

THE TENNIS FOUNDATION

Division of Responsibilities- Chairman and Executive Director

To achieve the maximum effectiveness of the board, the board accepts that the roles of Chairman and Executive Director need to be split and clearly defined. The policy statement adopted by the board on 3rd August 2007, reconfirmed on 27 September 2011 and 20 November 2014 defines the role of the Chairman and Executive Director. The Chairman is responsible for leadership of the board and creating the conditions for overall board and individual trustee effectiveness, both inside and outside the boardroom. The Executive Director is responsible for running the charity's business.

It should be noted that this document does not supersede the authorities delegated in the matters reserved for the board document approved by the board from time to time and most recently on 20 November 2014.

1. Reporting Lines	
Chairman	Director
1.1 The Chairman reports to the board (the "board")	1.1 The Director reports to the Chairman (acting on behalf of the board) and to the board directly.
1.2 The Chairman is not responsible for executive matters regarding the Group's business. Other than the Director and the secretary, no executive reports to the Chairman, other than through the board.	1.2 The Director is responsible for all executive management matters affecting the Tennis Foundation. All members of executive management report, either directly or indirectly, to him.
2. Key Responsibilities	
Chairman	Director
2.1 The Chairman's principal responsibility is the effective running of the board.	2.1 The Director's principal responsibility is running the Tennis Foundation's business.
2.2 The Chairman is responsible for ensuring that the board as a whole plays a full and constructive part in the development and determination of the Charity's strategy and overall commercial objectives.	2.2 The Director is responsible for proposing and developing the Group's strategy and overall commercial objectives, which he does in close consultation with the Chairman and the board.
2.3 The Chairman is the guardian of the board's decision-making processes.	2.3 The Director is responsible, with the executive team, for implementing the decisions of the board and its Committees.
3. Other Responsibilities	
Chairman	Director
3.1 Running the board and setting its agenda.	3.1 Providing input to the board's agenda from himself and other members of the executive team.

<p>3.2 Ensuring that board agendas take full account of the important issues facing the Charity and the concerns of all board members. There should be an emphasis on strategic, rather than routine, issues.</p> <p>3.3 Ensuring that the board receives accurate, timely and clear information on:</p> <ul style="list-style-type: none"> • the Charity's performance • the issues, challenges and opportunities facing the Tennis Foundation and • matters reserved to it for decision <p>3.4 Ensuring, with the advice of the secretary where appropriate, compliance with the board's approved procedures, including the schedule of Matters Reserved to the board for its decision and each Committee's Terms of Reference.</p> <p>3.5 Proposing to the board, in consultation with the Director, secretary and Committee Chairmen as appropriate:</p> <ul style="list-style-type: none"> • a schedule of Matters Reserved to the board for its decision • Terms of Reference for each board Committee and • other board policies and procedures. <p>3.6 Taking the lead in providing a properly constructed induction programme for new directors, facilitated by the secretary.</p> <p>3.7 Taking the lead in identifying and seeking to meet the development needs both of individual directors and of the board as a whole, assisted by the secretary.</p> <p>3.8 Ensuring that the performance of the board as a whole, its Committees, and individual directors is formally and rigorously evaluated at least once a year.</p> <p>3.9 Promoting the highest standards of integrity, probity and corporate governance throughout the Group and particularly at board level.</p>	<p>3.2 Ensuring that he maintains a dialogue with the Chairman on the important and strategic issues facing the Tennis Foundation and proposing board agendas to the Chairman which reflect these.</p> <p>3.3 Ensuring that the executive team gives appropriate priority to providing reports to the board which contain accurate, timely and clear information</p> <p>3.4 Ensuring, in consultation with the Chairman and the secretary as appropriate, that he and the executive team comply with the board's approved procedures, including the schedule of Matters Reserved to the board for its decision and each Committee's Terms of Reference.</p> <p>3.5 Providing input to the Chairman and secretary on appropriate changes to the schedule of Matters Reserved to the board and Committees' Terms of Reference.</p> <p>3.6 Commenting on induction programmes for new directors and ensuring that appropriate management time is made available for the process.</p> <p>3.7 Ensuring that the development needs of the employees are identified and met.</p> <p>3.8 Providing input to the wider board evaluation process.</p> <p>3.9 Promoting, and conducting the affairs of the Group with the highest standards of integrity, probity and corporate governance.</p>
<p>4. Status of this Statement</p>	
<p>4.1 Any amendments to this statement are a Matter Reserved to the board.</p>	

Approved by the Board

August 2007, September 2011 and November 2014