



Trustee & Management Team Terms of Reference

Icelandic Horse Society of Great
Britain Ltd.

28th June 2011



1. Introduction

The purpose of this document is to provide information on the role of trustees within the Society, the nature of each post and the key responsibilities of the post-holder together with an outline of the key roles and responsibilities of the Management Team.

2. The Role of a Trustee

The main duties and responsibilities of charity trustees are laid out in the Charity Commission (for England and Wales) publication 'Responsibilities of Charity Trustees (CC3)'. The OSCR also includes guidance at <http://www.oscr.org.uk/CharityTrusteeDuties.stm>.

There are a number of responsibilities that are shared across the board of trustees for the IHSGB Ltd. These are:

- **Set and maintain vision, mission and values**
The trustee board is responsible for establishing the essential purpose of the organisation. They are also responsible for guarding the ethos and values of the organisation.
- **Develop strategy**
Together, the trustee board and chief executive officer develop long-term strategy. Meeting agendas reflect the key points of the strategy to keep the organisation on track.
- **Establish and monitor policies**
The trustee board creates policies to govern organisational activity.
- **Ensure compliance with governing document**
The governing document is the rulebook for the organisation. The trustees make sure it is followed. In particular, the organisation's activities must comply with the charitable objects.
- **Ensure accountability**
The trustees should ensure that the organisation fulfils accountability as required by law.
- **Ensure compliance with the law**
Trustees are responsible for checking that all the organisation's activities are legal.
- **Maintain proper fiscal oversight**
The trustees are responsible for effectively managing the organisation's resources so it can meet its charitable objects.
- **Maintain effective board performance**
The board keeps its own house in order. It engages in:
 - Productive meetings
 - Effective committees with adequate resources
 - Development activities
 - Regular performance reviews
 - Partnership with consultants where necessary
- **Promote the organisation**



Through their own behaviour, their governance oversight and their activities on behalf of the organisation trustees enhance and protect the reputation of their organisation. They are good ambassadors for the organisation.

The Icelandic Horse Society of Great Britain currently has the following trustee posts:

- Chairman of the Society
- Studbook Director
- Breeding Leader
- Education & Welfare Co-Ordinator
- Sport Leader
- Recreational Riding Co-Ordinator
- Youth Leader
- Communications, Press & Publicity Leader

Please note some individuals hold a dual brief covering more than one area of responsibility

The Management Team, as at June 2011, is comprised of:

- Chairman of the Society
- Secretary to the Trustees/Treasurer
- Membership Administrator
- Newsletter Editor
- Website Manager
- Breeding, Sport & Youth Sub-Committee Members
- Area Focal Points

More information on the specific role & responsibility of each individual is given below.

3. Chairman

The Chairman of the IHSGB

- leads the Board of Trustees, ensuring it fulfils its responsibilities for the governance of the charitable company
- sets strategy and policy of the Society as required in consultation with the Board of Trustees and ensures that members are given reasonable opportunities to contribute.
- chairs committee meetings and general meetings of the Society that may be required
- acts as a figurehead for the charity, representing it at functions, meetings, events and for publicity purposes
- supports the activities of the departments of the IHSGB, providing co-ordination and liaison between departments when appropriate.
- maintains an overview of the Society's activities and recruits/co-ops Trustees and volunteers as needed for its sustainment.
- ensures that actions accepted by Trustees are tracked and closed down effectively

4. Studbook Director

The Studbook Director of the IHSGB

- ensures that IHSGB Ltd is fully compliant with legislation and business practices as a Passport Issuing Organisation, authorised by DEFRA
- provides Passport and studbook services to owners of Icelandic horses in the United Kingdom.
- ensures that all IHSGB Ltd studbook rules are applied consistently.

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- Acts as registrar for the United Kingdom section of WorldFengur and ensure that data is entered in a timely and efficient manner.
- Acts as registrar for IHSGB Ltd section to the National Equine Database and ensure that data is entered in a timely and efficient manner.

And, as May 2011

- Leads the Board in respect of Risk Management and acts as first point of contact

5. Breeding Leader

The Breeding Leader of the IHSGB

- represents the interests of IHSGB Ltd and its members to FEIF Breeding issues by meetings and communication.
- ensures that appropriate opportunity exists for IHSGB members to have horses assessed in the United Kingdom, in accordance with IHSGB and FEIF rules.
- ensures that all matters with regard to Breeding issues are properly considered by reference to the Breeding Team (Terms of reference attached as Appendix A)
- provides IHSGB Ltd and its members with information, advice and guidance with regard to all breeding matters.
- Provides advice on Insurance cover and negotiates with brokers on the Society's Insurance needs
- Responsible for the accurate gathering and recording of all DNA data.
- Responsible for ensuring that the Society's breeding rules comply with appropriate national and international regulations.
- Responsible for the maintaining the selection criteria and rules for the British WC Breeding Team

6. Education & Welfare Co-Ordinator

The Education & Welfare Co-Ordinator of the IHSGB

- encourages the development of improved riding skills, via the newsletter and leaflets
- acts as a link to developments concerning education within FEIF and other relevant bodies
- responds to members' inquiries concerning instructor qualifications, (the respective sport and breeding leaders are responsible for judges training) promotes good practice in how to keep the Icelandic horse, particularly to new owners, via the newsletter and leaflets
- follows up and responds to any welfare issues raised by the membership or other relevant bodies

and, as at June 2011

- recruits, oversees and liaises with the Area Focal Points

7. Sport Leader

The Sport Leader of the IHSGB

- seeks to raise the standard of sport riding and encourages greater member participation
- chairs and organises the Sport Team and leads for the IHSGB on Sport issues within FEIF
- arranges seminars to improve riding standards and competition knowledge
- arranges & promotes competitions, including the British Championships, and encourages members to take part in overseas competitions
- actively seeks out opportunities for new venues/tracks and works to ensure the continued support and viability of existing venues
- develops, initiates and runs a sport judge training programme and CPD
- researches and develops funding programmes to support the Sport agenda
- Responsible for maintaining the selection criteria and rules for the British WC Sport Team

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8. Recreational Riding Co-ordinator

The Recreational Riding Co-ordinator IHSGB

- encourages all members to engage in a wide range of horse activities and riding disciplines
- shares ideas and encourages members to join in Icelandic rides, displays rides and other initiatives
- contributes to building a stronger sense of community within IHSGB;
- identifies and promotes opportunities for society-based events to bring members together, such as anniversary events and regional riding clubs.
- administers the Performance Awards Scheme.

And, as at June 2011

- oversees and liaises with *Icetack*, who currently run the IHSGB shop

9. Communications, Press & Publicity Leader

The Communications, Press & Publicity Leader of the IHSGB

- develops & implements a Communication Strategy for the Society including the future of the website, newsletter plus initiates/reinstates Trustee & Management Team bulletins to the membership
- co-ordinates the Trustees & Management Team with respect to their Comms & PR responsibilities as below:
 - Newsletter – Newsletter Editor
 - Website – Website Manager
 - Advertising (Newsletter / Website) – Newsletter Editor
 - Yahoo Chat Group Administration (including posting general messages to membership on behalf of the Society such as FEIF news) – Website Manager
 - Society/Company Literature (policies, procedures, ToRs, etc.) – Secretary
 - Member's Literature
 - Educational leaflets – Education & Welfare Co-Ordinator
 - Promotional leaflets etc. – Comms & PR Leader
 - Breeding policies/rules/standards etc. – Breeding leader
 - Studbook policies/rules/standards etc. – Studbook Director
 - Competition policies/rules/standards etc. – Sport Leader
- maintains a database of equine publications that will use press releases and articles
- seeks every opportunity for publicity from small local shows to international events such as HOYS
- provides press releases on our activities and achievements to equine press and local press
- coordinates publicity at local events
- produces publicity leaflets and material for promotional events

10. Youth Leader

The Youth Leader of the IHSGB

- represents the interests of youth riders of IHSGB at home and with FEIF.
- provides information, advice and guidance to youth riders through the relevant channels of communication of the IHSGB.
- develops the interests and knowledge of the youth riders.
- encourages participation of all youth riders.
- takes the Board lead for Safeguarding Children/Child Protection (including the attendance at specific courses/training)



11. Secretary

The Secretary of the IHSGB

- maintains the Registered Address of the Company
- acts as first point of contact for all communication from Regulatory bodies such as Companies House, Charity Commissions and DEFRA.
- appraises the Board of any changes in Regulatory requirements that may affect its mode of operation.
- holds and maintains all company paperwork such as the Memorandum of Association and Articles of the company and the operating rules agreed within its organisation.
- carries out the secretarial functions necessary to support the work of the Board and ensure that a record is maintained of decisions taken by the Board.
- carries out administrative tasks as directed by the Chairman of the Board, such as arrangement of meeting venues.
- maintains and administers the definitive Calendar of events and informs other stakeholders such as the website manager and the newsletter editor.
- communicates with the members of the Society as appropriate and appraises the Board of any rising issue.

12. Treasurer

The Treasurer of the IHSGB

- prepares and presents regular (at least quarterly) financial reports and forecasts to the Board
- maintains the financial records
- provides financial modelling & budgetary expertise to the Board
- prepares financial records to support applications for funding
- ensures payment of expenses and acts as signatory for cheques
- prepares the year end financial report for the members at AGM.
- Prepares end of year accounts in accordance with requirements of Companies House and the Charity Commissions.

13. Membership Administrator

The Membership Administrator of the IHSGB

- provides information on the society to members of the public on request and facilitates contact with "local focal points".
- maintains the list of current members of the Society and ensures that the Society complies with all Data Protection requirements.
- communicates with members regarding renewals of membership and changes to membership fees
- assists members to set up Standing Orders and other arrangements
- provides and administers benefits that are dependent on membership such as WorldFengur access and members-only groups
- explores possible future membership benefits and brings to the Board for consideration

14. Newsletter Editor

The Newsletter Editor of the IHSGB

- makes decisions regarding the content, layout and style of the newsletter, including cuts, rewrites and formats.
- liaises with advertisers and content providers
- schedules and manages the entire production process, which includes preparing the newsletter for printing, printing the newsletter or finding a printer, and distributing the newsletter to members



- works with the Board & Management Team to ensure the Newsletter and its format (ie: hard copy, electronic etc) and frequency remain fit for purpose and continues to engage the Membership by:
 - looking to improve print quality and distribution
 - looking for more advertising
 - welcoming increased contributions from other IHSGB areas and seeking more articles of a high standard from members and other sources
 - developing international cooperation and exchange of ideas and articles with other FEIF countries

15. Website Manager

The Website Manager of the IHSGB

- makes decisions regarding the content, layout and style of the website and advises the Board on its functionality
- makes recommendations for updates in line with new technologies
- liaises with content providers (Trustees and Management Team) to ensure the site is constantly updated
- ensures that any legal requirements/data confidentiality issues are not compromised by the site.
- promotes the site to the members and informs the membership of changes to the site

16. Shop Manager

The Shop Manager of the IHSGB (currently Icetack June 2011)

- initiates new product ideas for discussion with the Board and Management Team to both promote the Society and its aims and objectives as well as generate a profit for re-investment by the IHSGB.
- manages the IHSGB Shop
- maintains complete and timely records of stock, sales and purchases
- submits accurate and reconciled accounts to the Treasurer; quarterly and year end
- submits quarterly reports to the Board re. the respective success/failure of product lines and maintains stock levels at <£500.
- advises on product mark up and provides market intelligence advice

17. Sub-Committees

TERMS OF REFERENCE for the:

- IHSGB BREEDING TEAM - SPORTS TEAM - YOUTH TEAM

....set out the mandate of these groups. All members are considered to be part of the IHSGB management structure.

18. Area Focal Points

The AFPs are each designated a named area of the Country and are part of the IHSGB Management Team. The AFPs

- contact and welcome all new members and Icelandic horse owners into their region.
- distribute a list of local members and events to members in their region.
- arrange/facilitate local events/get-togethers aiming to initiate at least one event annually to discuss all things Icelandic and have FUN. This can be as simple as a coffee morning, Take-away meal, or raffle, or as complex as a regional show or dinner dance!
- write the occasional article on their region for the magazine and to encourage others to write such articles
- represent the views of the board of trustees to local members and liaise with the board over any issues affecting the membership in their region.