



Board & Board Officer Role Descriptions

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1: Role of the Board

"The job of the board is all to do with creating momentum, movement, improvement and direction. If the board is not taking the company purposefully into the future, who is?"
(Harvey-Jones, 1995).

The role of the board can be outlined into four broad areas:

1. Establish vision, mission and values

- Determine the organisation's vision and mission to guide and set the pace for its current operations and future development.
- Determine the values to be promoted throughout the organisation.
- Determine and review organisational goals.
- Determine organisational policy.

2. Set strategy and structure

- Review and evaluate present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks related to the organisation.
- Determine strategic options, select those to be pursued and decide the means to implement and support them.
- Determine the business strategies and plans that underpin the organisational strategy.
- Ensure that the organisation's organisational structure and capabilities are appropriate for implementing the chosen strategies.

3. Delegate to manage

- Delegate authority to management/staff, and monitor and evaluate the implementation of policies, strategies and business plan.
- Determine monitoring criteria to be used by the board.
- Ensure that internal controls are effective.
- Communicate with senior management/staff.

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4. Exercise accountability to members and be responsible to relevant stakeholders

- Ensure the Board is operating in line with its governing documents and legal regulation/requirements
- Ensure that communication both to and from members and relevant stakeholders is effective.
- Understand and take into account the interest of members and relevant stakeholders.
- Monitor relations with members and relevant stakeholders by gathering and evaluating appropriate information.
- Promote the goodwill and support of members and relevant stakeholders.



2: Chair (Appointed) - Role Description

Role Summary

The role of the Chair is to provide leadership and direction to the Board. The Chair's aim is to enable the Board to fulfil their responsibilities for the overall governance and strategic direction of the organisation. The Chair will ensure that the organisation complies with its governing documents, company law and any other relevant legislation or regulations and to make sure that the organisation pursues its objects as defined in its governing documents.

The Chair's role is also to work in partnership with the chief executive and support the employees, helping them achieve the aims of the organisation; and to optimise the relationship between the Board and the staff who are the operational branch of the company

The Chair has a number of tasks specific to their role...

1. Main Responsibilities of the Chair

- Provide leadership for the board of in their role of setting the strategy and policy of the organisation
- Plan the annual cycle of board meetings and set the agendas
- Chair and facilitate the board Meetings
- Give directions to board policy making
- Monitoring decisions taken at Board meetings that they are implemented
- Representing the organisation at appropriate events, meetings or functions
- Acting as a spokesperson for the organisation where appropriate
- Attend and be a member of other committees or working groups when appropriate in role as Chair
- Where staff are employed...
 - Liaising with chief executive to keep an overview of the organisation's affairs and to provide support as appropriate
 - Reviewing and appraising the performance of the chief executive
 - Sitting on appointment panels as required



- Acting as final stage adjudicator for disciplinary and grievance procedures if required

2. Qualities of a Chair

- Commitment to the organisation
- leadership ability
- Integrity, strategic vision and good/independent judgement
- A willingness to devote the necessary time and effort to their duties as Chair
- Ability to take decisions for the good of the organisation
- Good, independent judgement
- Good communication skills
- Tact and diplomacy
- Willingness to speak their mind and listen to the views of others
- An ability to work effectively as a member of a team
- Understanding of the legal responsibilities and liabilities of a trustee

3. Required experience

- Prior experience of Board representation for a comparable organisation preferably in a Chair or Deputy Chair role (NGB, Not for Profit, Commercial/Corporate)
- Detailed knowledge of the type of work undertaken by the organisation
- A wider involvement and knowledge of the sports sector

4. General Responsibilities of a Board Member

In addition to the responsibilities already outlined, the Chair has the following general responsibilities:

- Ensure the organisation applies its resources exclusively in pursuing its objectives contribute actively to the Board of role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguard the good name and values of the organisation
- Declare any conflict of interest while carrying out the duties of a Board
- Be collectively responsible for the actions of the organisation and other Board members
- Ensure the effective and efficient administration of the organisation
- Ensure the financial stability of the organisation and the proper investment of the organisation's funds
- Protect and manage the property of the organisation



- Attend meetings and read papers in advance of meetings
- Attend sub-committee meetings as appropriate
- Participate in other tasks as arise from time to time, such as interviewing new staff, helping with fundraising
- Keep informed about the activities of the organisation and wider issues which affect its work

In addition to the duties of all Board members, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the trustee has special expertise.

4. Time Consideration

- Term duration 3 years
- The Board meets at least 4 times a year, targeting 6
- Further meetings may be required from time to time in relation to ad-hoc matters or relating to a Board subcommittee/working group with a specific remit
- Other contact, usually electronic or by telephone will be necessary.



3: Deputy Chair (Elected) - Role Description

Role Summary

The role of the Deputy Chair is to support the Chair and in his/her absence provide leadership and direction to the Board. The Deputy Chair's aim is to assist the Chair in enabling the Board to fulfil their responsibilities for the overall governance and strategic direction of the organisation. The Deputy Chair will support the Chair in ensuring that the organisation complies with its governing documents, company law and any other relevant legislation or regulations and to make sure that the organisation pursues its objects as defined in its governing documents.

In the absence of the Chair it is the Deputy Chair's role is also to work in partnership with the chief executive and support the employees, helping them achieve the aims of the organisation; and to optimise the relationship between the Board and the staff who are the operational branch of the company.

1. Responsibilities of the Deputy Chair

- To support the Chair with regard to the following responsibilities and in the absence of the Chair assume responsibility for the following...
 - Provide leadership for the Board in their role of setting the strategy and policy of the organisation
 - Plan the annual cycle of board meetings and set the agendas
 - Chair and facilitate the board Meetings
 - Give directions to board policy making
 - Monitoring decisions taken at Board meetings that they are implemented
 - Representing the organisation at appropriate events, meetings or functions
 - Acting as a spokesperson for the organisation where appropriate
 - Attend and be a member of other committees or working groups when appropriate in role as Chair
 - Where staff are employed...
 - Liaising with chief executive to keep an overview of the organisation's affairs and to provide support as appropriate
 - Reviewing and appraising the performance of the chief executive



- Sitting on appointment panels as required
- Acting as final stage adjudicator for disciplinary and grievance procedures if required

2. Qualities of a Deputy Chair

- Commitment to the organisation
- leadership ability
- Integrity, strategic vision and good/independent judgement
- A willingness to devote the necessary time and effort to their duties as Chair
- Ability to take decisions for the good of the organisation
- Good, independent judgement
- Good communication skills
- Tact and diplomacy
- Willingness to speak their mind and listen to the views of others
- An ability to work effectively as a member of a team
- Understanding of the legal responsibilities and liabilities of a trustee

3. Required experience

- Prior experience of Board representation for a comparable organisation preferably in a Chair or Deputy Chair role (NGB, Not for Profit, Commercial/Corporate)
- Detailed knowledge of the type of work undertaken by the organisation
- A wider involvement and knowledge of the sports sector

4. General Responsibilities of a Board Member

In addition to the responsibilities already outlined, the Deputy Chair has the following general responsibilities:

- Ensure the organisation applies its resources exclusively in pursuing its objectives contribute actively to the Board role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguard the good name and values of the organisation
- Declare any conflict of interest while carrying out the duties of a Board
- Be collectively responsible for the actions of the organisation and other Board members
- Ensure the effective and efficient administration of the organisation
- Ensure the financial stability of the organisation and the proper investment of the organisation's funds



- Protect and manage the property of the organisation
- Attend meetings and read papers in advance of meetings
- Attend sub-committee meetings as appropriate
- Participate in other tasks as arise from time to time, such as interviewing new staff, helping with fundraising
- Keep informed about the activities of the organisation and wider issues which affect its work

In addition to the duties of all Board members, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the trustee has special expertise.

4. Time Consideration

- Term duration 3 years
- The Board meets at least 4 times a year, targeting 6
- Further meetings may be required from time to time in relation to ad-hoc matters or relating to a Board subcommittee/working group with a specific remit
- Other contact, usually electronic or by telephone will be necessary.



4: Company Secretary (Elected) - Role Description

1: Role Specific Description

The Company Secretary must be a person with the requisite knowledge and experience to discharge the functions of secretary of the company and to maintain the records as required by the Companies Act 2014. Principally, the Company Secretary ensures compliance with company law & maintains certain statutory registers and makes the necessary filings with the Registrar of Companies such as annual returns, financial statements and certain forms with respect to changes to share capital etc. Furthermore, the company secretary will be required to sign a declaration acknowledging the existence of the secretary's duties on appointment.

Other key areas in relation to the role of Company Secretary relate to organisational governance, supporting the chairman, Board and committee processes, Board development, communication with stakeholders and disclosure/reporting.

Gymnastics Ireland Board members are required to act in the strategic interests of the company and on behalf of the wider interests of the membership bearing in mind the specific needs of the company's stakeholders/partners and with respect for the operational branch of the organisation – the executive/staff. The company will seek to recruit Board members with specific skill-sets/competencies that will add value to the strategic considerations of the Board. These competencies may be added to as needs dictate however have generally been identified by the Board as follows...

- Legal
- Financial
- Public Relations & Communications
- Commercial

Candidates who wish to go forward to the AGM for election to the Board as Company Secretary must demonstrate via Gymnastics Ireland nominations/election form the appropriate skills and expertise as outlined above. Only candidates who adequately



demonstrate the appropriate knowledge, skill and competencies as identified above will be put forward by the nominations panel to the AGM for election.

2: General Responsibilities

- Ensure the organisation applies its resources exclusively in pursuing its objectives contribute actively to the Boards role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguard the good name and values of the organisation
- Declare any conflict of interest while carrying out the duties of the Board
- Be collectively responsible for the actions of the organisation and other Board members
- Ensure the effective and efficient administration of the organisation
- Ensure the financial stability of the organisation and the proper investment of the organisation's funds
- Protect and manage the property of the organisation
- Attend meetings and read papers in advance of meetings
- Attend sub-committee meetings as appropriate
- Participate in other tasks as may arise from time to time (e.g. such as participating on a working group)
- Keep informed about the activities of the organisation and wider issues which affect its work

In addition to the duties of all Board members, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the Board member has special expertise.

3. Time Consideration

- Term duration 3 years
- The Board meets at least 4 times a year, targeting 6
- Further meetings may be required from time to time in relation to ad-hoc matters or relating to a Board subcommittee/working group with a specific remit
- Other contact, usually electronic or by telephone will be necessary.



5: Board Member Representative Officer (Elected) - Role Description

1: Role Specific Description

Candidates seeking election to the position of Board Member Representative Officer must have a detailed understanding of the Gymnastics Ireland membership base covering...

- All gymnast members (including all ages, sexes, levels of ability etc...)
- All non-gymnast members (including coaches, judges, club officials etc...)

Candidates must also demonstrate a detailed knowledge of issues relating to club management & operation covering the broad range of registered clubs that includes 100% voluntary run clubs through to full time clubs operating dedicated facilities as fully compliant small businesses.

Gymnastics Ireland Board members are required to act in the strategic interests of the company and on behalf of the wider interests of the membership bearing in mind the specific needs of the company's stakeholders/partners and with respect for the operational branch of the organisation – the executive/staff. The company will seek to recruit Board members with specific skill-sets/competencies that will add value to the strategic considerations of the Board. These competencies may be added to as needs dictate however have generally been identified by the Board as follows...

- Legal
- Financial
- Public Relations & Communications
- Commercial

Candidates who wish to go forward to the AGM for election must demonstrate the key knowledge and competencies as above with particular focus on knowledge of the membership base/club operation. The nominations panel will only allow candidates who do so to be put forward for election by the membership at the AGM.

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2: General Responsibilities

- Ensure the organisation applies its resources exclusively in pursuing its objectives contribute actively to the Boards role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguard the good name and values of the organisation
- Declare any conflict of interest while carrying out the duties of the Board
- Be collectively responsible for the actions of the organisation and other Board members
- Ensure the effective and efficient administration of the organisation
- Ensure the financial stability of the organisation and the proper investment of the organisation's funds
- Protect and manage the property of the organisation
- Attend meetings and read papers in advance of meetings
- Attend sub-committee meetings as appropriate
- Participate in other tasks as may arise from time to time (e.g. such as participating on a working group)
- Keep informed about the activities of the organisation and wider issues which affect its work

In addition to the duties of all Board members, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the Board member has special expertise.

3. Time Consideration

- Term duration 3 years
- The Board meets at least 4 times a year, targeting 6
- Further meetings may be required from time to time in relation to ad-hoc matters or relating to a Board subcommittee/working group with a specific remit
- Other contact, usually electronic or by telephone will be necessary.



6: Independent Board Officer (Appointed) - Role Description

1: Role Specific Description

Gymnastics Ireland is seeking Independent Board Officers to add an outside perspective to strategic discussions for the organisation. Individuals seeking appointment for these positions do not need any knowledge of gymnastics as a sport, or even the sports sector necessarily but rather are required for their independence and specific competencies they possess that would add to the future development of the company.

The independent officers shall be persons external to the company (non-members) with specific skill sets as required by the company from time to time. For the avoidance of doubt the independent officers shall not be members nor shall they be a connected person. A connected person is defined as a spouse, parent, guardian, brother, sister or child of any member, an employee of the company or a person who has held an influential position within the company in the past 3 years.

Gymnastics Ireland Board members are required to act in the strategic interests of the company and on behalf of the wider interests of the membership bearing in mind the specific needs of the company's stakeholders/partners and with respect for the operational branch of the organisation – the executive/staff. The company will seek to recruit Board members with specific skill-sets/competencies that will add value to the strategic considerations of the Board. These competencies may be added to as needs dictate however have generally been identified by the Board as follows...

- Legal
- Financial
- Public Relations & Communications
- Commercial



Candidates who wish to go forward to the AGM for election to the Board must demonstrate via Gymnastics Ireland nominations/election form the appropriate skills and expertise as outlined above with particular focus on the understanding of the membership base. Only candidates who adequately demonstrate the appropriate knowledge, skill and competencies as identified above will be put forward by the nominations panel to the AGM for election.

2: General Responsibilities

- Ensure the organisation applies its resources exclusively in pursuing its objectives contribute actively to the Boards role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguard the good name and values of the organisation
- Declare any conflict of interest while carrying out the duties of the Board
- Be collectively responsible for the actions of the organisation and other Board members
- Ensure the effective and efficient administration of the organisation
- Ensure the financial stability of the organisation and the proper investment of the organisation's funds
- Protect and manage the property of the organisation
- Attend meetings and read papers in advance of meetings
- Attend sub-committee meetings as appropriate
- Participate in other tasks as may arise from time to time (e.g. such as participating on a working group)
- Keep informed about the activities of the organisation and wider issues which affect its work

In addition to the duties of all Board members, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the Board member has special expertise.

3. Time Consideration

- Term duration 3 years
- The Board meets at least 4 times a year, targeting 6
- Further meetings may be required from time to time in relation to ad-hoc matters or relating to a Board subcommittee/working group with a specific remit
- Other contact, usually electronic or by telephone will be necessary.



7: Board Member Officer (Appointed) - Role Description

1: Role Specific Description

Gymnastics Ireland Board members are required to act in the strategic interests of the company and on behalf of the wider interests of the membership bearing in mind the specific needs of the company's stakeholders/partners and with respect for the operational branch of the organisation – the executive/staff. The company will seek to recruit Board members with specific skill-sets/competencies that will add value to the strategic considerations of the Board. These competencies may be added to as needs dictate however have generally been identified by the Board as follows...

- Legal
- Financial
- Public Relations & Communications
- Commercial

Candidates who wish to go forward to the nominations panel for appointment to the Board must demonstrate via Gymnastics Ireland nominations/election form the appropriate skills and expertise in these key areas by way of evidenced professional or previous Board experience.

2: General Responsibilities

- Ensure the organisation applies its resources exclusively in pursuing its objectives contribute actively to the Boards role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguard the good name and values of the organisation
- Declare any conflict of interest while carrying out the duties of the Board
- Be collectively responsible for the actions of the organisation and other Board members

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- Ensure the effective and efficient administration of the organisation
- Ensure the financial stability of the organisation and the proper investment of the organisation's funds
- Protect and manage the property of the organisation
- Attend meetings and read papers in advance of meetings
- Attend sub-committee meetings as appropriate
- Participate in other tasks as may arise from time to time (e.g. such as participating on a working group)
- Keep informed about the activities of the organisation and wider issues which affect its work

In addition to the duties of all Board members, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the Board member has special expertise.

3. Time Consideration

- Term duration 3 years
- The Board meets at least 4 times a year, targeting 6
- Further meetings may be required from time to time in relation to ad-hoc matters or relating to a Board subcommittee/working group with a specific remit
- Other contact, usually electronic or by telephone will be necessary.