



British Equestrian Federation

Terms of Reference for Board Directors

[These terms should be read (at www.bef.co.uk) in conjunction with the Terms of Reference for The BEF Board and are supplementary to them.]

The director responsible for:

Commercial Affairs

1. **Role** The director for Commercial Affairs is elected by the Council to assist in the governance of the Federation in all matters relating to the commercial activities of the Federation. In addition the director holds the office of BEF Treasurer.

2. **Responsibility** The Commercial Director, working with the executive, is responsible to the Board in the subject area for:

- the development of policy and budgets
- representing the interests of the Council, stakeholders and executive
- accountability for the delivery of agreed policy and targets
- liaising with and promoting the policy to the relevant Member Body directors
- supervising the Federation's financial affairs and reporting procedures as required by the Company's Act
- forming with the Chairman a remunerations committee.

3. **Objectives** The Commercial Director is to promote the development of policies throughout the Federation for:

- effective revenue generation
- rolling modernisation
- maximising resources
- promoting the development of human staff assets.

4. **Method** While the Director is responsible for governance and policy matters the executive will be responsible for supporting the process of developing strategy and preparing budgets and for implementing strategy once it is agreed.