

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 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 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 WSA members of staff, providing support and advice;
- 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.

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.

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 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.
- 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.

Time Commitment

A minimum of 1 day a week (to have update meetings with WSA staff).
There is usually a board meeting every 3-4 months.

DEPUTY CHAIR

Role Description

The Deputy Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

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.

Desirable

- Experience of working with Ministers, government departments and non-departmental public bodies or public authorities.
- To possess the attributes to become a future Chair.

Essential Skills

- A person who can quickly command confidence and respect, and exercise influence in the field of sport and recreation.
- Excellent communication skills, including the ability to communicate the Board's policies to others, but also to listen to the concerns of its membership and reflect them back accurately to the Board.
- 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.

Time Commitment

A minimum of 1 day a week (to meet with WSA staff for update meetings).
There is usually a board meeting every 3-4 months.

WSA TREASURER

Role Description

The role of the WSA Treasurer is to provide independent leadership to the Board in legal, financial and professional matters. The independence of the Treasurer is essential and should not be compromised.

The particular role of the Treasurer is to provide independent guidance and advice to the Board and its staff to:

- Ensure that the WSA complies with its governing documents and relevant legislation and regulations;
- Ensure that the WSA pursues its objects as defined in its governing documents;
- Highlight potential or actual conflicts of interest and give a lead in their recognition and resolution;
- Give firm strategic direction to the WSA in the matters of setting overall policy, defining targets and monitoring performance;
- Provide a lead in the WSA's accountability for its integrity, effectiveness and openness;
- Set high professional standards in matters of finance and governance;
- Inform the Board in the approval of accounts;
- Keep the Board aware and informed about its financial duties and responsibilities;

The Treasurer must understand the WSA's accounting procedures and key internal controls and be able to provide to the Board that the organisation's financial integrity is sound.

WSA 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; and
- Provide entrepreneurial leadership of the organisation within a framework of prudent and effective controls which enable risk to be assessed and managed;

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 on 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 by staff of their contribution in order to promote openness and trust.

To be effective, 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. 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 insist that 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 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;
- Gain the trust and respect of other board members and staff; and
- Promote the highest standards of corporate governance and seek compliance wherever possible.

Person Specification

Essential

- Commitment to the WSA and its objectives
- Experience and skills in corporate governance
- The ability and willingness to influence WSA policy
- The skill to represent and promote the WSA externally
- The availability to attend board meetings every 3-4 months and others as appropriate

Desirable

- Management and leadership skills
- Legal and financial skills
- Knowledge of structures, controls and sports politics
- Human resource skills
- Experience of organisational development

The Board of Directors normally meet every 3-4 months. There are opportunities to represent the WSA on a variety of governmental and sports or recreational bodies.