

# Chairperson Role Description

The Chairperson has a key leadership role to play in leading the governance of the organisation. The Chairperson ensures that the Board functions properly, that there is full participation at meetings, all relevant matters are discussed and that effective decisions are made and carried out.

## Duties of the Chairperson:

### Ensure the Board functions properly

- Organise, plan and run board meetings, setting the agenda items for discussion, and ensuring the information is shared that the board requires to make good governance decisions.
- Ensure trustees are participating in meetings, and that everyone is given a fair hearing
- Ensure all matters are dealt with in an orderly, efficient manner.
- Ensure discussions remain on relevant matters and the board is making effective decisions that are carried out.
- Bring impartiality and objectivity to meetings and decision-making. The position should not be used to influence board members' voting.
- Perform the duties as a responsible board member in addition to Chairperson role.
- Address conflicts within the board.
- Review governance performance and skills.
- Plan for recruitment and renewal of the Board where required.
- Endorse the meeting minutes.

### Ensure the organisation is managed effectively

- Liaise with the CEO/GM, as appropriate, to keep an overview of the organisation's affairs.
- Coordinate the Board to ensure particular aspects of management (e.g. personnel matters, financial control etc) are met and specialist expertise is employed as required.

### Provide support and supervision to staff

- Directly manage the senior staff member of the organisation.
- Advise the GM/CEO as relevant.
- Sit on appointment panels where required (e.g. of senior staff of new board members).
- Coordinate the process to evaluate the GM/CEO's performance.

### Represent the organisation

- Communicate effectively the vision and purpose of the organisation.

- Advocate for and represent the organisation at external meetings and events.
- Be aware of current issues that might affect the organisation.
- Deal appropriately with dynamics at board and shareholder meetings.
- Comfortable with being the person to whom criticism is directed

## Qualities and skills required:

- Relationship building - *to sit at the centre of the relationships that matter*
- Acute listening skills - *able to decipher what people actually mean when they speak*
- Discerning - *able to ask the right questions of the board so that board members can fully express their view*
- Team builder - *able to make every team member, especially board members, feel like their contributions are valued and they are part of a team*
- Able to lead formal meeting processes - *ensuring decisions are made and documented*
- Assertive - *being strong enough to call the meeting to order or for a conversation to end and a decision be made*
- Flexible - *able to change tack in the middle of a discussion to get an issue 'unstuck', or even change the meeting structure if there is a shift in the circumstances*
- Maintaining an effective relationship with the GM/CEO - *this is an absolute essential relationship for the health and success of any organisation*
- Summarising - *to end a discussion and move to decision-making, or keep an emotive discussion well managed, stating concisely what has been said, and what next steps are*
- Tuned in to public perception - *can understand how matters will be seen by those outside the organisation and uses this to minimise public/reputational risk.*
- Good leadership skills.
- Good communication and interpersonal skills.
- Contactable - *Can easily be contacted between board meetings and quick to respond to any questions or issues raised by board members outside of meetings*
- Impartiality, fairness and the ability to respect confidences.
- Ability to ensure decisions are taken and followed-up.
- Good at time-keeping.
- Tactful and diplomatic.
- Understands the roles, responsibilities and duties of governance.
- Experienced in organisational and people management.
- Comfortable being the person to whom criticism is directed.

### Time Commitment:

The role of Chair requires an estimated commitment of *[put amount here in hours per month]*.

# Secretary Role Description

The role of the secretary is to support the chair in ensuring the smooth functioning of the Board. The secretary does not have to be a trustee. In organisations without paid staff, the secretary may also take a greater role in the day-to-day administration of the organisation.

If the secretary is a trustee, then he or she must also perform his or her duty as a responsible trustee. If the secretary is not a trustee, he or she must not take part in trust discussions and decisions.

## The Secretary's tasks include:

### Ensure Responsible Board Administration

- Prepare agendas in consultation with the Chair (and CEO where applicable).
- Circulate agendas and any supporting papers to the board members in sufficient time before the board meeting (generally more than seven days in advance).
- Receive agenda items from other Board members.
- Check that quorum is present in meetings.
- Capture the written minutes of meetings and circulate the draft minutes to all Board members.
- Ensure that the Chair signs the minutes once they have been approved.
- Check that Board members and staff have carried out their agreed action(s).
- Circulate agendas and minutes of the annual general meeting (AGM) and any special or extraordinary general meetings.
- Ensure up-to-date records are kept of Board membership, and contact details, and that these are lodged with the appropriate agencies.
- Receive correspondence on behalf of the board.
- Present correspondence at board meetings.
- Send all correspondence on behalf of the board (that which is delegated by the board).
- In a charity, ensure that the charity complies with the requirements of the Charity Commission in terms of registration, reporting, changes to governing documents and directors etc.

### Make Arrangements for Meetings

- Ensure arrangements for meetings are met (booking the room, arranging for equipment and refreshments, organising facilities for those with special needs, etc).

## Qualities and Skills Required

- Organisational ability.
- Experience of committee work and procedures.
- Minute-taking experience (if this is not being delegated to staff) and ability to write succinctly.
- Good communication and interpersonal skills.
- Impartiality, fairness and the ability to respect confidences.
- Approachable and sensitive to the feelings of others.
- Well organised and an eye for detail.
- Ability to work well with the Chair.
- Good time-keeping.

## Time Commitment

The role of Secretary requires an estimated commitment of ***[put amount here in hours per month]***.

## Remuneration

To note here whether remuneration will be paid for this position.

# Treasurer's Role Description

The overall role of a Treasurer is to maintain an overview of the organisation's financial affairs, ensuring its viability and ensuring that meticulous and proper financial records and procedures are maintained. The role can also be undertaken by a Finance Sub-Committee. The role and person specification are summarised below.

## The expectations of the Treasurer position are:

### General financial oversight

- Ensure that a record is kept of all financial transactions and of related documentation, such as invoices and receipts.
- Oversee and present budgets, accounts and financial statements.
- Liaise with designated staff about financial matters.
- Ensure that appropriate accounting procedures and controls are in place and are being used.
- Ensure that board members are aware of any limits to their financial authority and that any authorised payments do not exceed those limits.
- Ensure compliance with relevant legislation e.g. Companies and Charity legislation.
- Ensure any recommendations of the auditors are implemented.
- Ensure accounts meet the conditions of contractual agreements with external agencies such as funders and statutory bodies.
- Ensure that signatories to the trust account have the authority to sign and that their authorities are lodged with the bank.
- Ensure that all relevant financial information is kept in order and is made available to the board members and beneficiaries when required.

### Financial planning and reporting

- Present financial reports to the governance board or finance committee at every board meeting.
- Ensure that the financial information is available for the annual financial report.
- Make a presentation of the accounts at the annual general meeting (AGM).
- Advise on the organisation's Financial Risk policy and investment policy (where applicable).
- Advise on the financial implications of the organisation's strategic and operational plans.
- Advise on the fundraising strategy of the organisation.
- Ensure that there is no conflict between any investment held and the aims and objects of the organisation.

### Other

- Chair meetings of the Finance Sub-Committee.

## Qualities and Skills Preferred

- Experience of financial control and budgeting.
- Experience of fundraising.
- Good communication and interpersonal skills.
- A willingness to be contacted where required.
- Ability to ensure decisions are taken and followed-up.

## Time Commitment

The role of Treasurer requires an estimated commitment of ***[put amount here in hours per month]***.

## Remuneration

To note here whether remuneration will be paid for this position.