



TOGETHER for RACING INTERNATIONAL

Chair Information Pack

May 2022



CONTENTS

- 3 Letter from the Development Directors**
- 5 About Us**
- 6 TfRI Strategy**
- 7 Our Governance**
- 8 Our Plans**
- 9 Our Staffing**
- 10 How to Apply**
- 11 Chair Job Description**
- 14 Person Specification**

LETTER FROM THE DEVELOPMENT DIRECTORS

We are delighted you are interested in chairing Together for Racing International, (TfRI) and we hope you find our information pack informative and comprehensive.

We joined the TfRI journey as Development Directors in February 2021. We were excited to combine our skills and knowledge and to have an opportunity to shape the future of a recently created concept. We have enjoyed being able to work with a range of other organisations and people around the globe to really start to make positive changes in the horseracing and thoroughbred breeding industries.

It's hard to believe we have spoken to so many people and already begun to see some positive outcomes.

In that time TfRI has decided upon a three-year strategy, defining an important role for itself in facilitating improvement across a range of issues the industry must confront.

We are fortunate to have supporters around the world who understand what we are trying to achieve, understand the need for collaboration, support and creating a sense of urgency and accountability if racing is to meet the social obligations expected of it and to retain its social license. Administrators, participants, broadcasters and organisations throughout the supply chain have engaged with us, encouraged us and pledged future support. We believe in the future we can build on this engagement to deliver our strategy and to achieve our purpose, to assist racing globally to contribute to society, improving the lives of its people and its communities.

LETTER FROM THE DEVELOPMENT DIRECTORS

Last year (2021) TfRI made great strides in establishing buy-in from its six member countries. National forums and steering groups were formed which will provide the bottom-up narrative to shape the future development of TfRI. Communication channels were developed and improved which will allow us to tell racing's social impact story to millions around the globe. Our expertise and advice in supporting the development of national initiatives and our sense of community and support is developing international programmes of work too. We are making a difference.

We have worked with an interim Chair, Diana Cooper, who is as connected as anybody to racing people around the world. Through her leadership, knowledge, skills and downright determination we have reached this point. It would not be correct to write this without acknowledging her contribution.

Thank you, Diana.

Whoever succeeds Diana can be assured of continued support from her and from many stakeholders around the world. However, they will also have a great opportunity to make their mark on the sport of horseracing globally and to oversee and support the development of an organisation that is poised to deliver great outcomes for the benefit of the racing industry, its participants and its communities in the years ahead.

Rob Hezel
Anna Powell



ABOUT US

TfRI emerged from the Godolphin Education Forum in November 2019 when delegates from six racing nations across the globe came together with a shared passion and belief in the power of education and the importance of engaging with young people.

What has emerged, encouraged by racing leaders globally, is a group of people committed to developing and undertaking activity that benefits racing, benefit its communities, will help to maintain the sports social license and help to deliver its sustainability.



TFRI STRATEGY

The purpose of TfRI has been agreed as:

Assisting racing globally to contribute to society by improving the lives of its people and its communities.

The strategy is illustrated below:

OUR PURPOSE

- Assisting racing globally to contribute to society improving the lives of its people and its communities

OUR AMBITION

- Identify global opportunities that exist
- Support countries to manage education, community and workforce opportunities
- Measure and communicate progress and success

OUR ACTIVITY

Identify global opportunities that exist

- Triennial global conference
- Commission relevant research projects
- Identify emerging opportunities
- Securing funding and resourcing to assist

Support countries to manage education, community and workforce opportunities

- Facilitate knowledge sharing
- Template programmes
- Provide professional expertise and guidance

Measure and communicate progress and success

- Developing global measures of progress
- Communicate globally national success stories
- Communicate and be transparent about what we do and what we contribute

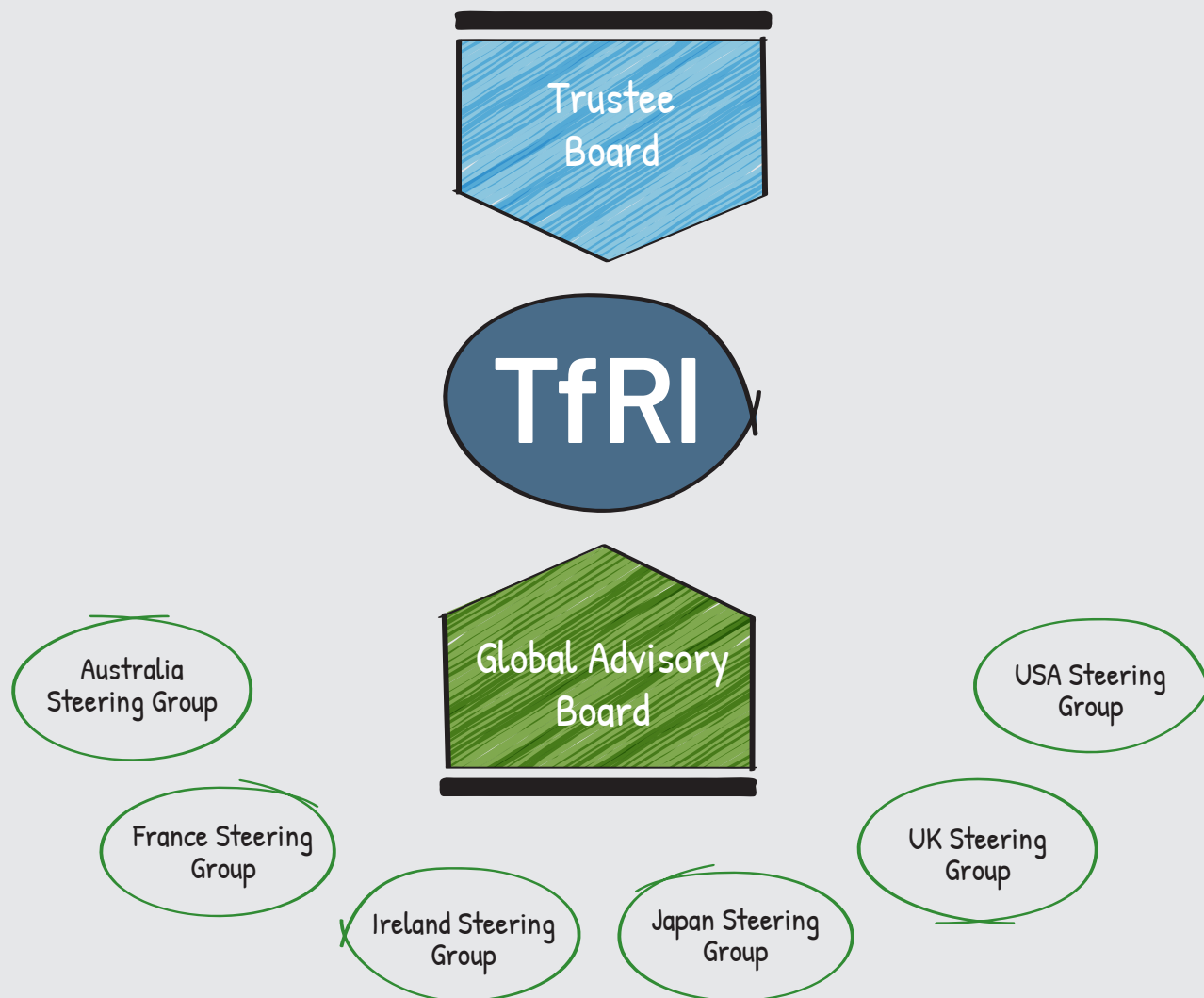
OUR GOVERNANCE

TfRI is being established as a UK charity in the form of a Charitable Incorporated Organisation.

This is now the preferred structure for UK charities as they need to register with one regulator-the Charity Commission rather than two-the Charity Commission and Companies House and as a result the administration is less onerous.

Given the international nature of the work and the importance of engagement with member countries the organisation will operate with a top-down, bottom-up governance model.

Governance Chart

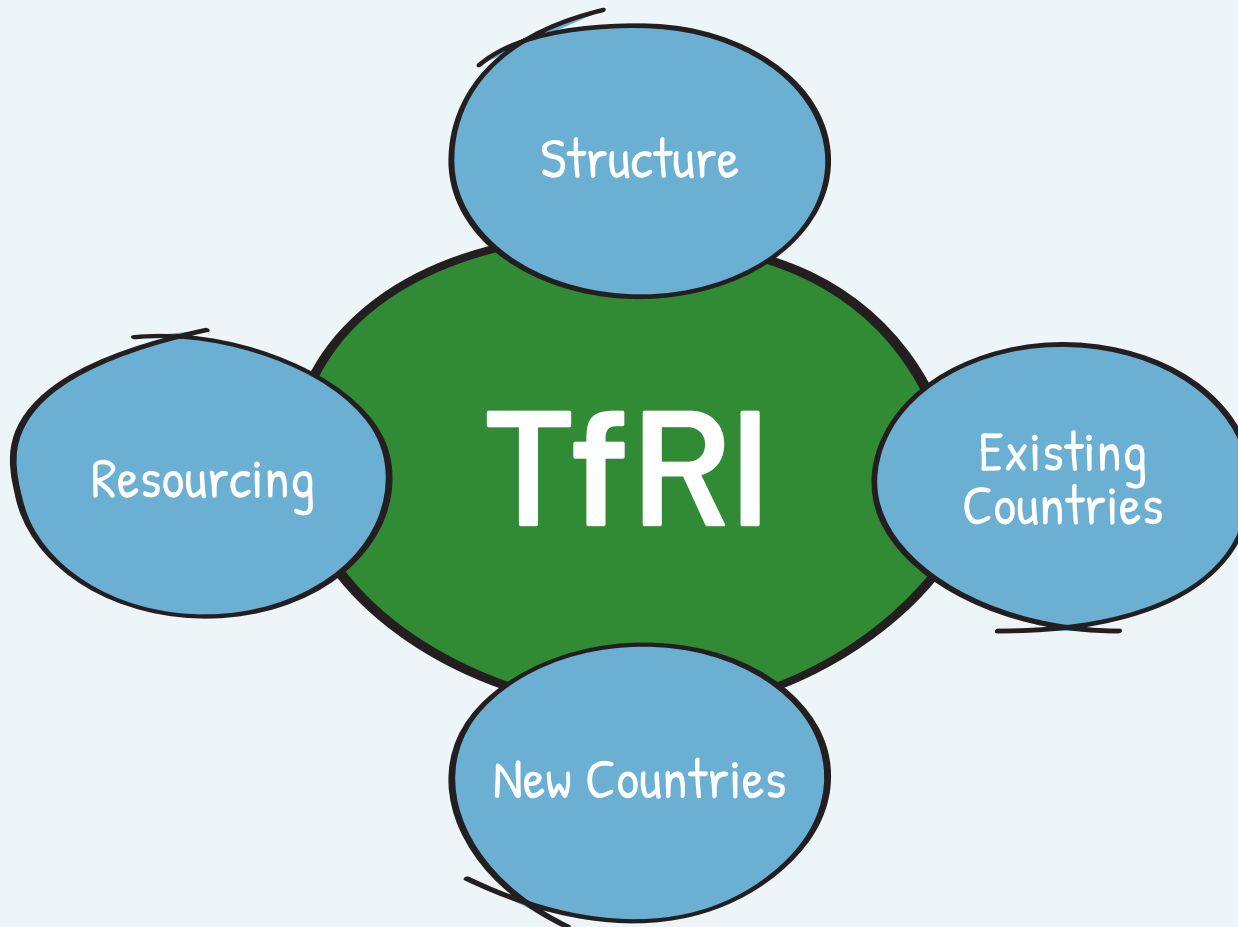


OUR PLANS

The organisation is very much in set-up phase although we are already delivering activities against our ambitions and purpose.

We must create TfRI as an organisation, recruit a Chair, trustees and a small operational team to handle relationships, programmes and communications.

Gaining the commitment of existing member countries, adding new countries as members and building partnerships with commercial and industry bodies to generate funding and capability are all crucial.



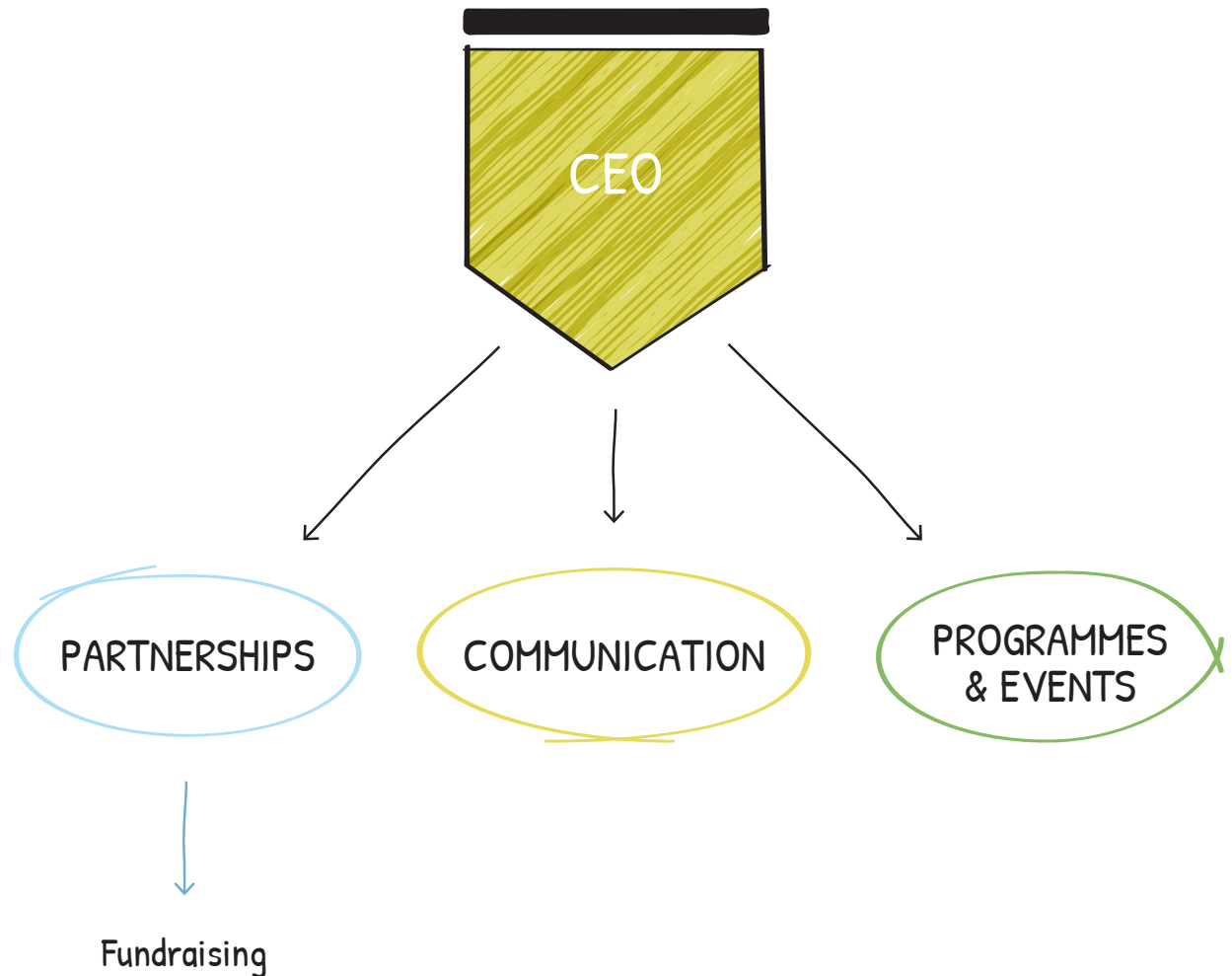
OUR STAFFING

The successful delivery of our ambition and purpose will rely on core skills being acquired in three areas.

Partnerships will be key for both raising funds and driving progress across the member countries. Communication will allow us to raise the profile of the projects that are undertaken and the positive outcomes that are achieved.

Having programme and events resource will facilitate the creation and delivery of international programmes and the three year global conference.

Organisation Chart





CHAIR JOB DESCRIPTION

Remuneration

Unpaid. Although reasonable expenses for travel may be claimed.

Time Commitment

Approximately 12 days per year, including preparation for and attendance at 4 board meetings per year.

Location

Most board meetings held virtually, although a physical meeting may be required at some point.

Role Description

The Chair will hold the Board and Executive Team to account for the organisation's purpose and ambition, providing inclusive leadership to the Board of Trustees, ensuring that each Trustee fulfils their duties and responsibilities for the effective governance of the organisation. The Chair will also support, and, where appropriate, challenge the Chief Executive and ensure that the Board functions as a unit and works closely with the Executive of the organisation to achieve agreed objectives. He or she will act as an ambassador and the public face of the organisation in partnership with the Chief Executive utilising their knowledge and contacts to leverage support for the organisations work.

PRINCIPAL RESPONSIBILITIES

Strategic Leadership

- Provide leadership to the organisation and its Board, ensuring that the organisation has maximum impact for its beneficiaries
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the organisation
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for the organisation
- Ensure that the Board is able to regularly review major risks and associated opportunities and satisfy itself that systems are in place to take advantage of opportunities and manage and mitigate the risks
- Ensure that the Board fulfils its duties to ensure sound financial health of the organisation, with systems in place to ensure financial accountability

CHAIR JOB DESCRIPTION

Governance

- Ensure that the governance arrangements are working in the most effective way for the organisation including acting in the interests of its stakeholders
- Develop the knowledge and capability of the Board of Trustees
- Encourage positive change and where appropriate, address and resolve any conflicts within the Board
- Appraise the performance of the Trustees and the Board on an annual basis
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge experience and diversity needed to govern and lead the organisation effectively, and which also reflects the wider population

External Relations

- Act as a confident, fluent ambassador for the cause, organisation and its work
- Maintain close, active relationships with key stakeholders
- Act as a spokesperson for the organisation when appropriate
- Represent the organisation at external functions, meetings and events
- Facilitate change and address any potential conflict with external stakeholders

CHAIR JOB DESCRIPTION

Efficiency and Effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the organisation and that the Board takes collective ownership
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees
- Work closely with the Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
- Monitor that decisions taken at meetings are implemented.

Relationship with the Chief Executive

- Establish and build a strong, effective and a constructive working relationship with the Chief Executive, ensuring s/he is held to account for achieving agreed strategic objectives
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Liaise with the Chief Executive to maintain an overview of the organisation's affairs, providing support as necessary
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Trustees
- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support

PERSON SPECIFICATION

In addition to the qualities required of a Trustee of the organisation, the Chair must also meet the following requirements:

Personal Qualities (Essential)

- Demonstrate a strong and visible passion and commitment to the organisation, its strategic objectives and cause
- Personal credibility to provide leadership for an organisation
- Create strong inter-personal relationships at all levels and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the organisation
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours

Experience (Essential)

- Experience of operating at a senior strategic leadership level within an organisation
- Experience of Charity governance and working with or as part of a Board of Trustees
- An interest and knowledge of the horseracing and thoroughbred breeding industries
- Experience of external advocacy and managing stakeholders
- Significant experience of chairing meetings and events
- Experience of leadership within Charitable or commercial organisations
- Knowledge and experience of operating in an international context in either sport, commerce or charity

PERSON SPECIFICATION

Knowledge and Skills (Desirable)

- Broad knowledge and understanding of the charitable sector and current external issues affecting it
- Strong leadership skills, ability to motivate staff, trustees and stakeholders
- Financial management expertise and a broad understanding of financial issues
- Understanding of Charity governance

Additionally

As we are seeking the first Chair we believe the following experiences, knowledge and background would be of particular relevance to the role:

- Experience and or knowledge of horse racing and breeding internationally
- An understanding of the importance of social licence to the sport
- An ability to introduce commercial supporters to the organisation

We are also committed to the diversity of the Board and as such would very much welcome applications from people across all demographic groups.