

## CCPR DIRECTORS

### Role Description

As members of the Board, all Directors are required to:

- Set the organisation's vision, values and standards and ensure that its obligations to the Membership and others are understood and met;
- Set the organisation's strategic aims, ensure that the necessary financial and human resources are in place for the organisation to meet its objectives, and review management performance;
- Provide entrepreneurial leadership of the organisation within a framework of prudent and effective controls which enable risk to be assessed and managed; and
- Promote the success of the organisation for the benefit of the members as a whole, including;
  - i) considering the impact of the organisation's actions on the interests of its employees
  - ii) the need to foster business relationships with the members/suppliers
  - iii) considering the impact of the organisation's actions on the community and the environment.

In addition to these requirements for all Directors, the role of non-executive Directors has the following key elements:

- Strategy** Directors should constructively challenge and help develop proposals on strategy.
- Performance** Directors should scrutinise the performance of management in meeting agreed goals and objectives and monitor the reporting of performance.
- Risk** Directors should satisfy themselves regarding the integrity of financial information and feel comfortable that financial controls and systems of risk management are robust and defensible.
- People** Directors have a prime role in appointing, and where necessary removing, Directors and in succession planning.

Directors should constantly seek to establish and maintain confidence in the conduct of the organisation. They should be independent in judgement and have an enquiring mind. To be effective, Directors need to build recognition amongst staff of their contribution in order to promote openness and trust.

Directors must exercise reasonable care, skill and diligence in all aspects of their work. They must avoid conflicts of interest and complete an annual 'declaration of interests' form. Benefits from third parties should not be accepted and Directors should also declare any interest in *proposed* transactions or arrangements, not only *existing* arrangements.

Directors need to be well-informed about the organisation and the external environment in which it operates, with a strong command of issues relevant to the organisation. New Directors will be given a comprehensive and tailored induction. Once in post, Directors should seek continually to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

Best practice dictates that effective Directors will ensure that information is provided sufficiently in advance of meetings to enable thorough consideration of the issues facing the Board. Directors should be satisfied that such information is sufficient, accurate, clear and timely.

An element of the role of the Director is to understand the views of the Membership, both directly and through the Chair and the Chief Executive.

### **Effective Directors:**

- Uphold the highest ethical standards in terms of integrity and probity;
- Support fellow Directors in their leadership of the organisation while monitoring their conduct;
- Question intelligently, debate constructively, challenge rigorously and decide dispassionately;
- Listen sensitively to the views of others, inside and outside the board;
- Seek to gain the trust and respect of other board members and staff;
- Promote the highest standards of corporate governance and seek compliance whenever necessary; and
- Understand equality and diversity issues, and promote these inside and outside the organisation.

### **CCPR Person Specification**

#### *Essential*

- Commitment to the CCPR and its objectives
- Experience and skills in corporate governance
- The ability and willingness to influence CCPR policy
- The skill to represent and promote the CCPR externally
- The availability to attend bi-monthly meetings (normally in London) and others as appropriate (*projected to be approximately 24 days per annum*)

#### *Desirable*

- Leadership/management skills
- Experience of strategic planning
- Understanding of corporate governance
- Knowledge of sports structures/sports politics
- Experience of organisational development

The Board of Directors normally meet six times each year. Directors may serve on or lead other CCPR Committees or working groups. There are also opportunities to represent CCPR on a variety of governmental and sports/recreational bodies.