



BRITISH EQUESTRIAN FEDERATION

TERMS OF REFERENCE FOR THE BOARD

1. Core Values

- 1.1 The Board of the British Equestrian Federation (“BEF”) must at all times:
- observe the highest standards of impartiality, integrity and objectivity in relation to the management of BEF;
 - be accountable and give value to members and stakeholders for its activities;
 - engage in a partnership with the BEF’s senior management team

2. Standards

- 2.1. All board members must:
- follow the Seven Principles of Public Life set out by the Committee on Standards in Public Life (annexed);
 - comply with these terms of reference, and ensure they understand their duties, rights and responsibilities, and that they are familiar with the function and role of BEF and any relevant regulations;
 - not misuse information gained in the course of their service for personal gain or for 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;
 - new board members should attend relevant training or induction courses
- 2.2. All board members are expected to meet the highest standards of integrity. A fit and proper purpose assessment will be performed on all board members as part of the recruitment process. This will include a self declaration covering bankruptcy, a CRB check and convictions and identity check. A copy of proof of identity will be retained.
- 2.3. The Board is responsible for:
- establishing the vision, mission and values for approval by the BEF Council;
 - designing strategy and structure and supporting budgets for approval by the BEF Council;

- delegating authority to management to implement policy and strategy;
- monitoring and evaluating the implementation of strategic and operational plans and policies and reporting on implementation to the BEF Council.

3 **Obligations under the Companies Act 2006**

3.1 Company law requires Directors to prepare accounts each year which give a true and fair view of the Company's affairs and of the surplus or deficit for that period.

3.2 Directors are also responsible for

- Keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 1985;
- Safeguarding the assets of the company and taking reasonable steps to prevent and detect fraud and other irregularities;
- Fulfilling duties of good faith, skill and care in the governance of the company, and in ensuring this applies in all operations of the company.

3.3 **Role of board members**

- Members of the board have collective responsibility for the operation of BEF. They must:
 - engage fully in collective consideration of the issues, taking account of the full range of relevant factors, including any guidance available;
 - have a strong commitment to BEF and knowledge and experience of operations and be constructive within the context of a formal strategy/business plan;
 - respond appropriately to complaints, and
 - ensure that the board does not exceed its powers or functions.

Board members are expected to regularly attend meetings of the Board and any Committees to which they are appointed, as well as attend events at which it is reasonable for them to be present.

- The role of the Chairman

Working with the Chief Executive, the role of the Chairman is to provide effective strategic leadership in achieving the targets set by the BEF Council. The role bears the following specific responsibilities:

- the development of policy and budgets
- representing the interests of the Council, stakeholders and executive
- liaising with and promoting the Federations interests to the Member Body Chairmen
- accountability for the delivery of agreed policy and targets
- representing the Federation to the FEI as the "BEF President"
- acting as the Chief Executive's line manager

4 Handling conflicts of interests

Directors have a legal obligation to act in the best interests of the British Equestrian Federation, and in accordance with the BEF's governing documents, and to avoid situations where there may be a potential conflict of interest.

Conflicts of interest may arise where an individual's personal, business or family interest and/or loyalties conflict with those of the BEF. Such conflicts may create problems; they could for instance:

- Inhibit free discussion;
- Result in decisions or actions that were not in the interests of the BEF; or
- Risk the impression that the BEF had acted improperly.

5 Directors' statutory obligations

Directors' statutory obligations re conflicts of interest are set out in the Companies Act 2006. These rules can be summarised as follows:

- A director must avoid a situation where he has or can have a direct or indirect interest that conflicts or possibly may conflict with the interests of the company.
- A director must declare an interest in a proposed transaction or arrangement.
- A director is required to declare an interest, whether it is direct or indirect, in an existing transaction or arrangement into which the company has entered.
- A director is not allowed to accept benefits from third parties unless the benefit "cannot reasonably be regarded as giving rise to a conflict".

6 Formal declaration of interest

Directors should declare their interests using the Declaration of Interest Form attached to the BEF Conflict of Interest Policy. They should also declare any gifts, hospitality or other benefits received in connection with their role in the BEF in accordance with the BEF **Gifts, Hospitality and Benefits Policy**.

There is a standing item on the agenda of each Board Meeting for the declaration of new or altered interests. Directors should ensure that the Declaration of Interest Form is either submitted at a Board Meeting or alternatively submitted to the Company Secretary and then formally received at the next Board Meeting.

Interests will be recorded in the BEF Register of Interests, which is maintained by the Company Secretary.

The information provided will be processed in accordance with data protection principles as set out in the Data Protection Act 1998. Data will be processed only to ensure that the Directors, Executive Employees and key Committee Members act in the best interest of the BEF. The information provided will not be used for any other purpose.

7 Approval of Director's interest by the Board

Any interest declared by a Director to the Board must be approved by the Board in accordance with the procedure adopted by Council. Approval must be given using a formal Board resolution. The relevant Director must leave the Board meeting during the discussion of his interest and the voting on the resolution. A quorum must be present for the discussion and decision and the interested Director must not be counted when deciding whether the meeting is quorate. An interested Director may not vote on this approval. The Board will, when appropriate, direct how the relevant conflict will be managed in the future.

All decisions approving a conflict of interest will be recorded by the Company Secretary and reported in the minutes of the meeting. The report will record:

- The nature and extent of the conflict;
- An outline of the discussion;
- The actions to be taken to manage the conflict.

THE SEVEN PRINCIPLES OF PUBLIC LIFE

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

Holders of public office should promote and support these principles by leadership and example.

29 June 2010