



**Minutes of the Meeting  
of the British Equestrian Federation  
Board of Directors  
held on Wednesday 6 November 2019  
at 1030 hrs in the Boardroom,  
Equestrian House,  
Abbey Park, Stareton**

Interim Chair: Malcolm Wharton, CBE (MW)

Directors Present: Julia Biddle (JB)  
Christine Blackford (CB)  
Jess Cook (JC)  
Mark Jeffreys (MJ)  
Barry Johnson (BJ)  
Jane Nixon (JN)  
Lotte Olsen (LO)  
Tim Holderness-Roddam  
(THR)  
Kevan Taylor (KT)  
Claire Williams (CW)

In Attendance:	Iain Graham (IG) Lynne Bailey (LB) Anna Hall (AH)  Maggie Moreton (MM)	Interim CEO Head of Integrity & HR <i>(Minute 113 /19 only)</i> Head of Participation <i>(Minutes 110-112 /19 only)</i> Head of Secretariat <i>(left meeting for part of Minute 100 /19)</i>
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Apologies: Sarah Broughton (SB)

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96/19	The Interim Chair welcomed Mark Jeffreys as Interim INED to his first board meeting. Apologies had been received from Sarah Broughton. It was noted that a quorum was present.	
97/19	<b>Declarations of Interest</b> Nothing to report.	
98/19	<b>Minutes of the Board Meetings held on 15 Aug 2019 and 14 Oct 2019</b> The amended minutes of the Board Meeting held on 15 Aug 2019 were checked for accuracy and were signed by the Interim Chair as a true record of the meeting.  The minutes of the Board Meeting held on 14 Oct 2019 were checked for accuracy and three amendments made. Subject to the changes being made, the Board approved the minutes as a true record of the meeting for the Interim Chair to sign.	
99/19	<b>Matters arising from the Minutes of the Board Meeting held on 15 Aug 2019 and 14 Oct 2019</b>  The Board considered the tabled spreadsheet of actions and agreed actions against row numbers where appropriate.	

	The Board agreed to meet staff when next at BEF office. MW/IG in the meantime to meet staff and reassure. It was noted that the recently completed staff survey was largely positive.	MM MW/IG
100/19	<p><b>Budget 2020</b></p> <p>IG informed the meeting that HorseScotland did not wish to continue its subscription membership of BEF beyond 31 Dec 19 but did want to continue to work in tandem with the Federation in Scotland. The Board considered the budget for 2020 in detail, and agreed to support the option 1 budget, including a new appointment. The Board approved the provision of £3K in the budget towards meeting costs of the Horse Health Steering Group in 2020 and its sub groups.</p> <p>The Audit Chair proposed the Board's adoption of the Option 1 budget, which included all Operational Plan changes as agreed by IG. It was noted there were not any benefits of shared services included, it was structured as BEF is currently. The Board formally confirmed its approval of Option 1 budget for 2020. JB expressed her concern and disappointment that the budget does not meet the Reserves Policy and it was agreed big strides were required to address this. IG and LB would be liaising on the results of the recent staff survey and staff appraisals going forward.</p>	IG/SBu  All  IG/LB
101/19	<p><b>CEO Update</b></p> <p>IG addressed his presentation as follows:</p> <ul style="list-style-type: none"> <li>• <u>Website Update</u> IG informed the Board on the new arrangements for amalgamating the 3 BEF websites had now been halted. Delivery will be 5 weeks earlier than originally planned, with Level AA Compliance for WCAG 2. Payment will be on a staged delivery. IG will send a note to the Board clarifying details. IG confirmed the process on withholding payment on invoices has been changed.</li> <li>• <u>FEI GA/ International Influence</u> IG confirmed that the CEOs of BD and BE were accompanying him to the FEI General Assembly in Moscow (RUS) on 16-19 Nov 2019. It was noted that should Scotland become devolved, there would be a long process to undergo before it could become a recognised NF.</li> <li>• <u>World Class Programme Update</u> IG explained to the Board that UKS required BEF to feedback on how its WCP might look in 12 years' time. WC staff were working on this and were holding discipline Strategy Days this week. The Board asked for WCP to present this to the Board at its meeting on 26 Feb 20.</li> <li>• <u>Branding</u> IG shared four BEF logo options with the Board, with BEF title being shortened to British Equestrian but remaining as BEF in its abbreviated format. Further work was still required to refine the proposed logos. The logo and branding are required for the new Team GBR kit in April 2020 and company letterhead and strategy.</li> </ul>	IG           IG/MM

	<ul style="list-style-type: none"> <li>• <u>Participation</u> IG updated the Board from the presentation slide of the SE funded projects run by some Members. It was noted that one member had not provided any financial information to date, and although BEF was encouraging it to deliver the project, there was a reputational risk to BEF if not completed. The Board requested regular updates on this situation, and may raise at the BEF Council Meeting if not resolved by then.</li> <li>• <u>Integrity</u> Much of the Operational Plan for 2020 was focussed on compliance with the Code for Sports Governance. It was noted that Safeguarding was doing increasingly more for the Members and a discussion needed to be had on what it looks like going forward, as part of the bigger debate on what the Members' subscriptions pay for. The Board Away Day on 23 Jan 20 would include strategic issues such as future structure and funding, and it was noted that the Members would require notice in July if subscription levels were to change the following year. MW and IG to draft skeleton of issues to be covered at the Away Day.</li> <li>• <u>FEI Championship Bids for 2023</u> It was noted that only one bid interest had been received. FEI will require NF to underwrite this or have this covered by another party. It was agreed IG to investigate and ensure proper processes are in place should the bid proceed. It was agreed that Championship bids going forward should be added to the Away Day list of topics to be covered.</li> <li>• <u>BEFF</u></li> <li>• TH-R, Chair of BEFF Ltd and a BEFF Trustee, informed the Board of the BEFF fundraising project at the Countryside Day at Cheltenham Races on Friday 15 November 2019. There was a bucket collection on the exit gates and a charity luncheon for 300 people was planned. There were also "money cannot buy" prizes being auctioned at the event and online</li> <li>• <u>Draft Annual Report July 2018 to November 2019</u> The draft report was circulated at the meeting. The executive team was currently working on this and it would be circulated in its final format to the Board for approval.</li> </ul>	<p>IG/MW/ AH</p> <p>MW/IG</p> <p>IG IG</p> <p>Execs</p>
102/19	<p><b>Report from the Nominations Committee</b> <i>MW left the meeting for the Chair part of these discussions</i></p> <p><u>Recruitment update for Chair and Senior Independent Director</u> KT reported that MW had submitted an application for the role of Chair. There was a perceived independence issue with this application by UKS and SE. Interviews will be held in December. It was noted that the UKS Chair will be involved in the Chair interview process. Applications close on 20 Nov 19. It was noted that applications for the SID role close on 20 Nov 19, and the UKS Governance Manager would be participating in the interview process in December.</p>	Board

	<p><u>Amendment to the Articles to provide greater clarity for re-appointment of Directors</u> It was agreed to carry this item forward to the Board Strategy Away Day.</p>	MW/IG
103/19	<p><b>BEF Strategy 2020-2024 and Operational Plan 2020</b></p> <p><u>NGBs Equality Impact Assessment Template</u> IG referred the Board to the template included at Appendix G1, which had been generated from the Equality Group set up as part of the connectivity with UKS/SE. It was agreed to defer discussion on this to the next meeting when AH will be present.</p> <p><u>BEF Operational Plan 2020</u> The Board was referred to the revised version included in the hard copy tabled at the meeting.</p> <p><u>1. Sport Representation and Inspiration</u> The proposed changes to the BEF Judicial Structure included on page 1 of the OP2020 would be covered in more detail later in the meeting.</p> <p><u>2. Standards and Good Governance</u> The new Integrity Manager role, as agreed in Option 1 Budget earlier in the meeting, to deliver parts of the Operational Plan was discussed and agreed. More Clean Sport training was required for Members' high level athletes. Breaches of code of conduct would fall within the IM remit. It was hoped SE funding for Safeguarding will continue, and information sharing issues can be resolved.</p> <p><u>3. Welfare – Horse and Human</u> The need to create a safe environment for horses being used in sport including racing was emphasised and the public perception/image of equine welfare in this industry was a growing threat to equestrian sport. The pressing requirement for the Members to work together on erasing this perception was stressed along with the need to be proactive in meeting these challenges. The importance of having the equine leisure industry on board was also emphasised.</p> <p><u>4. Participation</u> The Participation section of the OP was only funded by SE to end of March 2021 and IG was speaking to senior staff on how it can be delivered in the long term.</p> <p><u>5. Development and Promotion of Equestrianism</u> BEF will be a far stronger brand with just one identity/website</p> <p><u>6. Commercialisation and Sustainability</u> It was anticipated the Tier 1 members would buy into this but necessarily Tier 2.</p> <p><u>7. Equine Development</u> The role of BEF was discussed briefly following the Members' reluctance to financially support a resource for this work. Currently British Breeding was now operating in this area and included the 3 OD MBs' CEOs on its board. It was agreed BEF would only intervene if there was a major issue.</p>	<p>IG/AH</p> <p>LB</p> <p>LB</p> <p>IG</p>
104/19	<p><b>Office Accommodation</b> The Board considered the Office Accommodation slide and expressed concern at the large increases in service charges. It was noted that the office rent was fixed for 10 years through to 2023. The Board asked for</p>	

	a breakdown of the service charges shown on the slide. Discussion on this was deferred until after lunch.	
<b>105/19</b>	<b>Olympic Inclusion</b> IG asked the Board how proactive our NGB should be in maximising the equestrian format of medal opportunities. The team format in each discipline has already been tweaked to include 3 in a team. IG anticipated other changes in the equestrian competitions' format by Paris 2024 and asked the Board to consider whether he should be asking the FEI Games Operations Director what is being done to face these challenges.	
<b>104/19 cont.</b>	<b>Office Accommodation continued</b> IG resumed discussion on this with the office costs incurred by BD at Meriden Business Park as a comparison added to the original accommodation slide. It was noted that BEF had to be out of the BHS office building by 2023, when the contract expired. The Board queried the impact on the current staff of the potential change in office location. MW asked for a working group to investigate this opportunity further and report back to the Board. It was agreed that a discussion should be had with BE in the first instance, to enquire if it would like to be represented on the working group. KT, LO, MW, TH-R and IG agreed to form the working group.	IG KT/LO/ MW/TH-R
<b>106/19</b>	<b>Risk Register</b> KT suggested that the Risk Register should be owned by IG. The tabled register was as presented at the last Board Meeting but with IG's suggestions included. Target dates should be added where possible. It was noted that the Audit Committee goes through the register line by line at its meetings, and reports back to the Board. Rows 33 and 34 to be moved up the register in accordance with risk grade.	IG  IG/MM
<b>107/19</b>	<b>BEF Medal of Honour Awards</b> MW informed the Board that he had chaired a meeting of the BEF Medal of Honour Committee, comprising of the 3 OD Chairs, which had considered the citations for the 7 nominations for this award. The MoH Committee agreed that all 7 candidates were worthy recipients of the award, and recommended this to the Board. It was noted that presentations of the award will be made at the London Olympia International Horse Show in December. The Board confirmed its agreement to the recommended 7 recipients of the BEF Medal of Honour.	MW
<b>108/19</b>	<b>Horse Health Steering Group</b> JN addressed the Board. It was recognised that the horse affects us all globally in many ways – sport and leisure, mental wellbeing, and work horse. Biosecurity is a huge risk to equine health, and HHSG has tasked itself with increasing biosecurity awareness across the UK. One of the biggest threats is African Horse Sickness, which can be prevalent in horses from Spain, Portugal and Sahara, and importation of horses from these areas to the UK operates under very strict regulations and control to keep the UK free from any AHS outbreaks. Horse welfare requires addressing as it is the biggest risk BEF has at the moment, but	

	<p>there is a lack of cohesiveness across the UK. The racing industry has approached BEF to work together on the public perception of the welfare of the horse in sport and sending positive messages using statistics to tell a story and be seen as the protector of the horse. Specific research is required to decide on who is targeted and how this is done through behavioural insight, identifying the demographics of the people objecting to horses being ridden. It was suggested the British Horse Foundation might view this research as a funding opportunity. The approach should begin where education starts on breeding and initial training of youngsters. It was noted that the British Horse Council is already working on this and represents many of the same groups included under the BEF or racing umbrellas. MW asked JN to present this again to the Council in December so that the Members could come on board with this welfare campaign, and invite RO to be a co-presenter. This important work is included in the BEF Strategy under “Welfare of Horse and Human” and when launched the positive message should be delivered to the key stakeholders. It was noted that the next HHSG meeting was in March 2020.</p>	<p>JN IG IG</p>
<b>109/19</b>	<p><b>Equine Influenza and Tetanus Vaccination</b> The Board reflected on the slide showing the current situation on the Members’ positions on Equine Influenza and Tetanus Vaccination becoming mandatory from 1 January 2020. For those unable to comply for various reasons, it was agreed these Members should be encouraged to strongly recommend Equine Influenza and Tetanus Vaccination to their own membership and BEF would continue to lobby for it to become mandatory for all of its Members. The slide was to be updated and presented again at the Council Meeting in December. Consideration was given to MW and IG requesting a timeframe to make a presentation to the BHS Board when its new CEO and Chair were both in place. It was also agreed that BEF would encourage its Members to include an “opt out” box on membership application/renewal forms if not wishing to donate a fixed levy to the Animal Health Trust as part of equestrian sport’s financial support for the prevention and treatment of animal diseases.</p>	<p>IG IG MW/IG IG</p>
<b>110/19</b>	<p><b>Terms of Reference for the Equality Engagement Group</b> <i>AH joined the meeting</i> The proposed amendments to change the Terms of Reference were marked in red in the tabled document and the Board provided some additional comments. It was noted that the Equality Engagement Group is not a committee but purely an advisory group.</p>	
<b>111/19</b>	<p><b>Equality Policy</b> The Board asked for “Board and Council” to be added to the end of penultimate paragraph of this policy on page 67 of the board papers. The section headed “Implementation” to be amended to read “Implementation and Monitoring”. These were both agreed.</p>	<p>AH</p>





	<p>Wednesday 22 Apr 2020</p> <p><b>Board Away Day – Thursday 23 Jan 2020 – Manor Hotel, Meriden, West Midlands CV7 7NH</b>          Preceded by Board Dinner – Wednesday 22 Jan 2020 at the Manor Hotel.</p> <p><b>BEF Council Meetings</b>          Wednesday 4 December 2019 – BEF GM commences at 1030 hrs</p> <p>Dates for 2020 with venues to be confirmed as follows:          Wednesday 18 Mar 2020          Wednesday 17 Jun 2020 – AGM          Wednesday 23 Sep 2020          Wednesday 2 Dec 2020 - GM</p>	
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Chair