



**Terms of Reference for 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 Board Directors

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

Role

- To promote the highest standards of corporate and sport governance at BEF Board level and throughout the BEF, demonstrating an understanding of the legal, regulatory and compliance context within which British Equestrian operates, and creating the right framework and culture for ensuring the organisation meets its obligations.
- To make an effective contribution to the role of the Board in accordance with their legal and regulatory duties as a director.
- To act as a representative and strong advocate of the work of the BEF and its member bodies.
- To promote a culture of openness, transparency and respect throughout the BEF and its member bodies.
- To ensure that the BEF acts responsibly having due regard to its reputation and that as a national governing body of sport (as defined by the 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.
- To ensure that the BEF achieves its purposes in accordance with the objects set out in its Articles of Association and holds itself accountable to all its major stakeholders.
- In consultation with the CEO, Executive Team and BEF Council to establish the vision, mission and values of the BEF.
- To develop the strategic direction of the BEF ensuring that appropriate operational structures and supporting budgets are in place to deliver the strategy.

To provide direction to the Executive Team, monitoring performance and holding it to account for the implementation and delivery of

Main responsibilities

1. To adopt an open and constructive approach to all Board proceedings contributing proactively to Board debate and promoting the active contribution of others.
2. To diligently review and consider all information provided to the Board and to seek further information if required to properly inform Board debate.
3. To develop proposals on strategy, to consult with the Council of the BEF on such proposals in its advisory capacity and to determine the strategy and strategic objectives.
4. To scrutinise executive action in meeting agreed strategic goals and objectives and to constructively challenge executive action.

5. To ensure that the members of the BEF are kept informed, attending committee meetings, Council meetings, and liaising as appropriate.
6. To satisfy themselves on the integrity of financial information and that financial controls and risk management are robust and defensible.
7. To determine remuneration strategy for the executive team.
8. To undertake a tailored induction programme and to regularly update and refresh their skills, knowledge and familiarity with the BEF. To participate in and respond to the Board's annual evaluation of its effectiveness.
9. To ensure that they contribute effectively to those areas in which the Director has particular knowledge, skill and experience.

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 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