



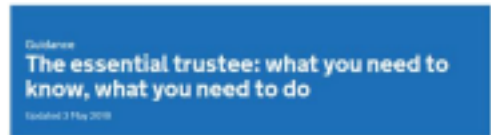
## UNDER REVIEW

### TRUSTEE AND MANAGEMENT TEAM TERMS OF REFERENCE 17-01-2022

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.

#### 1. 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 'The essential Trustee (CC3).



<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

The OSCR also includes guidance at <https://www.oscr.org.uk/guidance-and-forms/being-a-charity-in-scotland/charity-trustee-duties>





**Trustees must:**

- Ensure the Society is carrying out its purposes for the public benefit
  - make sure that the charity complies with its governing document
  - comply with charity law requirements and other laws that apply to your charity
  - take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when needed.
- Act in the Society's best interests. Trustees must:
  - do what the Board of Trustees (and no one else) decide will best enable the charity to carry out its purposes
  - make balanced and adequately informed decisions, thinking about the long term as well as the short term
  - avoid putting themselves in a position where their duty to the Society conflicts with their personal interests or loyalty to any other person or body
  - not receive any benefit from the charity unless it is properly authorised and is clearly in the charity's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner
- Act with reasonable care and skill. As someone responsible for governing a charity, Trustees:
  - must use reasonable care and skill, making use of their skills and experience and taking appropriate advice when necessary
  - should give enough time, thought and energy to their role, for example by preparing for, attending and actively participating in all Trustees' meetings

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 Chair develop long-term strategy. Meeting agendas reflect the key points of the strategy to keep the organisation on track.



- Ensure compliance with governing document and deliver sound corporate governance and risk management  
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.
- Establish and monitor policies  
The Trustee Board creates policies to govern organisational activity.
- Ensure accountability and transparency  
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:**

Chair of the Society & Welfare
Breeding Leader
Education Trustee
Sport Leader



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Youth Leader with Leisure
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Communications & Marketing Trustee
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Please note some individuals hold a dual brief covering more than one area of responsibility

**The Management Team, as of January 2022, is comprised of:**

Chair of the Society
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Secretary to the Trustees/Treasurer
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Membership Administrator
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Newsletter Editor – Guest Editors facilitated by Management Team
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Minutes Secretary
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Website Manager
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Studbook Registrar
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Breeding, Sport & Youth Sub-Committee Members
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Regional Representatives
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More information on the specific role & responsibility of everyone is given below.

## 2. CHAIR

The Chair of the IHSGB

- Leads the Board of Trustees, ensuring it fulfils its responsibilities for the governance of the charitable company
- Takes responsibility for ensuring any changes in Regulatory requirements are identified and that the Society's mode of operation is changed accordingly.
- 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.



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- 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
- With fellow Board members leads and takes overall and final responsibility for Health & Safety. Day to day responsibility for ensuring the Society's Governance & Health & Safety Policy is put into practice is delegated to individual Trustees and named event organisers. This Policy includes:
  - Statement of General Policy and Legal Responsibilities
  - Rules for Organizing IHSGB Events
  - Risk Assessment and Emergencies Plans
  - Rider and Horse Welfare
  - Application of IHSGB and FEIF Rules
  - Complaints Procedure
  - Notification of Incident/Accident/Significant Event Form
  - Child Protection Policy (summary)
- Leads the Board and acts as first point of contact for all Risk Management issues, taking responsibility for delivering an appropriate response or assigning to a fellow Trustee if appropriate. (For example responsibility might be delegated to the Studbook Registrar in outbreak situations such as EHV-1 and equine flu.)
- Acts as Data Controller for the Society, taking the lead with respect to delivering the Society's obligations under GDPR
- Acts as Lottery Promoter for the Society
- Holds and maintains the archives of the Society and all regulatory paperwork
- Acts as the first point of contact for Welfare issues
- Is responsible for the communication between area representatives on a regular basis and directing the appropriate board members to support them where required.
- Is responsible for directing members of the board or management team to assist with area or regional representatives as is deemed operationally necessary.

### **3. STUDBOOK REGISTRAR**

The Studbook Registrar of the IHSGB

- Ensures that IHSGB Ltd is fully compliant with legislation and business practices as a Passport Issuing Organisation, authorised by DEFRA.



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- Provides horse passport and studbook services to owners of Icelandic horses in the United Kingdom.
- Ensures that all IHSGB Ltd studbook rules are applied consistently.
- Acts as registrar for the United Kingdom section of WorldFengur and ensures that data is entered in a timely and efficient manner.
- Acts as registrar for IHSGB Ltd for the Central Equine Database and ensures that data is entered in a timely and efficient manner.
- Leads on accurate gathering and recording of DNA samples and DNA profiles, where appropriate by liaising with DNA registrar.

#### **4. 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
- 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 in conjunction with a second Trustee.
- Responsible for ensuring that the Society's breeding rules comply with appropriate national and international regulations.
- Responsible for maintaining and determining the selection criteria and rules for the British WC Breeding Team together with the breeding team.

#### **5. EDUCATION TRUSTEE**

The Education Trustee of the IHSGB

- Encourages the development of improved Icelandic riding skills, via the website, e-Bulletin, newsletter, leaflets, and at educational events
- Organises, or advises organisers, about running IHSGB education courses.



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- Holds the GB Ranking data and updates the records
- Acts as a link to developments concerning education within FEIF and other relevant bodies
- Liaises with UK trainers and updates FEIF each January regarding FEIF trainers status within the UK
- 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 website, facebook page, e-Bulletin, newsletter and leaflets

## 6. 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
- Continually develops, reviews 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 world cup sport team

## 7. LEISURE TRUSTEE

***As at January 2022 this role is combined by the incumbent with that of Youth Trustee***

The Leisure Trustee of the IHSGB

- Liaises with the other Trustees, management team, regional representatives, and FEIF to deliver the objectives of the Society and encourages the active engagement of members in local and national initiatives.



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- Encourages members to improve their general skills and knowledge and participate in Icelandic specific education initiatives to make the most of the unique attributes of the Icelandic horse.
- Promotes the breed within the mainstream horse world by encouraging members to engage in a wide range of activities and disciplines and to share their experiences
- Liaises with other equestrian organisations to raise increase awareness of the unique attributes of the breed and raise the profile of Icelandic horses in Great Britain.
- Ensures members who participate in mainstream disciplines are aware of the Icelandic specific equivalent sport and encourages members to make the crossover.
- Contributes to building a stronger sense of community within IHSGB.
- Encourages and supports members in organising local events to physically bring the membership together.
- Administers national schemes to engage Icelandic enthusiasts for whom circumstances preclude them from attending regional and national events.

## **8. COMMUNICATIONS & MARKETING TRUSTEE**

The Communications, Press & Publicity Leader of the IHSGB

- Administers the IHSGB digital platforms (eg: Facebook/Instagram/DropBox/Email groups)
- Is the voice of the IHSGB across official IHSGB digital communication channels to promote a professional tone on the launch or update of Trustee/IHSGB/Member activities, and the general promotion of the Icelandic Horse to the public
- Develops & implements a Communication Strategy for the Society including the future of digital communication channels, the website, newsletter plus initiates Trustee & Management Team Minutes/E-bulletins to the membership (to coincide with FEIF News where possible)
- Encourages Trustees to build a personal connection to membership via personal sharing on the IHSGB digital channels
- 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
  - Society/Company Literature (policies, procedures, ToRs, etc.) – Secretary





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- Member's Literature
- Educational leaflets – Education & Welfare Co-Ordinator
- Promotional leaflets etc. – Leisure & Membership Administrator
- 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
- Co-ordinates publicity at local events
- Produces publicity leaflets and material for promotional events
- Liaises with other professional bodies to achieve agreed activities that fall outside the remit of other Trustees (eg: in 2020 Dick Vet& their laminitis studies)

## **9. YOUTH LEADER**

The Youth Leader of the IHSGB

- Represents the interests of IHSGB youth members (up to age 18) and young riders (up to age 21) within the IHSGB and FEIF.
- Provides information, advice and guidance to youth members and young riders through the relevant channels of communication of the IHSGB.
- Develops the interests and knowledge and encourages the participation of all youth members and young riders.
- Organises the application and selection process for FEIF Youth Camp/Cup and the FEIF Young Leaders event.
- Takes the Board lead for Safeguarding Children/Child Protection (including the annual attendance at specific courses/training). As at February 2020 this role is supported by the Society's named Safeguarding Officer Philippa Pringle.
- Is responsible for keeping the trustee DBS (Detention and Barring Service) records, ensuring that trustees have least a basic DBS check and are updated at a minimum of every three years.

## **10. SECRETARY (AND MINUTES SECRETARY)**



## The Secretary of the IHSGB

- Acts as first point of contact for all communication from Regulatory bodies such as Companies House, Charity Commissions and DEFRA.
- Carries out, together with the Minutes Secretary, the secretarial and administrative functions necessary to support the work of the Board.
  - The Minutes Secretary ensures that a record is maintained of decisions taken by the Board and that these are copied to the Chair as archive holder.
- Takes responsibility for organizing and facilitating the AGM of the Society
- Leads the production and distribution of the Society's Annual Report and Financial accounts
- Working with the Chair, aims to identify and appraise the Board of any changes in Regulatory requirements that may affect its mode of operation.
- Facilitates in the inception of, the writing of and the maintenance of policies to deliver corporate governance
- Holds and maintains all company paperwork such as the Memorandum of Association and Articles of the company and the operating rules agreed within its organization (copied to the Chair for inclusion in Company archives).
- Maintains the Registered Address of the Company and files/maintains the Annual Reports & records & declarations required by the Charities and Companies House.
- Communicates with the members of the Society as appropriate and appraises the Board of any rising issue.
- Assists in the production of the Society's newsletter, taking the lead for organizing the print run and the mailing

## 11. TREASURER

### The Treasurer of the IHSGB

- Maintains the financial records
- Maintains and updates the financial controls & procedures
- Provides financial modelling, business & budgetary expertise to the board
- Prepares and presents regular (at least quarterly) financial reports and forecasts to the board



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- Maintains and administers the Society's bank accounts (including Paypal<sup>1</sup>), ensures timely and accurate invoicing &, payment of suppliers and expenses, maintains cash flow and debt collection.
- Advises on the performance of the Society's investments
- Develops and advises on the Society's reserves policy
- Develops and advises on the Society's award of grants
- Prepares and advises on the Society's budget
- Prepares financial records to support applications for funding
- Prepares and delivers the year-end financial report for the members at AGM
- Facilitates the preparation of, and provides information for, the year accounts in accordance with requirements of Companies House and the Charity Commissions (working with the appointed independent examiners).
- Acts as first point of contact for the independent examiners enabling them to deliver the year end agenda.

<sup>1</sup>The Membership Secretary takes responsibility for the day-to-day operation of Paypal

## **12. MEMBERSHIP ADMINISTRATOR**

The Membership Administrator of the IHSGB

- Takes responsibility for the maintenance of the membership database
  - Maintains the list of current members of the Society
  - Ensures that the handling of members' data complies with all GDPR requirements
  - Communicates with members regarding renewals of membership and changes to membership fees
  - Assists members to set up standing orders and other arrangements
- Sends out initial membership information/new member packs
- Provides regular (at least quarterly) membership reports to trustees/management group
- Provides timely information to trustees re. New and lapsed members for their follow up (access rights to member benefits (WorldFengur, members' areas Facebook and website, Sleipnir, exit interviews etc.)
- Keeps the membership and communication preferences data up to date



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- Provides information on the Society to members of the public on request and facilitates contact with regional reps.
- Helps with the dispatch process of the newsletter (and e-bulletins) including the provision of valid mailing lists
- Acts as first point of contact for, advises and administers the Society's use of Paypal, advising the treasurer as soon as is practically possible, of any cause for concern.
- Provides information on the Society to members of the public on request and facilitates contact with regional reps.

### 13. NEWSLETTER EDITOR

TERMS OF REFERENCE FOR THE PRODUCTION AND PUBLICATION OF SLEIPNIR:

The Official Publication of the Icelandic Horse Society of Great Britain Ltd.

***As at January 2022 the role of the Newsletter Editor is taken by Guests on a per edition basis, facilitated by members of the Management Team.***

No.	Stage	Description
1.	Status	<ul style="list-style-type: none"><li>● As the official publication of the IHSGB, the frequency and content of the magazine is under the control of the Board of Trustees of the IHSGB Ltd.</li><li>● Sleipnir is an exclusive benefit for members.</li></ul>
2.	Timetables	<ul style="list-style-type: none"><li>● The number of editions per annum will be set by the Trustees.</li><li>● Trustees will agree with the Newsletter Editor and for the calendar year (12 months 1st August – 31st July):<ul style="list-style-type: none"><li>○ submission dates for receipt of copy</li><li>○ dates for the production of the final proof of the compiled edition</li><li>○ dates for publication.</li></ul></li></ul>
3.	Process	<ul style="list-style-type: none"><li>● The sourcing of articles, the collation, compilation and graphic design (layout and style) of the magazine is the responsibility of the Newsletter Editor.</li><li>● The final approval of content, the proof reading, the printing (including finding a printer/the print run itself) and distribution is the responsibility, and will be undertaken by, the Board of Trustees assisted by the Membership Secretary.</li></ul>



		<ul style="list-style-type: none"> <li>○ Trustees take responsibility for the holding and use of members' data re. GDPR</li> <li>● Two Trustees will proofread each edition. The Newsletter Editor will be asked to make timely amendments if required.</li> <li>● Deadlines will be respected and adhered to by all parties.</li> </ul>
4.	Content	<ul style="list-style-type: none"> <li>● Articles for publication must only be received from current members of the Society.</li> <li>● Members may submit, for publication, articles written by a 3rd party ie: re-prints, specialist topics etc. These must be relevant to IHSGB members and the IHSGB must be given permission by the copyright holder to publish the article.</li> <li>● Members may suggest non-member advertisers/businesses contribute to the magazine. The inclusion of adverts will be at the discretion of the Communications Trustee who will also be responsible for the collection of any advertising income.</li> <li>● Original articles submitted for publication in Sleipnir and other official IHSGB media may not be reproduced elsewhere without the permission of the author.</li> <li>● Articles submitted by Trustees or Officers of the Society, acting in their 'official' role cannot be edited or amended without explicit permission of the author. <ul style="list-style-type: none"> <li>○ Such articles may well reflect Society policies and as such cannot be amended without agreement.</li> </ul> </li> <li>● The Newsletter Editor has editorial rights over articles submitted by the general membership</li> <li>● All articles, once submitted to the Newsletter Editor, are embargoed for pre-release before the agreed publication date.</li> <li>● Publication will only be through the official channels of the IHSGB and under the control of the Board of Trustees.</li> </ul>
5.	Undertakings	<p>The Trustees, the Secretary/Treasurer and the Membership Secretary all commit to making contributions to each and every edition of Sleipnir. These may be in the form of joint articles or copy submitted by a team led by the named Trustee but each 'portfolio' will be represented in each edition.</p>
6.	Planning	<ul style="list-style-type: none"> <li>● Trustees will, in discussion with the Newsletter Editor, work to</li> </ul>



	ahead	<p>develop a program of content for the Society's year w.r.t. the official business/timetable of the IHSGB Ltd.</p> <ul style="list-style-type: none"><li>• The Board &amp; Management Team, together with the Newsletter Editor, will ensure Sleipnir and its format (ie: hard copy, electronic etc.) and frequency remain fit for purpose and continue to engage the Membership by<ul style="list-style-type: none"><li>○ looking to improve print quality and distribution</li><li>○ looking for more advertising</li><li>○ welcoming increased contributions from other IHSGB areas and seeking more articles of a high standard from members and member sponsored specialist sources.</li></ul></li><li>• In addition the Board will continue to develop international cooperation and exchange of ideas and articles with other FEIF countries.</li></ul>
7.	GDPR review	<p>These Terms of Reference represent the Society's 1<sup>st</sup> steps into ensuring compliance with GDPR. They become effective immediately. They will be kept under continuous review and amended as necessary to ensure continued compliance with the emerging legislation.</p>

*Author: Board of Trustees, IHSGB Ltd*

*Version: 4<sup>th</sup> April 2018, updated January 2022*

*Effective Date: with immediate effect/date of publication*

*Review Date: as per the TOR*

#### **14. WEBSITE MANAGER**

The Website Manager of the IHSGB

- Makes decisions regarding the layout and style of the website and advises the Board on its functionality
- Makes recommendations for updates and security in line with new technologies
- Liaises with content providers (primarily Communications but also other Trustees and Management Team) to ensure the site is constantly updated regarding events, items or horses for sale, news posts etc



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- Ensures that any legal requirements/data confidentiality issues are not compromised by the site.

## **15. 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.

## **16. REGIONAL REPS**

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

- Act as first point of contact for enquires from potential new members within the region.
- Contact and welcome all new members within the region and ascertain their interests.
- Identify demand for events and get-togethers and promote current events within the region.
- Encourage and facilitate members to arrange events to meet demand. Aim to initiate at least one meet annually to foster a sense of community, discuss all things Icelandic and have FUN. This can be as simple as a coffee morning, or as ambitious as a have a go show or competition.
- Write the occasional article about the region for the Sleipnir and encourage others to do the same.
- Liaise between Trustees and members as a central point for the region to ensure that local needs are communicated to the national management team and that national initiatives are communicated and promoted to local members

*Author: Debbie Ede for Board of Trustees*

*Date adopted by Board of Trustees: July 2020*



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*Revised: January 2022*