

UCCF Trust Board Chair Information Pack



Context

During the last two years, UCCF has appointed new trust board members, a People Director (Mary Comont) and a new Chief Executive Office (Matt Lillicrap).

Collectively these appointments help to evidence a step difference in the culture and direction of UCCF characterised by:

- Renewed energy around our core purpose of seeing students following Jesus in every area of life, expressed as ‘3D mission’ to make disciples who:
 - delight in Jesus deeply together
 - declare Him more boldly
 - display Him more fully
- A spirit of greater collaboration with other evangelical student movements, recognising we are a significant contributor to an essential partnership required to reach the full spectrum of students for Jesus
- Scaling our prayer support and financial base to underpin future growth on a long-term sustainable basis
- Evolving our employment proposition into a role model for other Christian organisations. This means equipping our people for service among students while also maintaining our track record of providing UK evangelical churches and mission agencies with a talent pool of UCCF alumni

Having determined plans to move our governance model into a simplified single tier Board, featuring standing sub-committees and ad hoc working groups, the interim Chair (acting in this role since autumn 2023) is preferring to step back and make way for a new Chair of the Trust Board. We would like to appoint a new Chair in the first half of 2026, noting that the appointee will benefit from the interim Chair’s continuation as a Trustee



Role profile

Overall purpose

- To lead the Trust Board, working in close collaboration with other trustees, to fulfil overall governance responsibilities
 - To safeguard and promote the Christian vision, values and doctrinal basis of the fellowship
 - To ensure the fellowship is well-governed, financially sound and strategically focused
 - To support, encourage and enable student ministry in universities and colleges throughout England, Wales and Scotland.
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Key responsibilities:

Governance and leadership

- Provide effective leadership to the Board of Trustees, fostering a culture of prayer, collaboration, accountability and wise decision-making
- Ensure the Board fulfils its legal, constitutional and charitable responsibilities
- Set the agenda for trustee meetings in consultation with the Secretary, fellow trustees and/or Directors
- Chair trustee meetings effectively, ensuring inclusive discussion, the airing of a range of opinions and sound decision-making



Vision and strategy

- Lead the Board in setting and reviewing the fellowship's strategic direction
- Ensure that activities align with UCCF's Christian mission, doctrinal basis and charitable objectives
- Encourage long-term thinking while remaining responsive to changing student and cultural contexts and short-term imperatives

Spiritual oversight

- Help maintain the Christian ethos and theological faithfulness of the fellowship
- Encourage prayerful discernment and dependence on God in leadership and decision-making
- Support trustees and senior employed colleagues pastorally, where appropriate

Support and oversight of employed colleagues

- Provide line management to the UCCF CEO, including personal goal setting, appraisal and encouragement
- Act as a key point of contact between the Board and employed colleagues
- Support, affirm, and challenge leadership appropriately

Compliance and risk

- Ensure appropriate policies are in place (e.g. safeguarding, people management, financial controls, data protection)
- Oversee risk management and ensure risks are identified, monitored, and mitigated
- Ensure the fellowship complies with relevant charity law, university regulations and safeguarding standards

Representation and relationships

- Represent the fellowship publicly where appropriate (e.g. at events, meetings, media or with partner organisations)
- Build positive relationships with churches, universities, donors, and partner organisations
- Act as an ambassador for the fellowship's mission and values

Estimated time commitment

- 12-15 days equivalent per year.
- Preparation for, attendance at and follow through from four trustee meetings p.a.
- Regular meetings with CEO, in the capacity of line manager
- Availability for telephone, Teams and email advice and support between meetings

Term of office

- Three year term, renewable for a further three years by Trust Board agreement
- Any extension would not necessarily be as Chair for a further three years e.g. succession planning and transition management may take precedence.



Person Specification

Personal faith

- You will be a committed evangelical Christian, in full agreement with UCCF's Doctrinal Basis and keen to support and promote the generous embrace of evangelicals from different traditions.
- A strong commitment to UCCF's ministry among students, to partnership with local churches and perhaps a wider personal engagement with missional organisations.
- The ability to hold theological conviction and cultural complexity together, helping to protect UCCF's distinctiveness while ensuring the organisation continues to cut through in an ever changing world.
- A prayerful dependence on the Lord and the ability to help discern direction for UCCF through His Spirit and Word

Leadership and governance experience

- Proven and significant Board level experience, including the chairing of governance meetings, but not necessarily in a Christian context.
- Strong understanding of trustee responsibilities, including charity law, governance best practice and strategic oversight and how these interact with executive responsibilities for the success of the charity.
- Experience of working collaboratively with senior colleagues and of coaching direct reports.

Strategic contribution

- You will evidence the ability to think, pray and act strategically, maintaining a healthy tension between the Trust Board's focus on long-term vision and dealing with present imperatives.
- An ability to ask searching questions, test assumptions, and ensure strategic decisions align with UCCF's mission and values.
- Proven experience of organisational change and cultural custodianship.
- The ability to help articulate and shape UCCF's future, translating strategic vision into well-planned actionable steps which deliver sustained improvement.

Interpersonal and communication skills

- Strong relational skills, including a high ability to build trust and work influentially with trustees, employed colleagues, high capacity donors and external partners.
- Ability to facilitate healthy conversations among equals, encourage constructive challenge, consensus building and the drawing out of differing viewpoints to ensure all opinions are heard.
- Clear and confident communicator, able to represent UCCF appropriately in public, church and donor-facing settings.

Appropriate tone

- Spiritual maturity, emotional intelligence, and self-awareness.
- Integrity and discretion, extending to a capacity to handle sensitive issues with wisdom and grace.
- Servant-hearted leadership style, marked by encouragement, personal ownership and prayerful discernment.
- Willingness to make reasonable demands of trustees, especially sub-committee Chairs.
- Good chemistry and personal credibility with the current UCCF CEO, sufficient to ensure healthy accountability and a supportive, complementary approach.

Personal circumstances

- Willingness and ability to invest the time required to be an effective and impactful Trust Board Chair.
- The role requires a minimum of 15 days per annum including preparation, attendance and follow through from Trust Board meetings, time spent in the charity, regular meetings with CEO, correspondence and prayer.
- Responsive and flexible, with a high capacity to respond to unforeseen needs at short notice.