



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Wednesday 18 April 2018
at 1030 hrs in the Boardroom,
Equestrian House, Abbey Park**

Chair: Mohamed Elsarky (ME)

Directors Present: Julia Biddle (JB)
Christine Blackford (CB)
Sarah Broughton (SBr)
Jess Cook (JC)
Barry Johnson (BJ)
Jane Nixon (JN)
Lotte Olsen (LO)
Tim Holderness-Roddam (THR)
Kevan Taylor (KT)
Martyn Wilks (MW)
Claire Williams (CW)

In Attendance:	Nick Fellows (NF) Sarah Bunting (SBu) Ashlee Byrne (AB) Anna Hall (AH) Sandra Hill (SH) Maggie Moreton (MM) Pippa Wade (PW)	CEO Head of Finance/Company Secretary Safeguarding Officer - <i>Minute 35 /18 only</i> Head of Participation- <i>Minute35-37 /18 only</i> Anti-Doping Manager - <i>Minute 36 /18 only</i> Head of Secretariat Press Officer – <i>Minute 37/18</i>
	Jane Purdon (JP)	UKS Head of Governance – <i>Minutes27-29 /18 only</i>

Apologies: Gordon Burton (GB)

		Action by
25/18	<p>The Chair welcomed everyone to his and the CEO's first BEF Board Meeting, and gave a brief history of his own background, and his desire to advance British equestrianism. He explained that Jane Purdon, UKS Head of Governance would be making a presentation to the Board on the Code of Sports Governance, which had been rescheduled from the last Board meeting, and he had invited her to sit through the Independent Review discussion as an observer.</p> <p>It was noted that a quorum was present and there were not any apologies for absence.</p>	
26/18	<p>Minutes of the Board Meetings held on 28 Feb 18 and 23 Mar 18</p> <p>The minutes of both meetings were checked for accuracy and signed by the Chair as true records of the meetings.</p> <p><i>Jane Purdon joined the meeting</i></p>	

27/18	<p>Presentation by Jane Purdon, UKS Head of Governance</p> <p>The Chair welcomed Jane to the meeting, and Jane explained that she was representing both UKS and SE. Emphasis was placed on the following points:</p> <ul style="list-style-type: none"> • The accountability and responsibility of the NGB as part of the funding agreement with UK Sport, which in turn reports to DCMS in line with UKS Investment Principles • BEF hosts the World Class Programme(WCP), and board checks/challenges WCP • Performance Management Group (PMG) – use and purpose. Membership of this group agreed with UKS and includes BEF Chair (casting vote) and CEO (UKS accountable officer) • Compliance with the Code for Sports Governance is mandatory to receive UKS and SE funding • All Directors must act in the best interests of the organisation, and in a manner consistent with their legal duties • Directors’ Code of Conduct • Conflicts of Interest – the Chair shall proactively address and manage these amongst the directors. • Development of the Board including annual evaluation of the Board’s skills and performance, individual director’s skills and performance. Evaluation of committees (not necessarily annual). External evaluation of the Board at least once every four years, scheduled for early 2019. <p><u>Independent Report into BEF</u></p> <ul style="list-style-type: none"> • Action Plan to address all the report’s recommendations – with clear actions, owners and timelines – to be completed in next four weeks agreed by BEF Chair on behalf of the Board • Action Plan to be agreed by the BEF Board, OD MBs’ boards, and UKS and SE. • Ongoing funding to be linked to full implementation of action plan • Regular progress updates to be given to UKS and SE • Facilitated support with regards to cultural change • MB internal issues raised in the report to be addressed and reported back to UKS and SE 	
28/18	<p>Declaration of Conflicts of Interest</p> <p>Nothing was declared at the meeting.</p>	
29/18	<p>Independent Review</p> <p>The Chair highlighted the findings of this report. He reported on his recent discussions with the new Chair of Council, and how they proposed the Board and Council work together going forward. The key areas going forward were:</p> <ul style="list-style-type: none"> • Identify the role and responsibilities of BEF • Establishment of strong leadership • Follow Governance Code <p>CEO to report to UKS regularly on progress and the Board to develop a Code of Conduct.</p>	

	<p>Role and Responsibilities of BEF</p> <p>The Chair referred the Board to the findings of the Portas Review (2017) and Stratford Proposal (2004). The Directors were asked for their individual thoughts on the role of the BEF going forward and it was agreed it should be what was best for equestrianism, developing a growing equestrian sport. It was agreed that there was a huge gap between the 250K members represented by the BEF MBs and the 2.7 million riders in the UK. Should BEF encompass all equestrian activities outside of racing, and offer additional services as required but at a cost? The Chair queried what other NF models exist that are more efficient and that perhaps BEF should aspire to become, and are there facilitators in BEF membership that could provide a central service for all for activities like HR, membership, finance, passports benefitting all through economies of scale and using best practices. The Board agreed the role of BEF as an “enabler” as put forward by Portas might be more achievable if changed to “facilitator”.</p> <p>Establishment of Strong Leadership</p> <p>Development of equestrianism within disciplines but without power struggle. What can we do to win hearts/minds – the Chair is confident of getting sponsorship if we can all work together and engage in a positive manner.</p> <ul style="list-style-type: none"> • One voice to FEI, UKS and SE defined in developing equestrianism, voice of reference, define how we get to setting strategy – agreed by Board. • What BEF should do, does – bottom up activity – Board to revisit exercise chart in Stratford Proposal • BEF cannot be a “postbox” operation – has duty to work collaboratively for benefit of equestrianism, encompassing all outside of racing but working with racing on biosecurity. • As part of vision for equestrianism, be best in class for getting to where BEF needs to be for benefit of equestrianism. • Agree to work on how it is funded • Ensure harmonious guardianship of sport as a whole – JP referred to this item in the Code. <p>Code of Conduct</p> <p>KT queried if the objects in the Articles of Association were fit for purpose – BEF has to be inspirational, motivating MBs, with the words and behaviour being very important for the common purpose. The Code of Conduct should be underpinned with shared values/beliefs, encompassing the MBs, including:</p> <ul style="list-style-type: none"> • Welfare of Horse and Rider • Mutual Respect • Excellence in communications • Transparency • Recognition of value of our sport and commercial value/opportunities • Respect riders who do not wish to be competitive • Respect and value volunteers • Recognition of sport being inclusive to all • Professionalism 	<p>NF</p> <p>Board</p>
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	<ul style="list-style-type: none"> • Pride • Opportunities open to all <p>This desire to be generally collaborative in working with the MBs was supported, and the Board agreed to find a date to fine tune this common approach with MBs. Jane Purdon drew attention to the required timeline by UKS, which was within a month. That said, it was agreed this included some items that could be addressed on the list immediately, such as HR policies which had already been completed, and SBr agreed to check over as part of her business expertise. The BEF to share its best practice with MBs, with BEF adopting and then cascading to its members. Members to be required to adopt as part of BEF Membership Policy.</p> <p>The Chair asked when BEF would be given the green light on its compliance with the Code and was informed by Jane Purdon when:</p> <ul style="list-style-type: none"> • Performance Management Group membership is sorted – completed now permanent Board Chair and CEO in place • Run GAP through filter of report and re-establish current position. <p><i>JP left the meeting</i></p>	
30/18	<p>Risk Register</p> <p>KT, as Chair of the Audit Committee, provided an update to the Board. The Risk Register had been compiled by the Executive team, considered by the Board and its comments incorporated into the register and reviewed again by the Audit Committee, before coming back to the Board for approval. It was noted that the CEO had not yet had any input. The Audit Committee had amended the Risk Matrix and updated the financial values. The Risk Register had now been renumbered in order of the matrix and showed risks 1-26. It was noted that risks 19-26 would not normally be dealt with by the Board, but were included in the tabled version for the Board to consider at this stage for checking purposes. Risk owners were normally the Executive, but some had been amended to Chair and/or CEO. Key risks included:</p> <ol style="list-style-type: none"> 1. Funding – not signed off to 2021 yet. Commercial – work with MBs and define BEF going forward. 2. BEF requires a clear strategy to show it is fundable 7. Independent Review – good progress today and engage with MBs as already discussed. 15. Lack of “body corporate” knowledge 26. Not meeting medal targets – should this be rated higher – NF to speak to GB. <p>It was agreed that when the Risk Register was updated it should be shared with MBs and encourage a two-way exchange.</p> <p>The Board approved the Risk Register as presented whilst noting that the Register would evolve in the coming months.</p>	<p>NF/GB</p> <p>NF</p>
31/18	<p>Selection Policies</p> <p>The Chair expressed his disappointment that the Equestrian Team GBR Selection Policies for the FEI WEG 2018 for Eventing and Dressage had already been published on the BEF website before</p>	

	<p>being approved by the Board. KT ran through his queries on the two policies.</p> <p>The lack of clarity as to BEF's position in these policies was to be taken up with the PD and amendments made in accordance with the points discussed.</p>	NF/GB
32/18	<p>Matters arising from the Board Minutes Nothing was raised.</p>	
33/18	<p>Minutes of the BEF EGM held on 19 Mar 18 for information These minutes were taken as read. The Chair asked if the queries raised following the circulation of the draft minutes to the MBs had been dealt with and MM explained that these had been referred to Sam Orde, who had chaired the EGM.</p>	
34/18	<p>Financial Report and Update The HoF addressed the management accounts to the end of the first quarter, 31 Mar 18, which was ahead of budget mostly due to the interim CEO and COO working less time than envisaged in this period. There was some uncertainty on the potential increase in office service charges and the CEO was going to check the original heads of terms and speak to the BHS CEO on the matter. CB queried the level of financial reporting required for UKS and SE, and suggested this was not reflected in the accounts. The CEO confirmed that he was looking to provide more detail, and giving budget managers more control and accountability within their own areas. The WC Senior Leadership Team will then be able to identify the areas of expenditure which vary from that budgeted and report and re-profile funds accordingly. Reference was made to grants not spent covered in Note b to the Management Accounts. The HoF explained that some SE operational funding had not been spent as not all MB projects had got underway in February and March as originally planned. KT thanked the HoF and CEO for including the forecast.</p> <p><u>BEF Reserves Policy</u> KT referred to the current level of reserves which would not fulfil the BEF Reserves Policy. He queried if the Board should continue with this policy as written and look to put the BEF finances back on track, the Board agreed with this line of action. CB suggested this decision should not be made in isolation, and should be considered along with the risk register and strategic plan. The Board agreed to continue with the Reserves Policy as written, but review again later in the year.</p>	<p>NF</p> <p>NF</p> <p>Board</p>
35/18	<p>Board Committee Reports <u>Nominations Committee</u> – nothing to report <u>Audit Committee</u> – The revised terms of reference for the Audit Committee, tabled with the agenda papers, were approved by the Board, following item 2 being amended to read “The authority of the Committee is established by the Board and it is accountable to the Board”. <u>Remuneration Committee</u> – meets again later in the year.</p>	SBu/MM

	<p><i>HoP and SO joined the meeting</i></p> <p>Safeguarding – The SO reported an audit had been carried out in March across the federation in response to the Sports Minister’s letter to sport NGBs. The audit was carried out by Lime Culture, and HorseScotland and BEF Associates did not take part. The audit produced some generic outcomes and concerns, particularly regarding the different levels of engagement. The CEO agreed to pick this up as Safeguarding is very important to BEF and provide an update at the next Board meeting. SO reported on the redesigned training package for Safeguarding, which can be delivered by anyone. It was agreed the report provided by Lime Culture should be circulated to the Board after the meeting. LO offered her assistance if required as Board Champion for Safeguarding.</p> <p><i>SO left the meeting.</i></p> <p>Equality and Diversity – The Annual Monitoring form for staff and the Board had been circulated in March/April and the HoP reported on the findings. It was agreed that images of our sport should be used to encourage more diverse participation and be reflective of the workforce and be more demographic of the area the office is situated. Similarly for the Board, work was required with the MBs to encourage nominated and elected board members with more diversity where possible and SBr offered her expertise in this area. It was noted that Jane Purdon had requested details of the term limits for MBs’ board members. The Chair requested that Board succession planning was included on the agenda of the next Board meeting. SB suggested that the Board should also consider reviewing current gender pay within the BEF workforce.</p> <p>Participation Steering Group – nothing to report</p> <p>Strategic Participation Advisory Group – nothing to report</p> <p>Performance Management Group – nothing to report</p> <p>Strategic Performance Consultation Group – nothing to report</p>	<p>NF</p> <p>MM</p> <p>LO</p> <p>PW</p> <p>SBr</p> <p>MM</p> <p>MM</p> <p>Board</p>
<p>36/18</p>	<p>Board Induction</p> <p>Equality and Diversity</p> <p>The HoP drew attention to BEF’s target of achieving the Advanced Equality Standard by March 2020, but it had since been agreed with UKS to move this to March 2021. It was agreed an agenda should be drawn up and the first task would be to agree an Implementation Action Plan for BEF to achieve this standard, which could then be used by the MBs and bring value, service and consistency. The Board to review the list of recommendations and assess if achievable. This was an area for “small” BEF to lead on for big BEF. The HoP explained that this may take time as not currently listed as a high priority and do not currently have the resource.</p> <p>Anti-Doping</p> <p><i>SH joined the meeting</i></p> <p>SH explained her role as Anti-Doping Manager for equines, with welfare being paramount for the horse. She explained her wish list for Anti-Doping going forward, being that BEFAR should be:</p> <ul style="list-style-type: none"> • Umbrella over all anti-doping for a much wider audience 	<p>Board</p>

	<ul style="list-style-type: none"> • Abuse – use of medication for “managing” young horses for competition purposes • Fly BEF flag • Start with an education programme • Noted that the positive tests in 2017 were not necessarily down to cheating but bad practices • Produce an information video/self-directed learning for MBs to use at camps/training sessions or download and watch at home • Problem of not all competition venues having stabling • May campaign with UKAD for anti-doping <p>The Board was very supportive of these ideas and agreed the programme should be promoted with greater focus on the welfare of the horse.</p> <p><i>SH left the meeting</i></p>	
37/18	<p>CEO Update</p> <p>NF addressed his presentation to the Board and parts already covered earlier in the meeting under <u>board induction</u>, and the timetable still outstanding.</p> <p><u>Current Resourcing</u></p> <p>The World Class Programme is now fully resourced other than EA currently being recruited to support the PD.</p> <p>Participation would be shortly advertising for 2 Participation Officers to support AH, being the local link between HQ and the regional teams, and funded by SE.</p> <p>NF ran through the <u>Governance Update</u>, and outstanding items on the Governance Action Plan (GAP), being:</p> <ul style="list-style-type: none"> • Define role and responsibilities of BEF – MBs agree and sign up to • Agree strategy as set out by Portas work – “enabler” model agreed (or rename as “facilitator”) • Code of Conduct – to be written and then accepted by all MBs following consultation • Action Plan to UKS – Board owned • Succession Planning – process for re-election to be agreed with Council • Board Evaluation • Disciplinary and grievance policies <p>Risk Register – submitted for Board approval</p> <p>Nominations to FEI Committees – current candidates being supported by BEF for election at FEI GA in Nov 18 were discussed along with the need to groom British representatives for future vacancies to increase international influence.</p> <p>NF reported on reports of the loss of some of HorseScotland’s funding which had resulted in its CEO role not currently being filled.</p> <p><i>PW joined the meeting</i></p> <p><u>MarComms</u></p> <p>It was noted that the Interim Director for Corporate Affairs was not being replaced. PW reported on the WEG activity showcasing the disciplines, and the athlete appearances for sponsors as part of the terms of the athlete agreements.</p>	

	<p><u>Participation</u> Participation Steering Group (PSG) meeting on 9 July. AH currently chasing MBs on targets and provision of operational plan. There are 15 different projects and it is critical to get these up and running and deliver targets and milestones.</p> <p><u>GDPR</u> AH reported on progress of process in house relating to FEI activities, personal data. Data sharing agreements are required with MBs and have been contacted with only 3 MBs responding so far. MM to include responses by MBs as an agenda item of the next Board meeting. SRA had released templates for the industry, which AH would be circulating to the Board.</p>	MM AH
38/18	<p>PIO Status of BEF and Equine Development</p> <p><u>PIO Status</u> THR reported that he had nothing to share with the Board on passports, but planned to have this for the next meeting. It was suggested that the PIO status of BEF could be used to encompass the whole of the sport horse sector and could provide revenue opportunities.</p> <p><u>Equine Development Activities</u> The Board asked for clarity on the agreement between BEF and British Breeding (BB), of which Jan Rogers (JR) was a BB NED. It was decided that JR should be asked to produce a memorandum of agreement.</p>	THR NF/JR
39/18	<p>Any Other Business It was agreed Health and Safety should be included on every Board Agenda as a standard item.</p>	MM
40/18	<p>Dates of BEF Meetings:</p> <p><u>Board</u> 18 Jul 18 5 Nov 18</p> <p><u>Council</u> 25 Jul 18 21 Nov 18 – to be rescheduled</p> <p><u>Quarterly Meetings with MBs Chairs/CEOs and BEF Board/Executive</u> 25 Jul 18 Autumn 2018 tbc 21 Nov 18 – to be rescheduled</p> <p>MM to rearrange Council Meeting and Quarterly Meeting on 21 Nov 18 to earlier in November.</p>	MM



Chair