

## Regulation No. 2

### The Directors and Officers Responsibilities Regulations

Made by the Board of English Chess Federation (ECF) on 10 August 2014 pursuant to Article 82 of the Articles of Association of English Chess Federation, to take effect from the conclusion of the 2014 Annual General Meeting.

**1.** The Directors, the Secretary, the FIDE Delegate, the Chairmen of the Standing Committees and all Managers and Officers work together under the guidance of the Council, to the general benefit of English chess and the ECF. They provide to the ECF Council annual reports and a financial budget. They ensure that the ECF's services are available without discrimination and promote equal opportunities.

**DBS Enhanced Disclosures will be required on appointment for all Directors and Managers whose roles involve regular contact with children or vulnerable adults.**

All Directors shall make every effort to attend meetings of the Board (approximately 12 including conference calls) and of Council (usually 2). Reasonable expenses may be claimed. If unable to attend a meeting of the Board, Directors may formally appoint an Alternate, in accordance with the Articles, who will be in a position to report on any outstanding actions to be undertaken by the Director and on other important current issues. Directors have a duty to respond with due diligence to communications from other members of the Board, members of the Federation and the general public in accordance with Board policy, which may include answering questions on the ECF Forum and using ECF social media for chess-related public interaction.

All Directors and Managers will settle financial affairs with the Federation and hand over files relating to their duties within 28 days of leaving office.

The Directors of Home Chess, International Chess and Junior Chess must prepare and keep updated a succession file, outlining important contact details, dates etc, to be handed over when they leave post.

### **2. The Responsibilities of the Directors are as follows:**

#### **President:**

Role:

- Head of the organisation

- Ambassador of organisation to represent it:
  - at important public events,
  - to other important organisations,
  - to politicians and other distinguished persons,
  - to sponsors and donors,
  - to the media where appropriate.
- Leads at important internal events e.g. prize-giving and awards events.
- Chairs the general meetings of the Federation / (or may delegate as appropriate), and with the assistance of the Secretary, prepares the agenda and documentation for these meetings.
- Where appropriate provides guidance and support to the Board on setting goals and strategy

#### Qualities:

- Demonstrate credibility with key representatives of world outside chess, politicians.
- Demonstrates leadership, sound judgement and influencing skills.
- Strong contacts in the world outside chess and/or relevant experience in chess organisations.
- Ability to gain an understanding of the organisation and the chess world, nationally and internationally.
- Ability to take a strategic overview of the goals and challenges of the organisation and to develop a realistic view of the achievable.
- Demonstration of leadership and influencing skills.
- Ability to provide advice and guidance to the Board.
- Good public speaker.

#### **Chief Executive:**

The role of the Chief Executive is to deliver the strategic plan, coordinate operations plan and manage the day to day running of the Federation. This involves the management of staff and volunteers. It is a complex role that requires navigation between visionary leadership on the one hand and effective management on the other. Serves as Acting President in the absence of an incumbent.

Ensures he or she is au fait with the ECF Memorandum, Articles, Bye Laws and Regulations.

Chairs meetings of the Board, and with the assistance of the Secretary manages the agenda and documentation for those meetings. Ensures good working relationships are maintained in general among the Board members. This is accomplished by ensuring clear boundaries and effective co-ordination exist throughout the Federation.

Liaising closely with the President, Director of Finance and Commercial Director takes the lead with the Board in the identification of business plans to support the strategic plan. Takes the leading role in external affairs coordinating with other directors, as appropriate. Serves as spokesman for the Board, liaising closely with the President and Commercial Director.

Provides 'hands on' direction to and co-ordinates the activities of the Directors. Is accountable to the Board and to the Council for the achievement by the Board of all plans. Ensures all decisions by the Board are followed through. Is ex officio a member of all Board Committees, with the exception of the Selection Committees. Monitors the activity of all Board Committees.

Establishes objectives and standards of performance for the Manager of Finance and Management Services, the senior staff appointment. Identifies any staff training, development and welfare requirements. Brings forward recommendations to the Board on organisation, facilities, or staff changes. Ensures that the ECF Office works in partnership with Directors to deliver Board objectives and that the Manager of Finance and Management Services participates, when available, in all Board meetings. Is responsible for oversight of the work of the Manager of Finance and Management Services.

Is responsible for the work of the Manager of ICT. Liaises with the Representative to the Sport & Recreation Alliance. Is responsible for the work of the Minutes Secretary and the Voting Register Officer.

**Other Executive Directors:**

Fulfil their activities in accordance with their job description, paying due regard to the overall objectives of the ECF. Communicate regularly with the Chief Executive. Maintain active liaison with relevant FIDE and ECU commissions aligned with their areas of responsibility.

Provide such services and undertake such activities as shall, from time to time, be approved by the Board. Provide annual reports to the ECF

Council, and a financial budget. Administer expenditure under the supervision of the Director of Finance.

Report to the next meeting of the Board any significant deviation from Plans or Budgets. Act at all times in accordance with Company Bye Laws and Board Regulations.

Ensure that up-to-date rules and information on all competitions etc. for which they are responsible are provided to the Office in timely fashion for inclusion in ChessMoves and display on the ECF website

**Director of Finance:**

Manages the preparation of the annual statement of Accounts of the Company and presents it on behalf of the Board, duly audited, to Council. Oversees the records kept by the ECF Office, ensures they are accurate and adequate for accounting purposes and for the preparation of VAT and other statutory returns. Guides the work of the accounting staff in the Office. Prepares the Federation's annual budget, in liaison with the individual ECF Directors, the Board and the Finance Committee. Produces for the Board periodic management information and forecasts of income and expenditure; takes remedial action, as may be required, in consultation with the Chief Executive and the Board. Is responsible for the collection of Game Fee by the Manager of Finance and Management Services and office staff and provides forecasts of Game Fee income. Evaluates the various risks to which the ECF is exposed and proposes to the Board the appropriate course of action, including, as appropriate, insurance. Provides general advice to the Federation on financial matters, taxation, statutory accounts and reporting requirements. Must possess, and provide evidence of, an appropriate accounting qualification.

**Director of Home Chess:**

Has overall responsibility for the: British Chess Championships, National Counties Team Championships, National Club Championships, National Counties Team Rapidplay Championship, County and District Correspondence Chess Championships, Chess for the Disabled, Chess in Prisons, Chess for Senior Citizens and the Master Points system. Provides delegates to appropriate bodies associated with the Federation such as the British Federation for Correspondence Chess and the British Chess Problem Society. Is responsible for liaison with the British Universities' Chess Association. Is responsible for the work of the Manager of ECF Grading, the Manager of Arbiters (Home), the Manager of Women's Chess, the Manager of the British Chess Championships, the Manager of Congress Chess and the Manager of Chess in Prisons.

**Director of Membership:**

Develops the ECF membership scheme to ensure that it maximises the benefits available to members and provides a firm financial platform for the Federation. Develops, implements and enhances appropriate means of communication with members.

Develops the ECF approach to membership (of all types), membership fees and benefits (including ECF grading and representation) attaching to membership. Consults with Unions, Counties, Leagues and Congresses to ensure that plans are seen as feasible and can be implemented successfully.

Is a member of the Board Awards Committee.

Oversees the Yearbook and ChessMoves.

**Director of International Chess:**

Organises the participation by the Federation or its nominees in international events (other than events open only to players under the age of 21, which are the responsibility of the Director of Junior Chess & Education). Makes grants to events, teams, players and coaches in accordance with the Budget.

Arranges such other international events as the Federation may authorise from time to time. Ensures, in co-operation with the Director of Junior Chess & Education and the Manager of Women's Chess, that the continuing development of our leading juniors is fostered as they emerge into adulthood.

Is responsible for the work of the International Rating Officer, including all nominations of players for FIDE titles, the Manager of Arbiters (International) and the Manager of Senior Chess. Makes recommendations in conjunction with appropriate Directors regarding nominations for other FIDE titles. Works with the Manager of Congress Chess, the Chief Arbiter and the FIDE Delegate to advise the Federation on all questions arising in relation to FIDE and the ECU, including the FIDE Laws of Chess and other aspects of the FIDE Handbook.

**Director of Junior Chess & Education:**

Offers advice and promotes all kinds of suitable activity, particularly education, training and practice, for all players under the age of 21, liaising with the Manager of Girls' Chess. Co-operates with other ECF Directors, ECF organisation members, and other organisations, whether or not specifically identified with junior chess. Co-operates with other bodies, as appropriate, to organise the participation by the Federation or its nominees in international events for players under 21.

Is responsible for the National Counties Under-18 Championships and the ECF Schools Teams Championship. Promotes links between junior players and organised adult chess

Is responsible for the work of the Manager of Coaches and any other junior managers who may be appointed.

### **Commercial Director**

Responsible for: Marketing, Online, sales, social media, Advertising revenue, product development, revenue and margin maximisation, overhead management and cost reduction, New Business development and Sponsors' relationships, website management and commercial strategy.

Responsible for the work of the Social Media Manager and ECF Forum moderators.

Is responsible for the Certificate of Merit scheme and other products that may be sold.

### Role Purpose

As a member of the Board, the role is responsible for the strategic direction, leadership, and future development of the ECF. The role will have overall responsibility for all of commercial operations and revenue generating activities including, retail, sales revenues and identifying new business opportunities. The Commercial director will establish strong partnerships and effective relationships at all levels.

### Key Accountabilities

- To design and implement a commercial strategy to grow commercial revenues over the next 3 years up to 2017.
- To work closely with all Leadership team members, and Board .to ensure that each area of the business operates to the highest standards and delivers the necessary trading results in line with the business plan.
- To identify new commercial opportunities, and provide creativity and innovation to continue to grow and develop the , sales, merchandising and other businesses in line with the commercial strategy.
- To take a lead role with our external sponsorship function in identifying and developing relationships with potential sponsors, proactively lead on contract negotiations and maintain strong and effective relationships with existing sponsors.

- To implement regular reviews of progress and reporting on performance as an integral part of ECF performance management process.
- To advance the approach to systematic relationship building with our customers through CRM technologies and other digital platforms.
- To work with the ECF Board, to project the ECF brand such as to support the achievement of our strategic and commercial objectives.
- To enhance and maximise existing sales revenues and develop new ones.

#### Leadership

- To provide inspirational leadership to the wider organisation and to the commercial teams in delivering excellent customer service.
- To personally champion and drive a culture of continuous improvement throughout the organisation.
- To act as an ambassador for, and promote the best interests of, ECF at all times.
- To provide leadership and support to ensure that individual business areas have the resources and capability to deliver their results, take appropriate corrective action where required, ensuring that the highest standards of quality and service are delivered.

#### **Non-Executive Directors:**

Bring their business, chess playing and organisational skills and experience to bear on the Board's decision-making processes, acting at all times in the interests of the ECF as a whole.

To monitor in a non-executive capacity the Executive Directors.

To ensure that the views of unions, leagues, congresses and other member organisations are properly considered at Board meetings.

To advise the Board on issues of efficacy and transparency in the operation of the Board.

To advise the Board on internal and external communications and relations.

To advise the Board on the range, extent and effectiveness of the ECF's Policy Framework.

### **3. The Secretary**

Fulfils the Statutory functions of the Secretary and the specific tasks specified in the Articles and Bye Laws, including Companies House filing requirements and the election process. Assists the President with the agenda and documentation for General meetings of Council and the Chief Executive with the agenda for Board meetings.

### **4. The Responsibilities of the Managers are as follows:**

#### **Manager of ICT:**

Appointed by the Board and reports to the Chief Executive.

Provides advice to the Board on all ICT matters. Supports the Office to ensure that the Office ICT is maintained. Provides advice as necessary on upgrades to the Office ICT infrastructure.

#### **Manager of Women's Chess:**

Appointed by the Board and reports to the Director of Home Chess. Liaises with the Director of International Chess and the Director of Junior Chess and Education.

Offers advice and promotes all kinds of suitable activity, particularly education, training and practice, for all female players. Co-operates with other ECF Directors, ECF Affiliates, and other organisations whether or not specifically identified with women's chess. Co-operates with other bodies, as appropriate, to organise the participation by females in all forms of chess activity. Makes grants to events, teams, players and coaches in accordance with the Budget.

#### **Manager of ECF Grading:**

Appointed by the Board and reports to the Director of Home Chess.

In accordance with the Budget, manages, organises and supervises the national system for grading players both at Standardplay and Rapidplay chess. Prepares for publication lists of players and grades at intervals decided by the Board and supports the Master Points Scheme. Improves systems to facilitate the efficient and cost-effective provision of grading information. Reports and explains progress and developments in the ECF grading system, including any problems encountered or remedial action necessary.

#### **Manager of the British Chess Championships**

Appointed by the Board and reports to the Director of Home Chess.

Organises the British Chess Championships and Annual Congress.



**Manager of Congress Chess:**

Appointed by the Board and reports to the Director of Home Chess.

Organises all ECF tournaments, other than those which are the specific responsibility of another Officer. Organises the ECF Grand Prix. Is responsible for the ECF Chess Calendar.

**Manager of Arbiters (International):**

Appointed by the Board and reports to the Director of International Chess.

Co-ordinates all matters involving the FIDE titles International Arbiter and FIDE Arbiter.

**Manager of Coaches:**

Appointed by the Board and reports to the Director of Junior Chess and Education.

Constructs a series of courses, methods of examination and certification for chess coaches, trainers and teachers at various levels of chess playing and teaching skills. Maintains a centralised database of such people.

Establishes meetings of coaches. Co-ordinates with other Directors the provision of the best available coaches for players and teams.

Is responsible for seeking DBS clearance of coaches appointed to work with juniors. Promotes links between colleges and voluntary organisations and organised chess. Works closely with the Director of Junior Chess and Education and with other Directors about adult chess.

**Manager of Chess in Prisons**

Appointed by the Board and reports to the Director of Home Chess

Sets up and co-ordinates chess in the prisons of England. Builds on initial contacts made through the Ministry of Justice and with assistance from others organises teaching and support for the inmates.

**5. FIDE Delegate (This Officer post is elected by Council but is not a Directorship):**

In conjunction with the Director of International Chess, represents the interests of the Federation to FIDE and the ECU; communicates all relevant decisions by FIDE and the ECU to the Federation. Promotes the appointment of suitable English candidates to FIDE and ECU posts and committees. Works with the Manager of Congress Chess and the

Director of Home Chess to advise the Federation of all FIDE and ECU matters.

## **6. Committees elected by Council**

A **Finance Committee**, of which the President shall be a member ex officio, which shall regularly review the financial affairs of the Company and offer such advice as it may deem appropriate. Members of the Finance Committee shall have access on a privileged and confidential basis to all the financial records of the Company. **The Council shall elect the Chairman of the Finance Committee (who shall have access on a privileged and confidential basis to all Board papers) and shall elect or appoint such other persons as it sees fit to the Finance Committee.**

A **Governance Committee**, of which the President shall be a member ex officio, which shall advise the Board and Council on the governance of the Company and in particular on the texts of Bye Laws and Regulations made, added to, altered and repealed. **The Council shall elect the Chairman of the Governance Committee (who shall have access on a privileged and confidential basis to all Board papers) and shall elect or appoint such other persons as it sees fit to the Governance Committee.**

## **7. Appointment of Officers**

All Directors are encouraged to structure the organisation of their Directorship and wherever appropriate to recommend the appointment of Officers. All such appointments must be ratified by the Chief Executive and reported to the next Board meeting.

Managers may be appointed for major activities only. All such appointments must be made by the Board. The payment of remuneration whether by fees or honoraria must have prior Board approval.

The appointment of a Manager or an Officer does not relieve the Director concerned of overall personal responsibility.

When making an appointment the Board can direct that a particular Manager will report directly to a Director other than the Director specified by these Regulations.