



TURN TO STARBOARD

Chair of the Board of Trustees - Terms of Reference

Turn to Starboard

Turn to Starboard (T2S) is a thriving charity that since its inception has provided over 6000 sailing opportunities to individuals and families impacted by military service. Core to Turn to Starboard's success in delivering meaningful benefit to our beneficiaries is the high level of veteran involvement both within the T2S core team and among those who volunteer with us. This community approach enables a sense of security; we are a tribe, one of belonging and understanding. It ensures our programmes are steered by those who understand the challenges of the community we seek to help. Many will view sailing as simply a leisure pursuit, but at T2S we know that for our beneficiaries, it can be so much more; it is a lifeline.

Turn to Starboard is facing an exhilarating period of growth following the success of our major adventure expedition, Full Circle, in 2026. We have record levels of requests for help from military veterans, nationwide media interest and fascinating new strategic relationships to navigate.

Pending the retirement of our longstanding Chair, we are now seeking a Chair of Trustees to facilitate the next stage of our growth.

Purpose of the Role

The Chair provides leadership to the Board of Trustees, ensuring that Turn to Starboard is well governed, financially sustainable, and focused on delivering its charitable purpose. Working in partnership with the Chief Executive Officer (CEO), the Chair enables the Board to fulfil its responsibilities for strategy, oversight and accountability, whilst respecting the distinction between governance and operational management.

The Chair is responsible for ensuring the Board operates effectively, complies with its legal and regulatory obligations, and provides constructive support and challenge to the Executive Team. As an ambassador for Turn to Starboard, the Chair will strengthen the charity's profile, influence and strategic relationships across the UK Armed Forces and veterans' community.

The Chair will also bring an established and active network of senior relationships across Defence, the Armed Forces, the veterans' sector and related organisations, using their influence and credibility appropriately to advance the charity's strategic objectives, develop partnerships, and enhance opportunities for collaboration, advocacy and fundraising.

Overall Responsibilities

The Chair will:

- Provide leadership to the Board of Trustees and promote the highest standards of governance.



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- Ensure the Board fulfils its legal duties and responsibilities under the Articles of Association, charity law and relevant regulatory guidance.
- Foster a culture of openness, inclusion, integrity and accountability.
- Work closely with the CEO, providing support whilst maintaining appropriate oversight and independence.
- Ensure the Board focuses on strategic priorities, organisational sustainability and the long-term success of the charity.
- Act as a visible ambassador for Turn to Starboard, promoting its mission and values and strengthening its influence within the Armed Forces and veterans' community.

Key Responsibilities

Governance

- Ensure the Board operates effectively and in accordance with the Articles of Association and relevant legislation.
- Promote high standards of governance and compliance with Charity Commission guidance and the Charity Governance Code.
- Ensure Trustees understand and fulfil their legal duties and responsibilities.
- Lead the Board in setting the charity's strategic direction and monitoring delivery against agreed objectives.
- Ensure appropriate systems of delegation are in place and respected.

Board Leadership

- Chair meetings of the Board, ensuring they are:
 - properly convened and quorate
 - conducted in an inclusive, constructive and efficient manner
 - focused on strategic matters
 - conducted in accordance with the Articles of Association
- Encourage full participation from all Trustees and facilitate balanced discussion and effective decision-making.
- Ensure decisions are clearly recorded and that agreed actions are monitored.

Relationship with the Chief Executive

- Develop and maintain an effective working relationship with the CEO based on trust, openness and mutual respect.
- Support, challenge and appraise the CEO, ensuring appropriate accountability.
- Act as a sounding board and provide guidance without becoming involved in day-to-day operational management.
- Support effective communication between the Board and Executive Team.

Risk, Performance and Accountability

- Ensure the Board maintains effective oversight of:



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- organisational performance
 - financial sustainability
 - risk management
 - safeguarding
 - reputation
 - regulatory compliance
- Ensure the Board receives timely and appropriate information to enable effective decision-making.

Board Development

- Lead regular reviews of the effectiveness of the Board, its committees and individual Trustees.
- Support succession planning for Trustees and Board leadership.
- Promote Trustee development and continuous improvement.

Representation and External Influence

- Act as an ambassador for Turn to Starboard, representing the charity at appropriate events, meetings and engagements.
- Develop and maintain influential relationships across the UK Armed Forces community, veterans' sector, government, industry and other key stakeholders to advance the charity's strategic objectives.
- Use personal credibility, influence and networks to enhance Turn to Starboard's profile, strengthen partnerships and identify opportunities for collaboration, advocacy and fundraising where appropriate.
- Champion the charity's mission and values, helping to raise awareness of the impact of its work and the needs of wounded, injured and sick veterans.

Term of Office

- The Chair will normally serve a three-year term.
- Subject to re-election as a Trustee and Board approval, the Chair may serve one further three-year term.
- Further extensions will only be considered in exceptional circumstances where this is demonstrably in the best interests of Turn to Starboard.



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Person Specification

The successful Chair will demonstrate:

Essential

- A strong commitment to the mission, values and objectives of Turn to Starboard and a demonstrable understanding of the UK Armed Forces and veterans' community.
- A clear understanding of the legal duties and responsibilities of charity trustees.
- Significant leadership experience at Board or senior executive level.
- A respected and influential profile, with an active network of senior contacts across the UK Armed Forces, Defence, veterans' and wider military charity sectors, and the ability to use those relationships appropriately to further Turn to Starboard's strategic objectives.
- The ability to influence senior stakeholders and build strategic partnerships that support the charity's mission.
- Strategic thinking skills, with the ability to maintain focus on long-term sustainability and organisational impact.
- Excellent chairing and facilitation skills, encouraging inclusive discussion and effective decision-making.
- Sound judgement, integrity and the confidence to provide constructive support and challenge.
- Excellent interpersonal and communication skills, with the ability to build productive relationships with Trustees, the CEO, staff, volunteers and external stakeholders.
- A sound understanding of governance, organisational performance and risk management.
- Commitment to equality, diversity and inclusion.

Desirable

- Previous experience of chairing a Board or committee.
- Experience within the charity or not-for-profit sector.
- Military service or significant professional experience working with the Armed Forces, Defence or veterans' sector.
- Experience of organisational growth, transformation or strategic change.
- Understanding and experience of fundraising, stakeholder engagement and partnership development.
- Familiarity with strategic planning, performance management and continuous improvement.



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Time Commitment

The Chair is expected to:

- Chair meetings of the Board of Trustees.
- Attend Board committee meetings as required.
- Hold regular meetings with the CEO.
- Represent the charity at key events, stakeholder meetings and sector engagements where appropriate.
- Undertake additional duties reasonably associated with the role.

Closing date for applications 31st August 2026

Please apply by email in the first instance to Neil@turntostarboard.co.uk