



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Thursday 15th August 2019
at 08:30 hrs South Room, Ettington Park
Hotel, Ettington**

Chair: Mohamed Elsarky

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

In Attendance: Iain Graham (IG)
Lynne Bailey (LB) Head of Integrity & HR (Present for Minute 68/19)
Sarah Bunting (SBu) Head of Finance/Company Secretary
Jenalynn Ancliff (Present for Minutes 62/19, 63/19, 64/19 and 65/19)
PA to Chair and CEO in absence of HoS

Apologies: Sarah Broughton (SB)
Barry Johnson (BJ)
Maggie Moreton (MM)
Malcolm Wharton (MW)

		Action by
55/19	The Chair welcomed the Board members to the meeting, which JA had been asked to attend for the purpose of minute taking in the absence of the HoS. The Chair welcomed IG to his first Meeting with the Board. It was noted a quorum was present and apologies had been received from Sarah Broughton, Barry Johnson and Malcolm Wharton. THR and JN informed the Board that they could only be present until 12 noon.	
56/19	Declarations of Interest IG declared his position as Director of British Showjumping and Director of British Breeding.	
57/19	Minutes of the Board Meeting held on 22 May 2019 The minutes of the meeting were checked for accuracy and were signed by the Chair as a true record of the meeting.	
58/19	Matters Arising from the Minutes of the Board Meeting held on 22 May 2019 The action list was reviewed and discussed with appropriate updates shared.	

59/19	<p>To receive a general overview from the CEO IG provided an overview of his career history for those that were not familiar. Found the networking side of the UK Sport International leadership programme particularly valuable.</p> <p>WC Programme – Focus on Rotterdam to obtain Jumping qualification. Staffing levels stretched, BS staff deployed to assist and well received by WC. UK Sport support now crucial and introduction to other PDs a vital step for our PD. Action plans to follow up with UK Sport. Tokyo plan support required and necessary to utilise other team skills where necessary. Severe kit challenges currently being addressed. Reduction in value in kind due to higher retail value of supplier kit. Clearer visibility of finances of the WC programme is necessary and must be provided to improve transparency. Board to be updated with key information relating to the programme with Member Bodies also being kept abreast.</p> <p>Integrity – Services need to be addressed. Area is under resourced. Need to be realistic of what services are offered. Recent changes have impacted this further.</p> <p><i>JA left the meeting at this point</i></p>	<p>IG</p> <p>IG</p> <p>IG</p>
60/19	<p>To approve the BEF Strategy, following consultation from its Members (20 Mar 10) <i>JA re-joins the meeting</i></p> <p>Board agreed further images required that were less elite and represent all Member Body functions. Agreed to make some small changes to the document.</p> <p>Document to be presented at the next Council Meeting once the Board have seen the changes. Important to have the right communications behind it. ME congratulated the Board for their hard efforts in pulling the document together.</p>	<p>CB/IG</p>
61/19	<p>To receive an update on Equine Influenza JN provided the Board with an update on biosecurity. BEF formed a new Group called Horse Health Steering Group (HHSG previously High Health Steering Group) with its inaugural meeting being held on 5 Feb 19 with a representative from all stakeholders of the equine community being present.</p> <p>IG confirmed that the proposal was being refined so that all Member Bodies could be on board even if they have a longer-term plan (including education)/ have to work on some areas within their organisation.</p> <p>ME thanked JN for her continued efforts.</p>	

62/19	<p>To consider the Management Accounts to 30 June 2019 and Draft budget 2020 <i>SBU joined the meeting.</i></p> <p>The Board was referred to Appendix E1 with the narrative in E2 showing a surplus at the half year ahead of budget. Debts over six months require action.</p> <p>The Board were referred to Appendices E3 and E4. Currently on budget and an overview of the four years of the UK Sport Grant. Board requested more detail.</p> <p>The Board were referred to Appendix F for the draft budget 2020. Based on current activity it provided a base but required substantial work. Difficult to finalise a budget without operational plans to deliver the strategy. A good draft but will need to be tightened for the next Board Meeting.</p>	<p>SBu</p> <p>IG/SBu</p> <p>IG/SBu</p>
63/19	<p>To approve the amended Audit Committee Terms of Reference following the changes made to the Articles. The Board agreed to approve the amended Audit Committee Terms of Reference as tabled following the changes made to the Articles.</p>	
64/19	<p>To approve the recommendations from the Audit Committee following the Audit Tender Process The Board were referred to Appendix L.</p> <p>The Board agreed to approve the recommendation from the Audit Committee following the Audit Tender Process of continuing with Harrison Beale and Owen and re appointing them as the company's auditors.</p>	
65/19	<p>Minutes of the following meetings, without attachments, for information only for the Audit Committee meeting held on the 31 Jul 19 The Board were referred to Appendix K. The notes of the Audit Committee meeting were taken as read.</p> <p><i>SBU left the meeting.</i></p>	
66/19	<p>To consider the Risk Register for 2019, updated by the Audit Committee on 31 Jul 19 The Board agreed for IG to review the risk register and update where necessary. To be reviewed at the next Board Meeting.</p>	IG
67/19	<p>To approve the amended Remuneration Committee Terms of Reference following changes to the Articles The Board were referred to Appendix H. KT commented that a Remuneration meeting had not been held with a future meeting due on Nov 6 19. This matter was left on hold until the committee has formally agreed the terms of reference.</p>	

<p>68/19</p>	<p>To approve the BEF Board Succession Planning Framework and Board Succession Plan <i>LB joined the meeting</i></p> <p>LB explained as part of the Sports Governance Code, BEF are required to do a succession plan for the Board, CEO and Senior Management. As part of the process, LB has started with the Board. LB referred the Board to Appendix I explaining it was a broad framework explaining what steps would be taken for an emergency and for a planned departure. This provides a more detailed table which sets out the rotation and terms ends for the Board Directors. BEF working to that table. The Nominations Committee has reviewed and approved the paperwork.</p> <p>KT agreed to cover the position of Senior Independent Director on a temporary basis until such time as the Nominations Committee makes its decision. The Board agreed to this.</p> <p><u>Board Terms</u> LB to confirm each Board Member's terms and dates and report back to the Board.</p> <p><u>Attendance at Board Meetings</u> IG to pull together a table of attendance of each Board Members at each of the dates and circulate to the Board. Further discussions look at the mechanism on how to define and implement Board Meeting attendance.</p> <p><u>Board Evaluation Action Plan</u> LB updated the Board with UK Sports requirement to have an Action Plan out of the Board Evaluation process. LB to present a draft Action Plan to the Board at their next meeting.</p> <p><i>LB Left the meeting at this point.</i></p>	<p>KT</p> <p>LB</p> <p>IG</p> <p>LB</p>
<p>69/19</p>	<p>To receive update from the Passport Working Group on status of the BEF as a PIO with Defra IG and THR to discuss offline to get to the latest position. Board agreed it was important to continue the process.</p>	<p>IG /THR</p>
<p>70/19</p>	<p>Any other Business</p> <p><u>Meetings</u> ME to work with Maggie Moreton to ensure dates are agreed for the next Board Meeting and Nominations Meeting</p> <p><u>Council and Board Meetings on same day</u> Maggie Moreton to look at possibility of holding a Board Meeting on the Council Meeting Day of 25 Sept 19 to reduce travelling. This to be considered for future meetings where possible. 2 Oct 19 not suitable for some Board members.</p> <p><u>Member Body Reports</u> The Board agreed it would be useful to have a Member Body data summary. Format of Member Body Council report formats to be reconsidered.</p>	<p>MM/ME</p> <p>MM</p> <p>IG</p>

	<p><u>BEFF</u> IG to investigate the description of BEFF on the BEF website. Further clarity is required to ensure transparency.</p>	IG
71/19	<p>Dates of BEF Meetings:</p> <p>The Board Meetings for 2019 have been set as follows, commencing at 1030 hrs unless otherwise directed:</p> <p>Wednesday 06 November 2019</p> <p>The Remuneration Committee will meet following the Board Meeting on Wednesday 6 November 2019.</p> <p>The Audit Committee will meet on: Friday 11 October 2019</p> <p>The Nominations Committee will meet on: Wednesday 06 November 2019</p> <p>BEF Council Meetings</p> <p>Wednesday 25 September 2019 - General meeting of Members, Board & Executive (10.30 am start concludes with networking lunch unless workshop sessions added)</p> <p>Wednesday 4 December 2019 - BEF EGM commence at 10.30 am and concludes with a networking lunch unless a workshop session is added.</p>	
72/19	<p>The Board held a closed session without any executive staff present.</p> <p><i>JA and IG left the room.</i></p>	

Chair