

Regulation No. 2

The Directors and Officers Responsibilities Regulations

Made by the Board of the English Chess Federation (the “ECF”) on 4th February 2025 pursuant to Article 85 of the Articles of Association of the ECF, to take effect once approved by the Board.

General

The Directors, the Company Secretary the FIDE Delegate, the Chairs of the Standing Committees, all Managers and Officers shall work co-operatively under the guidance of Council for the general benefit of English chess and the ECF.

All Directors, Managers and Officers are expected to engage actively and collegiately in their roles within the ECF, regularly attend their respective meetings and respond in a timely manner and with due diligence to communications from all stakeholders in the activities of the ECF.

All Executive Directors shall report to the Chief Executive. The Chief Executive shall report to the Board.

The Board of Directors will provide an annual report and financial statement on the ECF’s activities during the previous period; submit strategy and business plans together with annual budgets for future periods for the approval of Council.

The Non-Executive Chair of the Board and the Non-Executive Directors will provide an independent annual report of the Board’s activities to Council.

All Directors, Managers and Officers will settle their financial affairs with the ECF within 28 days of leaving office.

Reasonable expenses may be claimed for duties of office.

Responsibilities of the Directors

The Board of Directors functions as the team leading the management of the ECF. Individual Directors have specific responsibilities, but the Board of Directors is expected to operate as the overall manager of the ECF’s affairs.

Board decisions are expected to be supported by Directors and Managers after the Board has approved decisions.

All Directors are expected to act as ambassadors for, and to promote the interests of, the ECF at all times. The need to support a culture of continuous improvement is also seen as a key quality of Board members.

Directors will have specific line management responsibilities for managers and officers. These are set out in the Appointments Framework referred to below. Specific responsibilities are included here to ensure clarity in some instances. Directors will be elected on a rota basis which has been approved by Council.

The rota is set out in the schedule to these Regulations.

It is important that full and proper consideration is given by Directors to the desirability of Board renewal when Directors are due for re-election.

President

Ambassador of the ECF 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.

Where appropriate provides guidance and support to the Board on setting goals and objectives.

Executive Directors

Chief Executive

Overall responsibility for the leadership of the Board and the ECF.

Responsibilities include:

- Leading the development of the strategic direction of the ECF and the strategic plan;
- Co-ordinating the development of the individual Executive Directors' business plans;
- Actioning and monitoring the delivery of the ECF's strategy, integration and co-ordination of the Directors' supporting business plans;
- With the Finance Director, ensuring that adequate resources are available for

delivery of business plans, providing the necessary support and advising on actions to manage deviations from plan;

- Monitoring progress against action points between Board meetings;
- The overall management of the ECF on a day-to-day basis, with all Executive Directors reporting to him/her;
- Representing the ECF in the absence of the President;
- Representing the ECF as a Trustee (ex-officio) of the Chess Trust;
- The relationship with the British Isles Co-ordinating Committee;
- Being, or appointing, the ECF's representative to the Sports and Recreation Alliance.

Finance Director

Overall responsibility for the management of the financial affairs and activities of the ECF.

Responsibilities include:

- The completion and presentation of the annual financial report and the audited statement of accounts to Council;
- Developing the financial plan and the annual budget in liaison with the Board and other Directors, and presenting the annual budget to Council;
- Developing and implementing the procedures, processes and controls needed for the effective management of income and expenditure;
- Providing financial, accounting and taxation advice to the Board;
- The regular provision of financial information to the Board on the ECF's financial state of affairs;
- The functional management of the Office accountancy services;
- Evaluation the financial risks to which the ECF is exposed and advising on appropriate actions (including insurance);
- Maintaining the Financial Bye-laws together with the Chair of the Governance Committee;
- Evaluating of tender procedures;
- Representing the ECF as a Trustee (ex-officio) of the Chess Trust.

Must possess an appropriate professional accountancy qualification, or otherwise in the Board's opinion have the necessary knowledge and experience required to fill the role.

Events Director

Overall responsibility for all over the board adult (open), women's and junior ECF-organised events for individual players in England apart from international (Director of International Chess and External Relations) and junior international events (Operations and Administration Director) events.

Responsibilities include:

- Consistency of ECF-organised event delivery across all ECF-organised events (e.g. standard/quality of venues, player eligibility criteria, safeguarding, fair play, regulations etc.);
- Identifying and procuring venues up to contract-signing stage;
- Approving budgets, entry fees, prize funds, player conditions, promotional/entry forms etc. for each ECF-organised event;
- Resourcing individual ECF-organised events properly, including appointing and agreeing fees for event managers to run individual events and approving arbiter selection;
- Carrying out post-event reviews with the event manager (and other relevant people), covering e.g. budgeted vs actual financials, operational successes/learning points etc.;
- Developing the Events Directorate business plan;
- Appointing officers within the directorate.

Has oversight of, but does not get involved directly in, the detail of organising and running individual events (e.g. event publicity, appointment of arbiters, post-contract operational liaison with venues, entry form management, prizes, rating submissions etc.) – this is done by event managers for each event organised by the ECF.

Operations and Administration Director

Overall responsibility for managing the ECF's operational, administrative and IT procedures and systems.

Responsibilities include:

- Managing/setting priorities of the ECF Office, for the management of Office activities, and for all paid employees including employment, health and safety and other employment issues. (NB Functional management of the accountancy services lies with the Finance Director);
- Maintaining/developing all the ECF's IT systems (both bespoke and package);
- Rating/international rating/titles;
- Website/social media/ChessMoves/yearbook;
- Registered coaches lists, arbiters lists, club finder, calendar, documents, resources etc. (i.e. all the ECF's information sources for people seeking information on the ECF website);
- Maintaining policies and procedures (e.g. regulations, safeguarding, GDPR, company secretarial, appointments framework etc.)
- Developing and maintaining safeguarding policy;
- Managing the Company Secretary;
- Junior international trip organisation;

- Developing the Operations and Administration Directorate business plan;
- Appointing officers within the directorate.

Home Chess Development Director

Overall responsibility for home chess developmental/outreach activity.

Responsibilities include:

- Membership benefits development/expansion;
- Commercial opportunities/sponsorship;
- Grassroots chess (incl. grassroots funding project);
- ECF-organised online chess clubs and events (incl. encouraging/supporting online players who are interested in playing over the board);
- Reinvigoration of County Championships;
- Consulting with member organisations;
- Liaising with other English chess organisations on areas of mutual interest;
- Coaches and arbiters development;
- Prisons chess;
- Accessible chess;
- Certificate of Excellence, Master Points;
- Seniors/improvers/social chess/university chess etc. engagement;
- Awards;
- Developing the Home Chess Development Directorate business plan;
- Appointing officers within the directorate.

Junior Chess Development Director

Overall responsibility for junior chess developmental/outreach activity.

Responsibilities include:

- Development Pathway;
- Junior bursary (incl. fund-raising, publicity);
- Liaises with other English junior chess organisations on areas of mutual interest;
- Junior selection committee Chair;
- Junior selection policy;
- Developing the Junior Chess Development Directorate business plan;
- Appointing officers within the directorate.

Women's Chess Development Director

Overall responsibility for women's chess developmental/outreach activity.

Responsibilities include:

- Involvement in the development of women's chess in the Home Chess development, Junior Chess Development, and International and External Relations directorates;
- Liaising with the Junior Chess Development Director as well as acting as an ambassador and role model to encourage girls to stay in chess;
- Encouraging more female adults to take up the game by liaising with appropriate organisations role models;
- Developing activities specifically designed to encourage more women to play chess;
- Promoting policies which will create a more welcoming environment for women at existing events;
- Developing the Women's Chess Development business plan;
- Appointing officers within the directorate.

International Chess and External Relations Director

Overall responsibility for the ECF's international chess activity/presence and for the ECF's external relations strategy.

Responsibilities include:

- Organising the participation of the ECF's nominees in international events (other than events open only to players under the age of 21, which are the responsibility of the Junior Chess Development Director);
- Managing the ECF's international teams;
- Making grants to events, teams, players and coaches in accordance with the budget;
- Arranging such other international events as the ECF may authorise from time to time;
- Engaging with HM Government to secure recognition of the game as well as funding to enable further development of the game in England;
- Developing the ECF's external relations strategy and activity;
- Ensuring, in co-operation with the Home, Junior and Women's Chess Development Directors, that the continuing development of our leading juniors is fostered as they emerge into adulthood;
- Making recommendations in conjunction with appropriate Directors regarding nominations for FIDE appointments and titles (other than playing titles);
- Working with the FIDE Delegate to advise the ECF on all questions arising in relation to FIDE and the ECU;
- Developing the International Chess and External Relations business plan;
- Appointing officers within the directorate

Non-Executive Chair and Directors

Non-Executive Directors are independent of the executive functions of the ECF. They bring their chess and non-chess experience from other organisations, using this experience to enhance the Board's decision-making processes, and acting in all times in the interests of the ECF. They must act in an objective manner in their advice to the Board and not be seen as partisan.

Non-Executive Chair of the Board

Responsibilities include:

- Chairing meetings of the Board;
- Managing the Board and Minutes Secretary;
- The organisation, giving notice of and conduct of Board meetings;
- Managing the agenda and documentation for Board meetings in conjunction with the Chief Executive and the Board and Minutes Secretary;
- Ensuring that he/she is au fait with the ECF Articles, Bye-laws and Regulations;
- Ensuring, together with the Chief Executive, the efficient operation of the Board;
- The timely production of Board minutes together with the Chief Executive and the Board and Minutes Secretary;
- Liaising with the Chair of Council, the Chief Executive and the Board and Minutes Secretary in setting the agenda for meetings of Council;
- Develops and maintains the Board's standing orders which are agreed with the Board
- Performing an annual review of the work of the Board;
- Together with, where appropriate, the other Non-executive Directors, resolving disputes between Directors.

Non-Executive Directors

Responsibilities include:

- Contributing to the decision-making processes of the Board, providing an independent view on ECF and related matters;
- Advising on the Board's strategy;
- Advising on issues of efficacy and transparency;
- Advising on the views of other stakeholders, other member organisations and organisations of chess in England as part of the ECF's decision-making processes;
- Bringing experience of other organisations from outside the chess world to encompass wider thinking and ideas.

The Non-Executive Chair of Council

Responsibilities include:

- Chairing meetings of Council;
- Ensuring that decisions and views of the membership are accurately and fully conveyed to the Board;
- Producing the agenda of Council meetings in consultation with the Non-Executive Chair of the Board and the Chief Executive, and convening Council meetings in conjunction with the Board and Minutes Secretary;
- Responsible for the timely production of Council minutes together with the Board and Minutes Secretary;
- Is au fait with the ECF Articles, Bye-laws and Regulations;
- Responsible for the duties of the Voting Registration Officer and vote counting at Council meetings.

FIDE Delegate

Responsibilities include:

- In conjunction with the Director of International Chess and External Relations, representing the interests of the ECF to FIDE and the ECU;
- In all dealings with FIDE and ECU seeking, and where practicable acting, in accordance with instructions from the Board;
- Communicating all relevant decisions of FIDE and the ECU to the Board;
- Promoting the appointment of suitable English candidates to FIDE and ECU posts and committees;
- Advising the Board on all FIDE and ECU matters;

The FIDE Delegate is invited to attend Board meetings.

Company Secretary

Responsibilities include:

- Maintaining the statutory registers and ensuring that statutory forms are completed promptly;
- Ensuring that filings to Companies House are made on a timely basis, including appointments and resignations of directors;
- Understanding and complying with relevant legislation relating to the duties of the Company Secretary.

The Company Secretary reports to the Operations and Administration Director.

Schedule Election Rota

With the adoption of elections for three year periods for Directors and Chairs and Members of Standing Committees, but with elections staggered in order to maintain a level of continuity on the Board and Standing Committees, the election rota set out below has been established.

Members of Standing Committees shall be elected or re-elected on rotation, as determined by the Standing Committee concerned. Subsequent terms shall be three years for all posts.

Post	Next Election
President	2027
Non-Executive Chair	2025
Chief Executive	2027
Finance Director	2026
Events Director	2025
Operations and Administration Director	2025
Home Chess Development Director	2026
Junior Chess Development Director	2027
Women's Chess Development Director	2027
International and External Relations Director	2025
Non-Executive Director 1	2026
Non-Executive Director 2 *	2027
Chair of Governance	2027
Chair of Finance	2025

* Non-Executive Director 2 was formerly Non-Executive Director 3.