**CHINA FLEET TRUST**

**JOB DESCRIPTION FOR THE CHAIR OF THE CHINA FLEET COUNTRY CLUB LTD (the ‘COMPANY’)**

1. **Business Dimensions**
2. China Fleet Country Club occupies a 180 acre site on the banks of the River Tamar, near Saltash, providing a comprehensive range of hotel (AA 4 Star), golf, and leisure facilities.
3. It employs c.220 staff in the principal operating divisions of Hotel, Golf, Conferences and Leisure, together with a range of support functions (Finance, Human Resources, Facilities, Estates, Marketing and Sales).
4. Gross turnover exceeds £4.5m and membership is c.3,000, together with a pool of beneficiaries of some 780,000, all of whom are automatically members by right.
5. **Accountability**
6. The role holder is accountable to the China Fleet Trust Board for the overall performance of the Company.
7. The role holder reports to the Trustees of the China Fleet Trust.
8. **Principal Responsibilities**

**3.1 Board and Strategic Leadership**

1. Provide effective leadership to the Company Board, in all aspects of its role.
2. Set the Board agenda, ensuring adequate time is available for discussion of agenda items, both operational and strategic.
3. Chair meetings of the Company Board and manage its business effectively and efficiently.
4. Encourage frank and open debate at Board meetings, with effective contributions by all directors.
5. Ensure that the Board adopts a prompt and constructive approach to making decisions.
6. Encourage positive relationships between directors, with a strong culture of effective teamwork.
7. Ensure appropriate delegation of authority from Board to Company management.
8. Support the Company Managing Director, e.g. as a strategic ‘sounding board’; through advice on allocation of duties and assignment of ad hoc responsibilities/special tasks; etc.
9. Lead the process for the evaluation of the Board’s annual performance, and of individual directors, acting on the results.
10. Ensure that the development needs of the Board and its individual directors are identified and addressed.
11. Engage with the Trust Board in contributing to development of the Trust’s overall strategy.

**3.2 Company Performance**

1. Keep under review with the Board the progress and long term development of the Company, ensuring that effective strategic planning is undertaken and endorsed by the Board.
2. Ensure review and agreement by the Board of the Business Plan, Marketing Plan and Annual Budget, and that these align with the Trust’s Strategic Plan.
3. Monitor progress towards timely and effective achievement and implementation of policies and strategies.
4. In partnership with the Trust, ensure that the Company contributes to the development and delivery of the Beneficiary Marketing Plan.
5. Ensure thorough scrutiny by the Company Board of its outputs prior to submission to the Trust.

**3.3 Governance**

1. Provide leadership to a strong and effective culture of governance, ensuring that the corporate governance of the Company is maintained in line with appropriate practice, and that this is reviewed regularly.
2. Ensure that the Company adheres to the Operating Agreement between it and the Trust, with particular emphasis on the activities of the Company and its reporting requirements.

**3.4 Company Senior Personnel Management**

1. Conduct the annual performance appraisal and remuneration review of the Company Managing Director.
2. Review with the Managing Director their recommendations on performance and remuneration of Executive Directors.
3. Submit annual remuneration recommendations for Executive Directors to the Trust for approval.
4. Oversee an appropriate succession plan for Company Directors.
5. Ensure that new directors participate in a full, formal and tailored induction programme.

**3.5 Relationship with the Trust**

1. Promote and foster a culture of cooperation and collaboration between Company and Trust.
2. Ensure, with the Managing Director, that the Trust is kept informed of key business and other important issues affecting the Company and its relationship with the Trust.
3. Attend, with the Company Managing Director, Trust Board meetings, to report on the Company’s activities and performance.
4. Meet regularly with the Trust Chair to discuss matters of mutual business interest and concern (normally, but not exclusively, with the Trust CEO and Company Managing Director present).
5. Participate in an annual performance appraisal conducted by Trustees.
   1. **External relations**
6. Participate, with the Managing Director as appropriate, in external relations, including with customers, government, other public and charitable organisations, other companies and the media.
7. Foster constructive relationships with all external stakeholders.
8. Act as a spokesperson for the Company when appropriate.
9. Maintain a regular and prominent presence at the Club.
10. Accompany the Trust Chair in hosting visiting senior military personnel and other Beneficiary senior representatives.
11. **Person Specification**

**4.1 Personal Qualities**

1. Energy, drive and ambition.
2. Honesty, integrity and trustworthiness.
3. Ability to engender and promote a collaborative team culture.
4. Ability to foster a culture of partnership and cooperation across organisational boundaries.
5. Proven track record of building effective relationships.
6. Possess strong interpersonal and communication skills.
7. Demonstrate tact and diplomacy and the ability to engage effectively.

**4.2 Experience.**

1. Successful track record of achievement through career to date.
2. Experience of operating at a senior strategic leadership level within an SME.
3. Experience and understanding of good governance practice.
4. Track record of successful change management and its implementation.
5. Significant experience of chairing meetings and events and delivering outcomes.
6. Broad experience, at Board level, of working in the leisure industry.

4**.3 Knowledge and Skills**

1. A thorough understanding of the roles and responsibilities of company Boards and the legal and regulatory constraints they operate within.
2. Strong leadership skills and the ability to motivate employees.
3. Financial management and marketing expertise.
4. Some knowledge of operating with the Charity sector.

24th April 2019