

## **CHAIR**

### **Role Description**

The Chair is pivotal to creating the conditions for overall board and individual director effectiveness, both inside and outside the boardroom. Specifically, it is the responsibility of the Chair to:

- Run the board and, in conjunction with the Chief Executive, set its agenda. The agenda should take full account of the issues and the concerns of all board members. Agendas should be forward looking and concentrate on strategic matters rather than formulaic approvals of proposals which can be the subject of appropriate delegated powers to management;
- Ensure that the members of the board receive accurate, timely and clear information, in particular about the organisation's performance, to enable the board to take sound decisions, monitor effectively and provide advice to promote the success of the organisation;
- Ensure effective communications with the Membership and ensure that the members of the board develop an understanding of the views of the Membership;
- Manage the board to ensure that sufficient time is allowed for discussion of complex or contentious issues, where appropriate arranging for informal meetings beforehand to enable thorough preparation for the board discussion. It is particularly important that directors have sufficient time to consider critical issues and are not faced with unrealistic deadlines for decision-making;
- Take the lead in providing a properly constructed induction programme for new directors that is comprehensive, formal and tailored, facilitated by the company secretary.
- Take the lead in identifying and meeting the development needs of individual directors, with the company secretary/board secretary having a key role in facilitating provision. It is the responsibility of the Chair to address the development needs of the board as a whole with a view to enhancing its overall effectiveness as a team;
- Facilitate change and address any areas of conflict within the board and within the organisation, liaising with the chief executive to achieve this;
- Ensure the Board fulfils its responsibility for overseeing Equality and Diversity within the organisation and appoint the Chair of the Equality and Diversity Advisory Group.
- Ensure that the performance of individual Directors and of the board as a whole and its committees is evaluated from time to time as appropriate.
- Encourage active engagement by all the members of the board.

### **An effective Chair:**

- Upholds the highest standards of integrity and probity;
- Sets the agenda, style and tone of board discussions to promote effective decision-making and constructive debate;
- Promotes effective relationships and open communication, both inside and outside the boardroom, between directors and staff;

- Builds an effective and complementary board, initiating change and planning succession in board appointments, subject to board approval;
- Promotes the highest standards of corporate governance and seeks compliance wherever possible;
- Ensures a clear structure for, and the effective running of, board committees;
- Ensures effective implementation of board decisions;
- Establishes a close relationship of trust with the chief executive, providing support and advice while respecting executive responsibility;
- Provides coherent leadership of the organisation, including representing the organisation and understanding the views of the Membership;
- Ensuring the organisation pursues its objects as defined in the Memorandum of Association; and
- Safeguards the good name and values of the organisation.

## **CCPR Person Specification**

### *Essential experience*

- Knowledge of, and enthusiasm for, sport and recreation, including the way it is organised and run.
- Substantial board experience, ideally at Chair or other senior level in the public, private or voluntary sector, or substantial board experience as a member of a National Governing Body of Sport and Recreation or Charitable Trust.
- Experience of working in partnership with other organisations, both within and across sectors.
- Experience of representing a major organisation to senior figures at national and international level.
- Substantial experience of work/commitment to the CCPR.

### *Desirable*

- Experience of working with Ministers, government departments and non-departmental public bodies or public authorities.
- Experience of an organisation responsible for handling, managing and making decisions involving significant income and expenditure.

### *Essential Skills*

- A person who can quickly command confidence and respect, and exercise influence in the field of sport and recreation.
- Excellent communication skills.
- Extensive experience of handling the media and public speaking.
- Ability to get on well with a wide range of people.
- Skills in strategic leadership, chairmanship and negotiation.
- Skills in teamwork and diplomacy.
- Energy and determination.
- Skills in managing people and resources.
- Personal integrity, with commitment to maintaining high standards in public life
- Ability to understand and implement the principles of equality throughout the organisation

### *Time Commitment*

A minimum of 1 day a week.

There are usually six board meetings in a year.