

SKILLS REQUIREMENTS FOR DIRECTORS OF TENNIS WALES

The following is a list of the skills required by the Board of Tennis Wales. The list includes all those skills which would be needed to run the company and to take Tennis Wales forward. It is not expected that every Director should have all the skills listed – that would clearly be unrealistic but the Board should comprise a group of people with a range of knowledge and experience. However, it would be expected that most Directors would have some of the skills and knowledge shown in the tennis section and some from the business section, as well as the majority of the skills in the personal attributes section. The Board as a whole should have, or be able easily to call upon, all the skills and knowledge shown and that might require the recruitment/appointment of one or more Directors with specific expert and technical knowledge and qualification in a particular area which is important to the Board and is not otherwise available to it.

Tennis knowledge and skills

General tennis knowledge

A knowledge of the game derived from being a player, club member, official, parent or spectator. Directors would also be expected to be passionately committed to the development and long term future of the game

High level playing experience

Experience of performance tennis – and have played at county or international level at some point in their career. Knowledge of tennis at this level could also be gained vicariously through being a parent or coach of a performance player

Coaching experience

A qualified coach with experience of working at different levels in the game, either on a voluntary or paid basis

Tennis development knowledge

Knowledge of tennis development, almost certainly gained through practical experience of developing the game in clubs and/or local authorities, of working with volunteers and local authority officials, knowledge of the process of obtaining funding, and appropriate communications skills. Experience of helping to run a club or other place to play on a voluntary basis would also be relevant.

Knowledge and experience of officiating

Knowledge, almost certainly gained through practical experience, of umpiring, refereeing and/or tournament organisation for adults and juniors either at local or national level

Specialist sports related knowledge

Knowledge and understanding of the law and practice around safeguarding of children and vulnerable adults in sport, and of anti-doping legislation and guidelines – preferably gained through practical experience of implementing such policies at club or national level. An ability to interpret the guidelines for practical application within Tennis Wales and to advise the Board on its responsibilities would be useful

Business related skills

Financial and accounting skills

Understanding of budgeting and financial planning within the voluntary sector. Accounting knowledge and skills – the Tennis Wales Board requires someone who can provide an assurance to the Directors that the financial systems within the company are fit for purpose, that there are effective financial controls in place, and that there is efficient management of the budget. It would be expected that the Finance Director would be a qualified and practising accountant.

Commercial and marketing

The Board has dealings with commercial partners in relation to sponsorship. Skills are required in negotiation with such partners and in attracting new sponsors to invest in Tennis Wales. The Director with responsibility for this areas of work should have experience within the private sector of marketing and/or working with partners to generate commercial income. Knowledge of business networks within Wales would be an advantage.

PR and communications

The knowledge and experience necessary to develop good relations with the press and media and to devise and implement strategies to communicate with tennis people and the general public in Wales and raise awareness of welsh tennis amongst the tennis and non-tennis community. Also the knowledge and skills to advise the Board on internal communications.

Media skills should be adequate for live and recorded press, TV and radio interviews

At least one Director should be fluent in the Welsh language

HR and employment law

Experience of managing people, including the ability to lead and motivate a team. Knowledge and experience of performance management and staff appraisal and of reward and recognition systems in order to support the Board and the CEO in devising and implementing an HR strategy and managing its people. A working knowledge of employment law and an understanding of the requirements of legislation and best practice in relation to equality and diversity is also an advantage

Legal knowledge and expertise

The knowledge and experience to provide legal advice to the Board and to act as an 'intelligent customer' in liaison with the company's solicitors

Strategic planning experience

Experience of strategic planning to contribute to development of the company's short and long term plans and to support the CEO in developing and implementing and monitoring plans

Experience of change management and organisational development

Experience of working in changing organisations and a positive attitude to change.

The ability to contribute to ensuring that Tennis Wales responds to change in its environment, for example within its funding partners, and that it adapts to it, whilst preserving its identity and safeguarding the aims and objectives of Tennis Wales.

Experience and knowledge of other organisations

A range of experience of working within and with a variety of public private and voluntary sector organisations, for example local authorities, central government, sports related bodies, schools, small businesses, industry, and service sector.

Political awareness and understanding of how the strategies and decision-making of other organisations could impact on Tennis Wales

Personal attributes – required of all Directors

Corporate governance

Strategic perspective, vision and ability to work positively within a team. Selflessness, integrity, objectivity, accountability, openness, honesty and leadership (Nolan Principles);

Communication skills

The ability to contribute effectively to discussion in meetings, to communicate effectively with partners and other tennis people and to represent the Board at public tennis events

Ability and willingness to listen to others, to respect the views and opinions of others and to respect confidentiality at all times

Equality and diversity

Commitment to the principles of equality and diversity and ability to apply them to all aspects of work within Tennis Wales.

Analytical skills

The ability to apply logical thinking to gathering and analysing information, designing and testing solutions to problems, and formulating plans.

The ability to absorb and use information presented in different ways, to solve complex problems, and to make decisions that make sense based on available information.

A positive and constructive approach to problem solving

Commitment

Drive and commitment and the ability to demonstrate this to others

A commitment to the sport and the governing body;

A willingness and capability to attend not only Board meetings, but also meetings of sub-groups and project groups and to contribute to decision-making and strategy and policy development outside formal meetings, by providing expert advice, by challenging others in a positive way and by attendance at events in order to further the aims and objectives of TWL.