

**Chairperson
and up to three
non-executive
directors**



Welcome

Thank you for your interest in joining the Board of the new Business Banking Resolution Service (BBRS). The BBRS will provide an industry funded dispute resolution service to resolve historic and future disputes between SMEs and participating providers of banking services in a transparent, timely and accessible manner without the need for litigation.

The new voluntary dispute resolution service will:

- resolve business disputes between eligible SME customers and banks in a transparent, timely and accessible way;
- reach fair and reasonable determinations on an independent basis and without need for litigation;
- become a trusted and independent partner to eligible SME customers and banks in restoring mutual trust between the parties;
- provide a customer focused service which prioritises those with the greatest vulnerability;
- ensure the highest quality standards as a leading voluntary dispute resolution service, and
- continually learn from customer feedback and identify service improvement actions for the banks.

We are guided by the commitment to do and be seen to do what is right, fair, and reasonable at all times.

To lead the establishment of the Service, we are seeking expressions of interest from individuals who would like to be considered for the most senior appointments in the new organisation – this includes up to three independent non-executive directors, and the Chairperson. (One additional non-executive director appointee will join as a representative of the banks.)

The Chairperson will work in close collaboration with the Chief Executive Officer (CEO) and Chief Adjudication Officer (CAO), to oversee delivery of the Service, support its public profile as figurehead, and offer vital scrutiny and support to the Service and its executive team. The role requires strong strategic leadership and ambassadorial qualities and the ability to manage a diverse Board while steering the executive team to achieve excellence. The successful candidate will be an exemplar of the values that underpin the Service.

We are also seeking three independent non-executive directors, each of whom has held senior, strategic and influential roles in the past. Together, these appointees will bring an exceptional understanding of customer service and of SMEs as relevant to the aims of the Service; they will also be financially literate. Your background may be associated with the leadership and governance of non-departmental public bodies, regulators, professional standards bodies, ombudsman or ADR schemes, or you may have held leadership roles within utility companies, or wider regulated industry. Prior board-level experience is essential.

All four appointments require individuals of considerable stature with an outstanding record of achievement in their field. You will have experience of managing high-level stakeholder relationships and be comfortable representing the Service in an ambassadorial capacity across different audiences. You will bring independence, sound judgement and undisputed personal integrity as well as the personal flexibility needed to support start-up.

For updates on our early development visit <https://thebbrs.org/>

If you believe you can offer the background and personal attributes these roles require, we very much look forward to hearing from you.

Lewis Shand Smith
Chair of the Independent Steering Group



Role Profile

Chairperson and non-executive directors

The Board of the Business Banking Resolution Service (BBRS) is, as a whole, collectively responsible for the success of the organisation as a company limited by guarantee.

The Board's role is to:

- promote the organisation's sustainable success;
- establish its purpose, values, and strategy and satisfy itself that these and its culture are aligned;
- act with integrity, lead by example, and promote the desired culture;
- ensure that the necessary resources are in place for the Service to meet its
- objectives and measure performance against them;
- establish a framework of prudent and effective controls, which enable risk to be assessed and managed;
- ensure effective engagement with, and encourage participation from stakeholders;
- participate in induction, development, and training;
- ensure that workforce policies and practices are consistent with the organisation's values and support its sustainable success.



Main responsibilities of the Chairperson appointment

The Chairperson will be the senior figurehead of the organisation, acting as its ultimate public ambassador and leading spokesperson. You will be accountable for building, developing and leading the Board and ensuring appropriate board culture and the running and performance of the organisation.

As Chairperson, you will set the tone of the Service. You will work closely with the CEO to foster a culture of fairness, impartiality and objectivity so that the organisation can build trust in the way it resolves disputes between customers and other parties. In addition to the generic responsibilities of all non-executive directors of the BBRS, the Chair is expected to perform the following duties:

- chair board and general meetings, and set the board agenda ensuring that adequate time is available for discussion of all agenda items;
- ensure that the Board receives accurate, timely, and clear information;
- ensure that the Board determines the extent and nature of any significant risks the organisation is willing to embrace in implementing its strategy;
- ensure that the Board has adequate decision-making processes and applies sufficient challenge to major proposals;
- ensure that Board committees are properly structured with appropriate terms of reference;
- appoint non-executive directors and ensure they participate in a tailored induction programme; regularly review and agree with each director their training and development needs, and ensure that the performance of the Board, its committees, and individual directors is evaluated at least once a year and act on the results of such evaluations;
- establish the necessary Board committees and to approve the overall governance arrangements of the organisation, ensuring appropriate people, policies, procedures and performance measures, and public disclosure and reporting requirements are in place in line with its constitution.
- ensure effective communication with stakeholders and that the Board is aware of stakeholder views; meet the ambassadorial and media obligations that are necessary to ensure the success of the organisation including: Government and relevant political bodies (eg Select Committees), the regulatory community, SME stakeholder groups, banks, customers, business lobbying groups and trade federations;
- manage direct communications with customers, where it is appropriate to do so, alongside the CEO and CAO, and to report to stakeholders;
- review regularly the performance of the Board, as well as managing and renewing its membership and composition, including changes to the non-executive director roles as required;
- support the CEO and CAO in encouraging new firms to join the Service as members;
- develop productive working relationships with all executive directors of the Company and its managing director, and provide clear leadership and line management to the CEO and CAO;
- set clear expectations concerning the organisation's culture, values, and behaviour, as well as the style and tone of Board discussions, and encourage all non-executive directors to engage in Board and committee meetings by drawing on their skills, expertise, and experience;
- demonstrate ethical leadership and promote the highest standards of integrity, probity, and corporate governance, throughout the Company but particularly at Board level; act as an exemplar of the values and ethos of the Service and promote a culture of mutual respect, openness, and debate;
- be aware of and respond to your own development needs.

Main responsibilities of non-executive directors

All non-executive directors of the BBRS are expected to perform the following duties.

- ensure that the Service complies with company law and any other legislation or regulations;
- ensure that the Service applies its resources exclusively in pursuance of its objects;
- contribute actively to the Board's role in ensuring that the Service as a company limited by guarantee has a firm strategic direction, clear overall policies, agreed objectives and targets, and that it effectively monitors and evaluates its performance against those objectives and targets;
- safeguard the good name and values of the Service by identifying and managing risk.



Person Specification

Knowledge, experience and attributes for the post of Chairperson

In addition to the generic qualities required for non-executive directors (set out below), the successful candidate for the role of Chairperson is expected to demonstrate the following.

- Significant experience of providing clear and strategic leadership at Board level, ideally as Chairperson and public figurehead of another high-profile organisation.
- Deep experience of managing competing stakeholder interests, involving complex stakeholder groups including government, regulators and professional standards bodies.
- Highly effective communication, representational and interpersonal skills with the ability to win confidence and respect quickly.
- Outstanding reputation for the effective management of high-profile public facing roles in which effective engagement of the media has been key.
- Deep experience gained in a customer facing context – this may have been in the private sector, in another ombudsman / ADR service, within a national regulator, non-departmental body or professional standards organisation.
- Strong skills in alliance-building and partnership, including tact, diplomacy and the ability to persuade, influence and negotiate.
- Understanding of SMEs and the private sector at large.
- High strategic and intellectual capacity.

Knowledge, experience and attributes for the post of non-executive director

All non-executive directors are expected to bring the following:

- Direct experience gained as a non-executive director of a comparably complex and high-profile body operating in the public interest.
- Financial awareness, awareness of SMEs and Complaints awareness.
- A background in the leadership or governance of non-departmental public bodies, regulators, professional standards bodies, ombudsman or ADR schemes, in utilities or wider regulated industry, or in a complex customer service environment is desirable.
- Highly effective strategic leadership and influencing skills, including outstanding communication, interpersonal and ambassadorial skills, with the ability to secure the confidence of others quickly.
- Able to engage with a range of audiences and across all levels of the organisation.
- Clear and independent strategic thinker with a diplomatic style, sound judgement, capacity for self-reflection and effective listening skills.
- An unimpeachable reputation for independence, fairness and integrity and is committed to the values and success of the Service.

Terms of Appointment

Remuneration	The Chairperson role attracts remuneration of £50,000 per annum. The non-executive director appointments attract remuneration of £22,000 per annum.
Time commitment	The Chair role will require 1-1.5 days per week. A heavier time commitment is realistic in the early days while the new Service is being set up. Non-executive directors are expected to commit up to two days per month to the role.
Term of appointment	The BBRS will be created as a discrete, complete organisation in 2019. It is anticipated that the BBRS will continue to operate for the purpose for which it is currently being created for around three years. These appointments are therefore being offered for a term of three years initially. This may be subject to review longer term.
Conflict of interest	<p>All non-executive directors are expected to ensure that any other appointments do not conflict with their appointment; where these arise, you will need to declare them.</p> <p>You will need to inform the Chair / CEO in advance of any changes to your other commitments. In certain circumstances, you may need to seek the Board's agreement before accepting further commitments which may give rise to either a conflict of interest or a conflict with any of your duties to the Service, or which might impact on the time you are able to devote to your role on its Board.</p>
Culture statement	We are guided by the commitment to do and be seen to do what is right, fair, and reasonable at all times.

The Appointment Process

We hope you will consider expressing an interest in this role. If you have questions about the appointment process and would find it helpful to have an informal conversation, please contact Juliet Taylor on 0203 971 0832 or at Juliet.Taylor@starfishsearch.com

To make an application, please provide by email to Juliet.Taylor@starfishsearch.com

- your CV or equivalent biographical information, and
- a short covering letter that confirms your motivation for considering the appointment and which appointment you wish to be considered for.

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

Closing date **Monday 23rd September 2019**

Agreement of the final shortlist **Tuesday 15th and
Wednesday 16th October 2019**

Interviews with the BBRS **Monday 28th and
Tuesday 29th October 2019**

We may ask you to meet informally with the Starfish Team in early October, at the Institute of Directors, Pall Mall. We anticipate that a final shortlist of applicants will be agreed by mid October 2019. Shortlisted candidates will be invited to attend interview in the third week of October 2019.

Please download, complete and return our equal opportunities form