
CALICO

BOARD CHAIR ROLE SPECIFICATION

In addition to meeting their responsibilities as a board member and collectively as a member of the board, the Chair of the Board shall have the additional responsibilities set out below:

- 1 As Chairperson of the Board, assure that the board fulfils its responsibility for the governance of Calico .
 - 2 Conduct Board meetings in an efficient and effective manner.
 - 3 Ensure that all Board members are given the opportunity to express their views before any important decision is taken, and taking decisions delegated to the Chair.
 - 4 Liaise with the Lead Director to agree agendas and to ensure that appropriate and timely information, including professional advice as appropriate is received by the Board.
 - 5 Ensure, within the area of delegated authority of the Committee, that decisions made and plans implemented are in accordance with, and ensure compliance with, current regulatory standards.
 - 6 Ensure that the Board, and where appropriate other Boards are kept fully informed of the issues raised and recommendations made by the Board.
 - 7 Comply with the appraisal process and ensure that appraisals are undertaken within the agreed timeframe, for the overall Board Appraisal and that of individual Board Members.
 - 8 To ensure proper arrangements are in place to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and other Directors.
 - 9 Participate in the recruitment and selection process for the Executive Management Team and be a member of the Remuneration Committee.
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Other personal qualities and skills required by Board Chairs

Personal Qualities	Essential for Board Chairs
Governance	Ensuring efficient conduct of Boards business and of the Company general meetings.
Chairing Skills	Demonstrated by keeping to the agenda, managing meeting time, encouraging participation, controlling, discussing and summarising.
Leadership	Ensuring all Board members are given the opportunity to express their views, and that appropriate standards of conduct and behaviour are maintained in accordance with the code of conduct approved by the Board.