



Terms of Reference for the Chair of the Board of Directors of the British Equestrian Federation (BEF)

Approval

Approved by (role)	Name	Board/ Executive	Date	Date For Review
Board Chair	Malcolm Wharton	Board	14/09/2021	Sept 2023
Board Chair				

British Equestrian Federation (BEF)

Terms of Reference for Chair of the Board of Directors

These terms should be read in conjunction with the Terms of Reference for the BEF Board and are supplementary to them.

Role

To be responsible for the leadership of the BEF Board and to be accountable for the effectiveness of the Board. The Chair of the Board shall be required to:

- Promote the highest standards of corporate and sport governance at Board level and throughout the BEF and its member bodies
- Provide effective strategic leadership of the BEF ensuring the Board is focussed on
 - Creating value for the organisation and its Member bodies.
 - Making high quality strategic decisions.
 - Ensuring that the BEF has an appropriate strategy that is consistent with the purpose of the BEF and overseeing delivery of the strategy by the Executive Team.
 - Protecting the BEF's brand and reputation
 - Overseeing good financial and cultural governance (including setting the tone from the top on culture and ethics); and
 - Ensuring that the BEF has the best possible Executive leadership.
- Act as a lead representative and strong advocate of the work of the BEF and its member bodies
- Promote a culture of openness, transparency and respect throughout the BEF and its member bodies
- Ensure that the BEF acts responsibly having due regard to its reputation and that as a national governing body of sport (as defined by UK Sport and the national Sport Councils), the national federation for FEI purposes and as a representative of its members interests it does the right thing in the right way for its members and wider stakeholders including participants, athletes, employees, volunteers and customers.
- Ensure that the BEF achieves its purposes in accordance with the objects set out in its Articles of Association

Specific Responsibilities

1. To lead the Board and to chair its meetings having agreed a balanced agenda with the Chief Executive covering all relevant business including performance, strategy, risk and people.
2. To ensure that directors receive accurate, timely and clear information for robust debate and high-quality decision making and that their time is appropriately allocated.

3. To create the conditions for overall Board and individual director effectiveness so that the Board achieves its full potential including facilitating and encouraging active engagement of appropriate challenge by the Board.
4. To review the performance of the Chief Executive as appropriate;
5. To review the effectiveness of the Board, its committees and individual directors as appropriate.
6. To chair the Nominations Committee ensuring that there are succession plans in place, that the Board has a balance of skills, experience, independence and knowledge and to pay due regard to the benefits of diversity and appropriate targets.
7. To be the line manager of and provide a sounding board for the Chief Executive and to constructively challenge the Chief Executive's proposals/actions.
8. To develop a supportive relationship with the executive team.
9. To promote constructive relations and open communications between the directors, executive team and employees.
10. To create a forum of open dialogue with member bodies, the Sports Councils and other representative bodies based on a mutual understanding of objectives and to keep the Board informed of the results of such dialogue.
11. To lead all governance matters to ensure that they are conducted in accordance with best practice and that there is a clear structure for and effective running of the Board and its committees.
12. To lead on the development and determination of BEF strategy and strategic objectives, consulting with the Council of the BEF as appropriate.
13. If appropriate, to represent the BEF to the Federation Equestre Internationale (FEI) as President of the BEF or, where that is not appropriate, to delegate that role to a director with extensive experience of international equestrian sport.

Time Commitment

It is expected that the Chair will commit up to 48 days per year to the role. They may also be expected to attend the following events:

- National sporting events. For example, Olympia
- International events. For example, FEI Sport Forum and FEI General Assembly.

Integrity and Standards

All directors are expected to meet the highest standards of integrity and to adhere to the Seven Principles of Public Life (the Nolan Principles). All directors are required on appointment to sign a good character declaration and a fit and proper purpose assessment will be performed on all directors as part of the recruitment process. This will include a self declaration covering bankruptcy, a DBS check if appropriate and convictions and identity check. A copy of proof of identity will be retained.

All directors must:

- follow the Code of Conduct for the Board
- comply with the Terms of Reference of the Board, ensuring that they understand their duties, rights and responsibilities, and that they are familiar with the function and role of the BEF and any relevant regulations,
- not misuse information gained in the course of their service for personal gain or political purpose, nor seek to use the opportunity of service to promote their private interests or those of connected persons, firms, businesses or other organisations.

Conflicts of Interest

In addition to the statutory requirements in relation to conflicts of interest the BEF Conflict of Interest Policy complies with the Code of Sport Governance and requires that no director may participate in the discussion of or vote in respect of a matter in which they have a material conflict of interest.

Approved

Date: 14 September 2021

By: BEF Board