

## The role of the Chair

1. Leadership of the Board
2. Board development and succession planning
3. Planning and facilitating the Board's work
4. Effective chairing of meetings and agenda setting with the Artistic Director/CEO
5. To work with and support the Artistic Director/CEO. This includes responsibility for supporting the continuing professional development of the Artistic Director/CEO and annual appraisal/performance review.
6. Liaison between the Board and senior staff
7. Lead on external relations as principal spokesperson for the Board (the Artistic Director/CEO)
8. Support relations with funders with the Artistic Director/CEO if required
9. To ensure that the Board are kept informed in order to fulfil their advocacy/ambassadorial role on behalf of the organisation
10. Ensuring that clear boundaries between executive/operational and board responsibilities are understood and maintained
11. Providing continuity between board meetings

It is often the case that the most senior member of staff in an organisation gets left out of the appraisal process. This is normally a role for the Chair of the Board, who needs to be confident in carrying out this task, partly to ensure a positive appraisal process for senior staff and also to cascade good practice by example. If there are Board members more experienced in appraisal, this can be delegated appropriately.

The Chair's relationship with the Artistic Director/CEO is crucial as the current post holder (and co-founder) is withdrawing from operational management and should be based on:

- Mutual respect
- Understanding of strengths and weaknesses
- Support, advice and encouragement
- Appraisal and development
- Awareness of pressures
- Collaboration - working as a team
- Acting as a critical friend
- Availability without meddling in operational issues
- Support for the actions of senior staff

## Role Description

In addition to the general responsibilities of a Board member (see separate job description) the principal duties of the Chair of the Board are as follows:

1. Planning the annual cycle of board meetings
2. Setting agendas for board meetings

3. Chairing and facilitating board meetings
4. Giving direction to board policy-making
5. Monitoring that decisions taken at meetings are implemented
6. Representing the organisation at functions, meetings
7. Acting as a spokesperson as appropriate (note, the Artistic Director/CEO is the spokesperson for the organisation, the Chair is the spokesperson for the Board)
8. Bringing impartiality and objectivity to decision-making
9. Liaising with the Artistic Director/CEO to keep an overview of the organisation's affairs and to provide support as appropriate
10. Leading the process of appraising the performance of the Artistic Director/CEO
11. Sitting on appointment and disciplinary panels
12. Liaising with the Artistic Director/CEO to develop the board
13. Facilitating change and addressing conflict within the board and within the organisation, liaising with the Artistic Director/CEO to achieve this.

The duties must at all times be carried out with due regard to the Wren Music's Equal Opportunities Policy.

### Person Specification

- Leadership skills
- Experience of Committee work
- Tact and diplomacy
- Impartiality, fairness and the ability to respect confidences
- Knowledge of the type of work undertaken by the organisation and a wider involvement with the sector and other networks Highly developed interpersonal, chairmanship, networking and influencing skills
- Strong personal buy-in to Wren's vision and an aptitude for comfort with representing the Wren Music at the most senior levels
- Preparedness to make Wren Music the first call on voluntary time
- Willingness to be available regularly for consultation by telephone and in person to the Artistic Director/CEO and members of the Board
- Significant networks of influence within relevant sectors and a willingness to engage regularly with these networks for the company's benefit
- Sound financial acumen
- Empathetic with the ability to develop individuals with particular reference to Board members and senior staff
- Local knowledge and contacts are desirable