetings and events
- To act as the figurehead for the Association for promotional purposes, attending and representing at relevant industry events
- To oversee working group activities and work with the board and individual committee chairs
- To co-ordinate and manage the Association’s sales and marketing plan working closely external freelancers eg PR consultant, social media manager, events company
- To influence and retain the members interests regarding future legislation
- Be the figurehead of the Association expanding the membership with quality members
- Actively promoting diversity and inclusion in the profession
- Respond to members’ needs and champion innovation
- Proactively engage with members, associate members, potential members, sponsors, clients, policymakers and other key stakeholders

Role of the LRWA Committee Chair:

The committee chairperson is responsible for making sure that each meeting is planned effectively and that matters are dealt with in an orderly, efficient manner making the most of all the committee members by building and leading the team.

The committee chairperson must ensure that the committee members are communicated to effectively and provided with the necessary information prior to meetings to fully participate in the event.

The committee chairperson must also ensure that accurate minutes of each meeting are communicated to the committee and any relevant stakeholders.

Role of the LRWA Committee vice chair:

Vice Chair is not a required role, but it is one the LRWA see as helpful on any committee. A Vice Chair brings added skills, experience and perspective as well as helping to share the leadership role. Here are just a few of the important roles a good vice chair can play

- Share the load
- Potential successor
- A deputy
- A friend and ally to the chair

Role of the LRWA Board of Directors:

The LRWA board of directors is the governing body of the Association, responsible for the ultimate direction of the management of the affairs of the Association. However, the board may delegate additional authority to a board member, such as when it appoints board members to committees. There are 4 main duties for an LRWA Director:

1. The Duty of Care

Members of the LRWA board of directors have a legal duty to exercise prudence when making decisions. Decisions made as a director are being made on behalf of members that have entrusted the board with the Association's financial resources.

2. The Duty of Loyalty

Serving on the LRWA board of directors is a privilege and a trust. That privilege and trust means that you will never use knowledge gained by serving on a board of directors to enrich or benefit you, your business, or your employer.

3. The Duty of Obedience

This duty requires a director to act in a manner consistent with the Association's goals. LRWA membership comprises of businesses and members of a specific industry, it may be possible for directors to have vested interests in more than one industry or profession. This is ok, providing a possible conflict of interest is declared.

4. The Duty of Foresight

The first three are legal requirements, whereas this is not, although it is a very important aspect in the success of LRWA. This is the duty to look towards the future and adapt to a changing world. An Association that fails to learn, adapt, and change is one that will ultimately fail.

To serve as representatives, and to meet the expectations of members who have entrusted the board with the duty of creating a better future for all members.

Role of the LRWA Board members:

The primary task of the Board is to agree the strategic direction, set objectives and ensure that they are achieved. Members must understand the nature of the sector, the local environment and the regulatory and legal framework covering all aspects of the business. It must set policies and plans to achieve objectives and make sure that they are delivered.

All Board Members need to operate effectively as team members, be objective and able to communicate their point of view at meetings. They also need to be able to constructively challenge each other in order to drive the Association forward.

Board responsibilities are to:

- approve income and expenditure
- approve the annual business plan and objectives of the Association
- ensure solvency of the Association and safeguard its assets
- provide direction to the Association
- establish a governance system

Skills of a board member include the following:

- Setting targets, monitoring and evaluating performance and programmes in commercial and non-profit Associations
- Financial management
- Knowledge of the type of work being carried out by the Association
- Legal matters and fund raising
- Business management and development
- Integrity
- A commitment to the Association
- An understanding and acceptance of the legal duties, responsibilities and liabilities of membership
- A willingness to devote the necessary time and effort to their duties as a member
- Strategic vision
- Good, independent judgement
- An ability to think creatively
- Communicate effectively and a willingness to speak your mind
- An ability to work effectively as a member of a team
- Ability to understand content of Board reports sufficiently to make informed decisions