



British Surfing - Management Board Terms of Reference

Purpose:

The purpose of this document is to provide a Terms of Reference for the Management Board

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1. Management Board; Terms of Reference

1.1. Purpose & Role

1.1.1. The purpose of The Board is to:

- 1.1.1.1. Set the organisation's vision, values and standards in consultation with the member organisations.
- 1.1.1.2. Set the organisation's strategic aims, ensure that the necessary financial and human resources are in place for the organisation to meet its objectives, and review management performance.
- 1.1.1.3. Provide entrepreneurial leadership of the organisation within a framework of prudent and effective controls which enable risk to be assessed and managed.
- 1.1.1.4. Constructively challenge corporate decision making.

1.2. Objectives

1.2.1. The objectives of The Board are to:

- 1.2.1.1. develop proposals on strategy in consultation with the member organisations.
- 1.2.1.2. scrutinise the performance of the executive director in meeting agreed goals and objectives and monitor the reporting of performance.
- 1.2.1.3. scrutinise the integrity of financial information.
- 1.2.1.4. put in place financial controls and systems of risk management that are robust and defensible.
- 1.2.1.5. appoint and where necessary, remove directors and ensure that appropriate succession plans are in place.

1.3. Membership, Composition and Meetings

1.3.1. All Board members will provide skills, experience and knowledge which contribute to meeting the current Board Skills Matrix, which consists of skills including:

- 1.3.1.1. Corporate governance
- 1.3.1.2. Management and leadership
- 1.3.1.3. Structures, controls and sports politics
- 1.3.1.4. Organisational development
- 1.3.1.5. Alternative dispute resolution
- 1.3.1.6. Equality and Diversity

1.3.2. In addition, independent directors will provide skills, experience and knowledge in at least one of the following areas:

- 1.3.2.1. Education and training
- 1.3.2.2. Finance and accounting
- 1.3.2.3. Human resource management
- 1.3.2.4. Marketing and business development
- 1.3.2.5. Information technology
- 1.3.2.6. Sport ethics and welfare

1.3.3. The Nominations Committee will be responsible for recruitment to the Board and for ensuring that the Board Skills Matrix is reviewed on an annual basis.

- 1.3.4. The Board will nominate one of its members to hold the positions of Safeguarding Champion and Equality Champion.
- 1.3.5. The Board will undertake an annual review of its effectiveness and every fourth year will complete an independently facilitated review of its progress and strategy.
- 1.3.6. Board papers will arrive at members' chosen address at least one week in advance of all meetings.

1.4. Remuneration

- 1.4.1. Members of the Board serve as volunteers, without remuneration, save for reasonable travel expenses to attend meetings. Members may, however, be reimbursed for expenses incurred as a result of carrying out duties of the Board provided that such expenditures have been pre-approved by the Chair.

1.5. Experts and Invited Guests

- 1.5.1. The Board may from time to time require staff, experts or other representatives to attend meetings as presenters, advisors or observers. The Chair will approve such invitations in advance.