

CHAIRMAN

Role Description

Specifically, it is the responsibility of the Chair to:

- Manage the board and, in conjunction with the Chief Executive, set its agenda. 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 of the Committees.
- Ensure (with assistance from the relevant staff members concerned) that the members of the board receive accurate, timely and clear information, in particular about the organisation's performance (both financial and otherwise), 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 on complex subject matters.
- Take the lead in providing a properly constructed induction programme for new directors that is comprehensive, formal and tailored, facilitated by the CEO.
- 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 CEO 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. Maintain focus and commitment and provide for succession planning.
- Set and conduct the annual appraisal of the CEO.

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 CEO, 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 Corporate Strategy; and
- Safeguards the reputation and values of the organisation.

Essential experience

- Knowledge of and enthusiasm for sport; an understanding of how sport works and an understanding of the positive impact sport can have.
- Substantial board experience, ideally at Chair or other senior level in the public, private or voluntary sector, or substantial board experience elsewhere.
- Experience of working in partnership with other organisations, both within and across sectors.



- Experience of representing an organisation to a wide range of partners.
- Experience of developing a strategic outlook within a small or medium sized voluntary organisation.
- Business acumen – an understanding of the issues facing membership organisations.

Desirable

- Experience of working within sport, and a voluntary membership association.
- Experience of an organisation responsible for making decisions involving significant income and expenditure of members' funds and grant sourced funds.
- An understanding of current trends in corporate governance.
- An understanding of sports funding, the political arena of sport and current trends in policy and related funding.

Essential Skills

- A person who can quickly command confidence and respect, and exercise influence in the field of sport.
- Excellent communication skills both written and verbal.
- Experience of public speaking.
- Ability to connect with a diverse range of stakeholders.
- 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 the high standards in public life.

Time Commitment

There are usually 8 full board meetings in a year plus an AGM however the role does require additional time between meetings. The resources of BWSW are such that meaningful contribution is required outside of board meetings themselves and an estimated 8 to 12 hours per calendar month should be allowed for this.

Document History

June 2012	CEO
January 2018	CEO Minor revisions
April 2025	CEO Minor revisions