



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Tuesday 21 November 2017
at 1030 hrs at the Woodside Hotel,
Kenilworth**

Chair: Ed Warner OBE (EW)

Directors Present: Julie Biddle (JB)
Christine Blackford (CB)
Jessica Cook (JC)
Mark Jeffreys (MJ)
Barry Johnson (BJ)
Jane Nixon (JN)
Lotte Olsen (LO)
Tim Holderness-Roddam (THR)
Deborah Smith (DS)

In Attendance:	Nicki Kavanagh (NK)	Interim CEO
	David Ingle (DI)	Interim COO
	Lynne Bailey (LB)	HR Consultant
	Sarah Bunting (SB)	Head of Finance
	Anna Hall (AH)	Head of Participation
	Maggie Moreton (MM)	Head of Secretariat
	Karen Myers (KM)	Director of Public Affairs
	Jan Rogers (JR)	Head of Equine Development

Apologies: Claire Williams (CW)
Gordon Burton (GB)

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84/17	It was noted that a quorum was present, with MJ, JB and JC arriving late and apologies had been received from CS and GB. <i>LB left the meeting.</i>	
85/17	The Chair welcomed the Board members and emphasised that their duty was to the BEF first, a cabinet responsibility to ensure that the Board was not compromised and could be open and transparent at all times.	
86/17	Declarations of Interest The Chair invited the Board and Executives to introduce themselves and, in the case of the Board where appropriate, expand on their already declared conflicts of interest. These were noted. <i>JB joined the meeting at this point.</i>	
87/17	Minutes of the Board Meetings held on 18 Oct 17, 20 Oct 17 and 30 Oct 17 The minutes of the above meetings were checked for accuracy and signed by the Chair as a true record. It was noted that the minutes of the first meeting of the new board held on 30 Oct 17 would be published on the website in compliance with the Code of Sports Governance.	MM

88/17	<p>Matters Arising from the Minutes of the Board Meetings held on 18 Oct 17, 20 Oct 17 and 30 Oct 17</p> <p><u>a) Minutes of Board Meeting 18 Oct 17 – Stakeholder Mapping & Strategy – 71/17</u> KM confirmed that this would be covered later on the agenda in the Executives’ presentation for external facing stakeholders. The deadline for this will come under Part 2 when the strategy is complete.</p> <p><u>b) Minutes of Board Meeting 30 Oct 17 - Senior Independent Director (04/17) and Interim INED Vacancy (05/17)</u> It was noted that MJ would be attending the meeting in his SID role and KT as Interim INED.</p> <p><u>c) Recruitment of Permanent Chair, INEDs and CE (08/17)</u> <i>LB rejoined the meeting.</i> It was noted that Hartmann Mason (HM) has been appointed to undertake the permanent INEDs and CE recruitment. HM was recommended by UKS as having worked in this area before recently. HM has been fully briefed and adverts will go out this week, with a closing date of 1 Dec 17 and interviews taking place w/c 8 Jan 18. Copies of the original INED applicants’ cvs have also been made available to HM, following receipt of the candidates’ permission to do so. <i>(Afternote: the closing date has been amended to 6 Dec 17.)</i> The candidate brief for the CE would be finalised within the week and adverts placed week commencing 27 Nov 17, with applications closing 5 Jan 18. CE Interviews were planned for the weeks commencing 22 and 29 Jan 18. <i>LB left and JC joined the meeting at this point.</i></p>	
89/17	<p>Terms of Office for Nominated and Elected NEDs</p> <p>The terms of office for the Elected and Nominated Non-Executive Directors were drawn as follows in accordance with Art. 18.9.2:-</p> <p><u>Nominated Directors</u> Christine Blackford - 1 year Lise-Lotte Olsen - 2 years Tim Holderness-Roddam - 3 years Julia Biddle - 4 years</p> <p><u>Elected Directors</u> Jess Cook - 1 year Claire Williams - 2 years Jane Nixon - 3 years but not eligible to stand again for a 2nd term – Art. 18.9.3 Barry Johnson - 4 years</p> <p>The terms of office for the INEDs were not decided as the current postholders were interim appointments.</p>	
90/17	<p>Board Induction Presentation - Governance Update</p> <p>NK led the first induction session for the new Board covering the following topics: <u>Board Induction Programme</u> and timetable going forward History of BEF <u>Governance</u> – Articles of Association, BEF Objects and Purpose, Code for Sports Governance, Board Code of Conduct, Governance Structure, Board Committees, Executive and supporting team,</p>	

	<p>Emerging Strategic Plan 2017-21 following recommendations/ findings from Portas Consultancy. The following actions were agreed:</p> <ul style="list-style-type: none"> • A copy of the presentation slides to be provided to the Board. • It was noted that Council receives the financial statements – the Chair asked for clarification on the Council and Board’s roles/responsibilities on financial matters to be tabled for next meeting. • Nominations Committee – role is to assess appointability of candidates for all Board appointments and filter nominations for elected directors. • External appraisal of Board performance to be carried out once every four years with internal appraisals occurring annually. Board to consider the process for this at the April board meeting as external appraisal is due in November 2018. • Reports from meetings of Nominations Committee, Remuneration Committee and Audit Committee to be included as standard items on board agendas. • Additional Board roles to be covered as follows, along with terms of reference where not already completed to be tabled for approval at the next meeting: <ul style="list-style-type: none"> - Senior Independent Non Executive Director (MJ appointed as interim) - Equality and Diversity Champion - Safeguarding Champion - Athlete Welfare/Duty of Care Guardian • Board to engage with Executive through CEO to prioritise workloads. • GB to give a full explanation of his World Class team at the next Board meeting • The Chair suggested the Portas presentation slides should be sent to the Board as it included a great deal of data and was the biggest consultation done for a number of years. The Board was asked to respect the confidentiality of this presentation. • The survey produced by PA Consulting on Usage and Attitudes should also be shared with the Board on how our market engages – again the confidentiality of the document to be respected. <p><i>MJ joined the meeting at this point.</i></p>	<p>MM</p> <p>SB/MM</p> <p>NomCom</p> <p>Board/MM</p> <p>MM</p> <p>MM/LB</p> <p>Board</p> <p>GB</p> <p>MM</p> <p>Board</p> <p>MM Board</p>
91/17	<p>BEF Independent Review MJ updated the Board on the current situation. It was noted that the review would not be completed in line with the original timeline due to the number of those wishing to participate.</p>	
92/17	<p>Executives’ Update NK led the presentation by the Executive covering the challenges faced by the Executive over the last year. The following workstreams were also highlighted: <u>World Class Programme</u> (NK on behalf of GB)</p>	

	<p>NK addressed the World Class Programme slides on behalf of GB, highlighting current activities along with conditions of funding from UKS. NK explained that the new strategy for WCP could be shared with the new Board, but it was crucial its confidentiality must be respected. It was noted that GB would be present at the next meeting to expand on WCP activities.</p> <p><u>Sport England Bid (AH)</u> SE focus is to support the core market, keeping people active and not dropping out, and using them to encourage others. In the last funding cycle BEF influence on equestrian sport activity was monitored by the Active People Survey phone calls. There had been a significant shift at the end of that cycle to encourage health of the nation with funding diverted to the inactive market. The Active Lives Survey shows 331K involved in equestrian sport; Equestrian being the second largest spectator sport but includes horse racing. For the new cycle, the MBs wishing to participate have submitted projects for funding support at various levels. Performance delivery will be monitored and funding released in stages if successful. AH has co-ordinated the submissions and incorporated them in the NGB bid document. The outcome of the funding application will be known in mid December.</p> <p><u>Marketing and Communications (KM)</u> KM reported on recent activities and media campaigns.</p> <p><u>Equine Development (JR)</u> JR updated the Board on future plans for Futurity, Equine Bridge, British Stallion Event and British Breeder Magazine in 2018 and beyond. The future management of other areas of work included in the Equine Development portfolio was also discussed by the Board.</p> <p><u>Priorities for end of 2017 and Q1 2018</u> The priorities for the Executive were noted through to 31 Mar 18. A copy of the slide presentation will be sent to the Board.</p> <p><i>AH, JR, KM, LB and MM left the meeting at this point.</i></p>	<p>Board GB</p> <p>MM</p>
93/17	<p>Financial Update and Budget Discussion The Board reviewed the Management Accounts to 30 Sep 17, the forecast to 31 Dec 17 and the draft Budget for 2018.</p>	
94/17	<p>Equality and Diversity Action Plan The Board was asked to consider the tabled document and feedback any comments to AH by 24 Nov 17.</p>	Board
95/17	<p>Any Other Business Nothing to report.</p>	
96/17	<p>Dates of future BEF Meetings in 2017 & 2018</p> <p><u>Board Meetings</u> Monday 18 December 2017 Wednesday 28 February 2018 Wednesday 18 April 2018 Wednesday 18 July 2018 Wednesday 5 November 2018</p>	

	<p><u>Council Meetings</u> Wednesday 25 July 2018 Wednesday 21 November 2018</p> <p><u>Quarterly Meetings of MBs Chairs/CEOs with BEF Board/Executive</u> Spring date to be confirmed Wednesday 25 July 2018 Autumn date to be confirmed Wednesday 21 November 2018</p>	
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Chair