

## Welsh Rowing Board Directors

### Role Description

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

- Act as a Director of the Welsh Amateur Rowing Association Ltd ('Welsh Rowing') in the best interests of the Company with honesty and good faith towards its members, employees, partners, funding agencies, sponsors and of the communities within which the Company operates.
- Use such personal and professional skills together with such contacts, experience and judgement as they may possess with integrity and independence to optimise both the short and long term performance of the Company and in particular the areas of her/his own portfolio of responsibility.
- Support the development of organisation's vision, mission and behaviours and ensure that its obligations to the Membership and others are understood and met
- Support the development of 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

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

<b>Strategy</b>	Directors should constructively challenge and help develop proposals on strategy.
<b>Performance</b>	Directors should scrutinise the performance of management in meeting agreed goals and objectives and monitor the reporting of performance.
<b>Risk</b>	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.
<b>People</b>	Directors have a prime role in appointing, and where necessary removing, and in succession planning. Apart from the Chair there will be no direct line management responsibilities.

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 insist on a comprehensive, formal 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 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 Executive Officer.

#### **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
- Promote the highest standards of corporate governance and seek compliance wherever possible

#### **Time Commitment**

Approximately 1-2 days per month, to include meeting time and associated meeting preparation and actions.

There are usually six-eight board meetings in a year.

Board sub-committees typically meet four-six times per year, it is expected that Directors will sit on at least one sub-committee that best fits their skills and experiences.