Job Description

Chair of The Royal Scottish Pipe Band Association

1. Position

Job Title: Chair
Organisation: The Royal Scottish Pipe Band Association (RSPBA)
Term of Office: Three years
Status: Voluntary (reasonable expenses reimbursed)
Governance Status: Trustee and Director of the Association
Responsible to: The Membership of the Association

2. Role Purpose

The Chair provides leadership to the Board of Directors and plays a central role in ensuring that The Royal Scottish Pipe Band Association is effectively governed, strategically focused and operated in the best interests of its membership, the pipe band community and the wider public.

The Chair will provide strong, impartial and collaborative leadership, ensuring that the Board operates effectively and that appropriate decisions are made in accordance with the Association's Constitution, policies, charitable objectives and legal responsibilities.

The Chair will act as an ambassador for the RSPBA and represent the Association at major championships, official functions, meetings and other appropriate occasions.

3. Key Responsibilities

A. Leadership and Governance

- Provide effective leadership to the Board of Directors.
- Ensure the Board remains focused on the strategic direction and long-term objectives of the Association.
- Promote good governance, transparency, accountability and effective decision-making.
- Ensure that Board decisions are made collectively and in the best interests of the RSPBA.
- Ensure the Association operates in accordance with its Constitution, policies, charitable objectives and applicable legislation.
- Work collaboratively with fellow Directors, Branches, Committees, staff and volunteers.
- Ensure that the Board maintains appropriate oversight of the Association's financial, operational and reputational risks.
- Support and challenge the Chief Executive appropriately, ensuring clear accountability between governance and operational management.
- Ensure that the responsibilities of the Board and the executive team remain clearly defined.

B. Chairing Board Meetings

- Chair all meetings of the Board of Directors.
- Ensure meetings are properly prepared, structured and conducted effectively.
- Work with the Chief Executive and relevant officers to develop meeting agendas.
- Ensure Directors have appropriate information in advance of meetings to allow informed decision-making.
- Encourage constructive debate and ensure all Directors have an opportunity to contribute.
- Maintain focus on matters requiring Board-level consideration.
- Ensure decisions are properly recorded and followed through.
- Manage disagreements or conflicts constructively and impartially.
- Ensure confidential and sensitive matters are dealt with appropriately.

C. Strategic Leadership

- Lead the Board in developing and reviewing the Association's strategic objectives and business plans.
- Monitor progress against agreed strategic priorities.
- Encourage the Association to continually develop and modernise while protecting its heritage and traditions.
- Support the development of the RSPBA's championships, education, youth development, membership services and wider activities.
- Consider the long-term sustainability and financial resilience of the Association.
- Ensure the Association responds appropriately to changes within the pipe band community and the wider sporting and cultural environment.

D. Relationship with the Chief Executive

- Provide leadership, support and appropriate challenge to the Chief Executive.
- Establish clear objectives and expectations for the Chief Executive on behalf of the Board.
- Participate in the Chief Executive's performance review process.
- Maintain an appropriate balance between strategic oversight and operational management.
- Act as a sounding board for the Chief Executive on significant matters.
- Ensure significant operational, financial, reputational or safeguarding matters are brought to the Board when appropriate.
- Support the Chief Executive while maintaining the Chair's independent governance responsibilities.

E. Membership and Branch Relations

- Maintain a strong relationship with RSPBA Branches and member bands.
- Ensure that the views and interests of the membership are appropriately considered by the Board.
- Promote constructive communication between the Board, Branches, Committees and membership.
- Attend and, where appropriate, participate in Branch, membership and Association meetings.
- Help resolve significant disputes or issues where Board-level intervention is appropriate.
- Promote a culture of respect, inclusion, fairness and professionalism throughout the Association.

F. Championships and Public Representation

The Chair is expected to take an active role in the Association's major championships and significant events.

Responsibilities include:

- Attend the RSPBA's major championships and significant Association events wherever reasonably possible.
- Represent the Association at official functions and presentations.
- Work with the Chief Executive, Directors, staff, Branches and event partners to ensure championships are delivered effectively.
- Attend official meetings with championship partners, stakeholders, sponsors and host organisations when required.
- Participate in prize-giving and presentation ceremonies.
- Act as an official representative of the RSPBA at appropriate external events.
- Support positive relationships with local authorities, government agencies, sponsors, partners and other organisations.
- Promote the reputation and standing of the RSPBA nationally and internationally.

G. External Relationships

The Chair will act as one of the principal public representatives of the Association and will:

- Build and maintain positive relationships with key stakeholders.
- Represent the RSPBA professionally and appropriately.
- Attend meetings with government, local authorities, sporting and cultural organisations and other relevant bodies.
- Support the development of strategic partnerships.
- Assist with maintaining and developing sponsorship and stakeholder relationships.
- Promote the importance and contribution of pipe bands to Scotland's cultural heritage and international profile.

4. Trustee Responsibilities

As Chair, the post holder will also be a **Trustee of the Association** and must understand and fulfil the responsibilities associated with that position.

The Chair must:

- Act in the best interests of the Association.
- Exercise appropriate care, skill and diligence.
- Ensure the Association's charitable purposes remain central to its activities.
- Ensure appropriate oversight of financial management and risk.
- Maintain confidentiality regarding sensitive Board and Association matters.
- Declare and appropriately manage conflicts of interest.
- Comply with the Association's governance framework and relevant legal and regulatory requirements.
- Ensure the Board operates collectively and responsibly.

The Chair must recognise that, while the position carries significant leadership responsibilities, they are **one member of the Board** and do not have unilateral authority over the Association unless specifically authorised under the Constitution or by the Board.

5. Committee and Working Group Responsibilities

The Chair will have oversight of the Association's committee structure and may:

- Attend or chair committee meetings where appropriate.
- Ensure committees operate within their agreed Terms of Reference.
- Ensure appropriate matters are escalated to the Board.
- Encourage effective communication between committees and the Board.
- Appoint or support the appointment of Directors and volunteers to appropriate working groups, subject to the Association's governance arrangements.
- Review the effectiveness of committees and working groups where required.

6. Safeguarding, Health & Safety and Risk

The Chair will provide Board-level leadership in relation to:

- Safeguarding and the protection of children and vulnerable people.
- Health and safety at Association activities and championships.
- Risk management and business continuity.
- Reputation and public confidence.
- Appropriate handling of complaints and serious incidents.
- Compliance with relevant legislation, regulations and Association policies.

The Chair should ensure that significant risks are identified, reported and appropriately managed by the Board and executive team.

7. Financial Oversight

The Chair will work with the Board, Chief Executive and Treasurer to ensure:

- Sound financial governance.
- Appropriate scrutiny of budgets and financial performance.
- Effective management of financial risk.
- Appropriate oversight of major expenditure and commitments.
- Sustainable financial planning.
- Proper use of Association and charitable funds.

The Chair is not expected to undertake the day-to-day financial management of the Association but must have sufficient understanding to provide effective governance and challenge.

8. Communication

The Chair should maintain an open, professional and constructive communication style.

This includes:

- Communicating Board decisions appropriately.
- Supporting clear communication with members.
- Working closely with the Chief Executive on significant communications.
- Acting as an appropriate spokesperson for the Association when required.

- Ensuring sensitive or contentious matters are communicated carefully and consistently.
- Supporting the Association's public profile and reputation.

9. Person Specification

The successful candidate should demonstrate:

Essential

- Strong leadership and interpersonal skills.
- Ability to chair meetings effectively and impartially.
- Excellent communication skills.
- Ability to work collaboratively with a diverse Board and membership.
- Sound judgement and decision-making ability.
- Integrity, discretion and professionalism.
- Ability to manage challenging situations and differing opinions.
- Commitment to the objectives and values of the RSPBA.
- Ability to distinguish between governance and operational responsibilities.
- Willingness to undertake the responsibilities of a charity Trustee.
- Ability to commit sufficient time to the role, including attendance at meetings and championships.

Desirable

- Previous experience of chairing a Board, committee or organisation.
- Experience of governance within a voluntary, sporting, charitable or membership organisation.
- Understanding of financial management and organisational risk.
- Experience of strategic planning.
- Experience of working with public bodies, local authorities, sponsors or external partners.
- Knowledge and understanding of the pipe band community.
- Experience of managing complex or sensitive issues.
- Understanding of Scottish charity governance and regulatory requirements.

10. Personal Qualities

The Chair should be:

- **Impartial** – able to consider matters objectively and put the interests of the Association first.
- **Approachable** – able to build positive relationships with members, Directors, staff and volunteers.
- **Decisive** – able to make difficult decisions when required.
- **Diplomatic** – able to manage disagreements and competing interests constructively.
- **Strategic** – able to focus on the long-term future of the Association.
- **Resilient** – able to operate effectively in a demanding and highly visible environment.
- **Inclusive** – committed to ensuring that all parts of the Association are heard and respected.
- **Accountable** – willing to take responsibility for decisions and actions.
- **Professional** – able to represent the RSPBA positively at all times.

11. Time Commitment

The role is voluntary and requires a significant commitment of time.

The successful candidate should be prepared to:

- Attend scheduled Board meetings.
- Attend appropriate committee and working group meetings.
- Attend Association and membership meetings.
- Attend the RSPBA's major championships and significant events.
- Undertake meetings with stakeholders and partners.
- Review papers and information in advance of meetings.
- Deal with matters arising between meetings where necessary.
- Represent the Association at official functions and events.

The time commitment will vary throughout the year and will be particularly demanding during the major championship season.

12. Term of Office

The Chair will serve a **three-year tenure**, subject to the Association's Constitution and applicable election or appointment procedures.

At the conclusion of the term, the Chair will be subject to the Association's applicable re-election, reappointment or succession arrangements.

Articles of the Association:

> 72.1.2 individuals nominated by a Branch for election as the Chairman must be proposed and seconded by at least two Branches;

13. Key Working Relationships

The Chair will work closely with:

- Board of Directors
- Chief Executive
- Vice-Chair
- Treasurer and other office bearers
- Branches and Branch Committees
- RSPBA Committees and Working Groups
- RSPBA staff and volunteers
- Member bands
- Championship partners and host organisations
- Sponsors and commercial partners
- Local and national government bodies
- Sporting and cultural organisations
- Other relevant stakeholders

14. Measures of Success

The effectiveness of the Chair will be demonstrated through:

- An effective, united and appropriately challenged Board.
- Strong governance and accountability.
- Positive relationships between the Board, staff, Branches and membership.
- Delivery of the Association's strategic objectives.
- Effective oversight of financial and operational risks.
- Positive relationships with championship partners and external stakeholders.
- Strong representation and reputation of the RSPBA.
- Appropriate succession and development of Board leadership.
- Continued confidence in the Association from its membership and stakeholders.

15. Statement of Commitment

The Chair will be expected to demonstrate a strong commitment to **The Royal Scottish Pipe Band Association, its membership, its charitable objectives and the future development of pipe band music and competition**.

The role requires an individual who can respect the Association's traditions while providing the leadership, governance and strategic vision required to ensure that the RSPBA remains a strong, sustainable and respected organisation for future generations.