

Chair of the board Role Description

The responsibilities of the Chair are to

- (1) ensure the efficient conduct of the board's business and of the organisation's general meetings;
- (2) ensure that all board members are given the opportunity to express their views and that appropriate standards of behaviour are maintained in accordance with a code of conduct approved by the board;
- (3) establish a constructive working relationship with, and provide support for, the chief executive and ensure that the board as a whole acts in partnership with senior management staff;
- (4) ensure that the board delegates sufficient authority to its committee, the chair, the chief executive and others to enable the business of the organisation to be carried on effectively between meetings of the board; and also to ensure that the board monitors the use of these delegated powers;
- (5) ensure that the board receives professional advice when it is needed, either from its senior staff or from external sources;
- (6) ensure that the organisation follows the recommendations of the NHF code which are appropriate to its circumstances;
- (7) represent the organisation as appropriate;
- (8) take decisions delegated to the chair; and, working in consultation with other non-executive board members, for instance with a small committee, to:
 - a. ensure that the board makes proper arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and other senior staff and
 - b. to ensure that the Board makes proper arrangements to appraise the performance and to determine the remuneration, in consultation with the Chief Executive, in the case of other directors;
- (9) ensure, when necessary, that the Chief Executive is replaced in a timely and orderly fashion and that succession planning is in place for the senior management team;
- (10) ensure that the board makes proper and appropriate arrangements for its own appraisal and that of board members, including the chair's own appraisal, and for implementing a succession plan for board membership;

- (11) ensure that the level of any agreed board member remuneration results from an approved process that minimises the potential for conflict of interest;
- (12) ensure the board agrees the role of the vice-chair, where there is one;
- (13) ensure that new initiatives, changes of policy, serious problems and matters which involve significant risk or controversy are brought promptly to the attention of the Board;
- (14) take appropriate steps to ensure that the work of the Association is carried out in accordance with the principles, policies and strategies approved by the Board;
- (15) ensure that in consultation with the Chief Executive, the Board is involved appropriately in key appointments;
- (16) provide leadership and control of Board meetings, ensuring views are expressed, keeping order, adjudicating in points of dispute and summing up 'the sense of the meeting';
- (17) ensure the organisation is achieving its aims in a way that is compatible with the Association business plan, mission statement, values and vision;
- (18) work in the best interests of the organisation and the Association.

Chair - Person Specification

Essential Characteristics

- Strong chairing skills providing leadership and encouraging consensus
- Commitment to the Association's mission and values
- Effective networker, comfortable at representing the organisation in public
- Effective broad based listening and communication skills
- Able to work effectively with other Board Members and senior staff
- Ability to grasp complex issues and arguments quickly and communicate these ideas to others
- Good grasp of strategy and ability to delegate
- Awareness of equality of opportunity and diversity issues
- Awareness of customer service issues and service standards

Desirable Characteristics

- Experience of chairing another large organisation
- Knowledge of social housing
- Appreciation of social issues
- Appreciation of the regulatory regime applicable to housing

Personal Characteristics

- Energy and enthusiasm
- Confidence in public
- Sufficient time to attend meetings of the Board, committees, training and induction sessions and public engagements
- Able to be available for ad hoc discussions and meetings in between meetings