



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Wednesday 28 February 2018
at 1000 hrs in the Lecture Theatre,
Equestrian House, Abbey Park**

Chair: Ed Warner OBE (EW)

Directors Present:

- Julia Biddle (JB)
- Christine Blackford (CB)
- Sarah Broughton (SB)
- Barry Johnson (BJ)
- Jane Nixon (JN)
- Lotte Olsen (LO)
- Tim Holderness-Roddam (THR)
- Kevan Taylor (KT)
- Martyn Wilks (MW) – *from Minute 13/18 onwards*
- Claire Williams (CW) - *from Minute 15/18 onwards*

In Attendance:	Nicki Kavanagh (NK)	Interim CEO
	David Ingle (DI)	Interim COO
	Sarah Bunting (SB)	Head of Finance - <i>Minute 17/18 only</i>
	Ashlee Byrne (AB)	Safeguarding Officer - <i>Minute 18/18 only</i>
	Maggie Moreton (MM)	Head of Secretariat

Apologies: Jess Cook (JC)

		Action by
07/18	It was noted that a quorum was present and CW and MW would be arriving late due to the bad weather. The Chair reported that unfortunately UKS representatives, Jane Purdon accompanied by Helen Nicholls, would not be presenting to the Board on the Code for Sports Governance in Practice, as Jane was unwell. It was planned to reschedule this session to take place at the next Board meeting.	MM
08/18	Declaration of Conflict of Interest It was noted that CB had updated her declaration to include publication provision and management for the Pony Club by her company.	
09/18	Minutes of the Board Meetings held on 18 Dec 17 and 31 Jan 18 The minutes of both meetings were checked for accuracy and signed by the Chair as true records of the meetings.	
10/18	Matters Arising from the Minutes of the Board Meetings held on 18 Dec 17 and 31 Jan 18 <ul style="list-style-type: none"> • 107/17 - Selection policies would be available shortly for Board approval. 	GB

	<ul style="list-style-type: none"> • 110/17 – BEF Strategy – It was noted that it was for the new CEO and Board Chair to decide how to take the work done already by Portas forward, noting that this work had been part funded by UKS and SE. • 111/17 – Risk Register – Audit Committee would be looking at shortly. • 114/17 - Budget Update – The Chair reported that he had spoken to the Members, and they were not willing to increase their subscriptions beyond that agreed for 2018. • 04/18 – Recruitment of Permanent Board Chair – MW would provide an update for the Board later in the meeting as tabled on the agenda at item 10. 	<p>Chair/CEO Audit Com MW</p>
<p>11/18</p>	<p>Retirement of INEDs – Director Rotation Lots were drawn by the three recently appointed INEDs to agree the following terms of office: Sarah Broughton – 1 year, first term ends December 2018, but eligible for a further term Kevan Taylor – 2 years, first terms ends December 2019, but eligible for a further term Martyn Wilks – 3 years, first term ends December 2020, but eligible for a further term.</p>	
<p>12/18</p>	<p>Membership of Board Committees With the permanent INEDs now in place, the membership of the Board committees was confirmed as follows:-</p> <ul style="list-style-type: none"> • Audit Committee – KT (Chair), SB, THR and JC • Remuneration Committee – SB (Chair), MW, CB and BJ • Nominations Committee – EW (Chair), KT, MW, CW, LO <p>and Board Champions appointed as follows:-</p> <ul style="list-style-type: none"> • Safeguarding – Lotte Olsen – LO to step down from the Safeguarding Case Management Group (SCMG) • Equality and Diversity – Jess Cook • Duty of Care – Barry Johnson – including mental health support, athlete voice/representation, good practitioner support, culture health check and exit plans. <p>Other working groups</p> <ul style="list-style-type: none"> • Strategic Participation Advisory Group (SPAG) – Open to all MBs to discuss Participation. • Participation Steering Group (PSG) – BEF CEO, AH and MBs who receive SE funding. It was noted that SE insisted CEO was on PSG and is an advisory group to the Board. • Performance Management Group (PMG) – Board Chair (casting vote), CEO, PD and independent peer with high performance sport leadership experience (at PD level) are all voting members. Advisors – WCP PMs, HoPS, HoPP, HoPO. Invitees – Athlete representatives. Observers (non voting) – UKS Performance Advisor and BOA Sport Engagement Manager. • Strategic Consultation Group (SCG) – PD, FEI sports MBs CEOs, PMs <p>It was noted that UKS approved both PMG and SCG. <i>MW joined the meeting at this point and was updated by the Chair.</i></p>	<p>Board</p>

13/18	<p>Notes of the Quarterly Meetings of MBs Chairs/CEOs and BEF Board held on 13 Sep 17 and 15 Nov 17 for information The notes of both meetings were taken as read.</p>	
14/18	<p>Update on Board Chair recruitment and Council Chair role and recruitment It was noted that the Council Nominations Committee had identified an outstanding candidate for the Council Chair role, whom it would be recommending to the Council for election at the BEF EGM on 19 Mar 18. <i>EW remained in the meeting as he was not standing for the permanent board chair role.</i></p> <p>MW, Chair of the Independent Nominations Committee for the Board Chair vacancy, reported on the recruitment process thus far, with the assistance of exiting INED Mark Jeffreys. First round interviews will be held on 6 Mar 18 and second round on 15 Mar 18. A representative from UKS or SE will be present on both interview dates.</p>	NomCom
15/18	<p>Risk Register It was noted that the tabled version of the Risk Register, prepared by the Executive team, had not yet been reviewed by the Audit Committee, and used the Risk Matrix currently in existence. The Board was asked to consider if the matrix was fit for purpose and if assumptions/definitions were correct. The Board focussed on the A gradings and discussed these alongside other risks identified during the meeting. It was agreed the Audit Committee should review the register on 23 Mar 18, including the Board's recommendations. The CEO would then present the revised document to the Board on 18 Apr 18 for its approval. It was noted that BEF had a business continuity plan that had been tested when its current offices had suffered underfloor water damage. <i>CW joined the meeting during this item.</i></p>	Board Audit Com CEO
16/18	<p>Update on Independent Review The Chair briefed the Board on developments.</p>	
17/18	<p>Financial Report A presentation was made to the Board by NK entitled "Where the money goes". <u>Management Accounts to 31 Dec 17</u> The HoF reported that there were timing differences in the budget and actual which resulted in some under expenditure in the management accounts to 31 Dec 17. Work was required in getting budgets right in the planning stages, with more accountability for portfolio heads. It was noted that the auditors would be in the office for the week commencing 12 Mar 18, and a pre audit meeting was being held later this week. <u>Draft Budget for 2018</u> SB addressed the tabled budget, which represented business as usual, pending decisions being made on strategy and membership. KT drew the Board's attention to the key risks included within the notes to the budget. The Board formally approved the budget as</p>	

	tabled.	
18/18	<p>Board Induction Training and Overall Plan – Safeguarding Induction Feedback</p> <p>The BEF Safeguarding Officer, Ashlee Byrne joined the meeting and provided an update to the Board on her role within the federation, and her work delivering safeguarding education to MBs coaches and Podium, Podium Potential and Excel athletes. AB addressed the condensed self-directed learning session the Board had completed on safeguarding, and questioned the directors individually to test their understanding of the subject.</p> <p>It was noted that Anti-Doping and Anti-Corruption would be covered next as part of the Board online induction training. <i>AB left the meeting.</i></p>	SH/LB
19/18	<p>CEO Update</p> <p>NK presented to the Board on the following topics:</p> <ul style="list-style-type: none"> • <u>Governance Update</u> – INED and CEO recruitment completed. Board Chair interviews about to commence. Council Chair awaiting election by MBs. ToRs for Performance Management Group (PMG) and Participation Steering Group (PSG) shared with MBs. Outstanding compliance requirements reported to UKS on 15 Dec 17. Risk Register updated by Executives and being reviewed by Audit Committee for Board approval. • <u>Board Induction Process</u> Stage 1 already covered with follow up by Stage 2 today with safeguarding session. Anti-Doping and Anti-Corruption to follow on 18 Apr 18 at Board Meeting. The timetable for the Board Induction rollout was highlighted. • <u>HR Update</u> Current team – decrease in size/resources and associated challenges • <u>Equestrian GBR WCP</u> Mission 2020 PMG/Selection transfer New performance strategy accepted. • <u>Governance Action Plan (GAP)</u> Succession Planning Stakeholder mapping Disciplinary and Grievance Policy Staff survey • <u>Marketing and Communications</u> Achievements included delivery of Olympia activity, step-change in H&H relationship, supported EGB in issues management Actions – WEG planning, Athlete appearances –UKS report in April, Communications planning for Equine Development outcomes and Independent Review • <u>Commercial</u> Achievements – activation of sponsorship contracts 	

	<p>underway, with focus on WEG, UKS Project Performance input. Actions – Partner meeting in April with WC team and new CEO, Athlete kitting out in coming weeks.</p> <ul style="list-style-type: none"> • <u>Participation</u> Achievements included revised budget to meet award – MB projects protected, BEF and BETA taking cuts, held 2 PSG meetings with all 10 MBs receiving funding, PSG terms of reference agreed at these meetings, project letters and agreements being issued with targets and funding profiles for each project. Actions – agree partnership project letters with MBs, and overarching targets with SE, launch projects, and agree targets with SE. • <u>GDPR</u> Principles of GDPR – fair lawful and transparent, limited purpose, data minimisation, accuracy, retention and security. High level timeline set out for achievement by 25 May and ongoing activity beyond that date. • <u>Safeguarding</u> Safeguarding Audit, (Lime Culture) completed, all Safeguarding training now updated, Safeguarding embedding into WCP, and SO delivered training to Excel and WCP athletes, officials, coaches and Regional Development Officers. MM was asked to provide a copy of the Safeguarding Audit letter to Board. Case Management Panel utilised by a number of MBs. • <u>BEFAR - Anti-Doping</u> 13 presentations delivered in 2017 Developed more delivery modules 	MM
20/18	<p>Equine Development and PIO status of BEF The Board considered the HoED’s paper on the current status of BEF as a Passport Issuing Organisation (PIO) recognised by Defra. The HoED explained that BEF is a good example of a PIO that is no longer needed and this would not have a detrimental effect on the BEF being able to add FEI Recognition Cards for the purpose of participating at international (FEI) competitions. Discussions had already been held with BHS to take on its data file in the event of BEF delisting, and it was noted that there is no financial gain to being a PIO. TH-R suggested if this PIO role of the BEF was linked up to the national database, it could be a revenue generator as part of a commercial strategy. The Chair suggested that TH-R researched his proposal and brought back to the Board at its next meeting so that a final decision could be made.</p> <p><u>Equine Development</u> The Board was updated on the current situation of making provision for Futurity, British Breeder Magazine, Equine Bridge and the Stallion Parade in the future, the tender process implemented and discussions that followed. JN and TH-R voiced their concerns that another commercial opportunity was not being fully</p>	TH-R

	investigated and agreed to prepare a fully costed proposal for the Board to consider.	JN/TH-R
21/18	<p>Any Other Business</p> <p>a) 2018 Queen’s Award for Equestrianism – MM informed the Board of the invitation to put forward candidates and for the Council Chair to represent the federation on the Judging Panel. MM to inform SO, Acting Council Chair.</p> <p>b) BEF EGM/Council Meeting – 19 Mar 18 NK briefed the Board on the presentations being made at the EGM to the Members by HMRC on “National Minimum Wage” and by BGA on the Equestrian Employers Association’s Guide to the National Minimum Wage.</p> <p>c) Correspondence with HorseScotland EW informed the Board of a letter he had received from the Chair of HorseScotland on what BEF does for Scotland. He suggested that this was passed to the new Chair and CEO to take forward.</p> <p>d) BEF Interim Chair and Interim CEO visit to FEI HQ – 17 Jan 18 EW reported on his and NK’s day visit to Lausanne.</p> <p>e) EW, on behalf of the Board, formally thanked NK and DI for their hard work and efforts as interims since August 2017 and all that had been achieved.</p>	MM Chair/CEO
22/18	<p>Dates of BEF Meetings</p> <p><u>Board</u> 18 Apr 18 18 Jul 18 5 Nov 18</p> <p><u>Council</u> 25 Jul 18 21 Nov 18</p> <p><u>Quarterly Meetings with MBs Chairs/CEOs and BEF Board/Executive</u> 25 Jul 18 Autumn 2018 tbc 21 Nov 18</p>	



Chair