



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. 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.

2 **Obligations under the Companies Act 1985**

2.1 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.

2.2 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.

2.3 **Role of board members**

2.3.1 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.

2.3.2 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

3 **Handling conflicts of interests**

3.1 The purpose of these provisions is to avoid any danger of board members being influenced, or appearing to be influenced, by their private interests in the exercise of their duties. All board members should therefore declare any personal or

business interest which may, or may be perceived (by a reasonable member of the public) to, influence their judgement. This should include, as a minimum, personal direct and indirect pecuniary interests, and should normally also include, such interests of close family members and of people living in the same household.

- 3.2 BEF maintains a register of interests of Directors and executive employees. The register of interests should be kept up-to-date.
- 3.3 A declaration of any interest should also be made at any board meeting if it relates specifically to a particular issue under consideration, for recording in the minutes (whether or not a board member also withdraws from the meeting).
- 3.4 Board members should not participate in the discussion or determination of matters in which they have an interest, and should normally withdraw from the meeting (even if held in public) if:
 - their interest is direct and pecuniary; or
 - their interest is covered in specific guidance issued by the Council or Board which requires them not to participate and/or to withdraw from the meeting.
- 3.5 The minutes will record every occasion when a declaration is made and any instance where a Director withdraws from a meeting or is excluded from it.

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.