



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Monday 14 October 2019
at 1100 hrs in the Boardroom,
British Showjumping,
Meriden Business Park**

Interim Chair: Malcolm Wharton, CBE (MW)

Directors Present: Julia Biddle (JB)
Christine Blackford (CB)
Jess Cook (JC)
Lotte Olsen (LO) *(left meeting for part of Minute 91/19)*
Tim Holderness-Roddam (THR)
Kevan Taylor (KT) *(left meeting for part of Minute 91/19)*
Claire Williams (CW) *(left meeting at end of Minute 81/19 and did not return)*

In Attendance: Iain Graham (IG) Interim CEO *(left meeting for part of Minute 73/19 and at end of Minute 81/19)*
Sarah Bunting (SBu) Head of Finance/Company Secretary *(left meeting for part of Minute 73/19 and at end of Minute 77/19 and did not return)*
Maggie Moreton (MM) Head of Secretariat *(left meeting for part of Minute 73/19 and at end of Minute 81 /19)*

Apologies: Sarah Broughton (SB)
Barry Johnson (BJ)
Jane Nixon (JN)

		Action by
73/19	<p>The Senior Independent Director welcomed Malcolm Wharton to his first Board Meeting as Interim Chair, following the resignation of Mohamed Elsarky. It was noted Malcolm had stepped down with immediate effect from his role as BEF Council Chair and an Interim Council Chair would be required until a permanent Council Chair was elected. MW declared his interest in standing for the permanent Board Chair position.</p> <p><i>The Executives present left the meeting at this point and rejoined for the following section.</i></p> <p>The Board agreed that MW should write and thank ME for his service and contribution to the BEF during his term as Chair and confirm that the Board would take note of his comments in taking the new BEF Strategy forward.</p> <p>MW welcomed the Board members to the meeting, and it was noted a quorum was present. Apologies had been received from Sarah Broughton, Barry Johnson and Jane Nixon.</p> <p>The Board considered the tabled Board Attendance Register for 2019 and the issues that Sarah Broughton had in attending were noted. It was agreed windows for Board meetings in 2020 should be sent to the Board so that these could be confirmed at the next meeting.</p>	<p>MW</p> <p>MM</p>
74/19	Declarations of Interest Nothing to report.	
75/19	Minutes of the Board Meeting held on 15 Aug 2019	Board/ MM/IG

	The draft minutes of this meeting were deferred for approval at the next meeting. Any comments the Board wish to make should be sent to MM and IG would then review.	
76/19	<p>Matters arising from the Minutes of the Board Meeting held on 15 Aug 2019</p> <p>The Board reviewed the tabled spreadsheet of actions. The actions with the following row numbers were deleted having been completed: 4-19, 22-26, 28-30, 34-45, and 47-51 inclusive.</p> <p><u>Row 20 – Safeguarding – Minute 09/19</u> -it was suggested that the agendas of SAT meetings should be circulated in advance and copied to MBs CEOs so that they were aware of any major decisions required and could liaise accordingly with their MB representative. MW suggested raising at the next Council Meeting.</p> <p><u>Row 32 – Performance Advisory Group – Minute 33/19</u> – amalgamate Performance Advisory Group to attend Performance Management Group with new terms of reference.</p> <p><u>Row 34 - Articles of Association – Minute 38/19</u> – amended Articles of Association dated 10 July 2019 to be included on the BEF website and previous version taken off.</p>	<p>MM</p> <p>LB/HB</p> <p>MW IG/VU</p> <p>MM</p>
77/19	<p>Financial Update</p> <p>SBU presented.</p> <p><u>Draft Management Accounts to 30 Sep 19</u></p> <p>SBU referred the Board to the tabled narrative and management accounts at Appendix C. The accounts showed a surplus for the period ahead of budget by £24K, primarily due to various overheads being lower than budgeted at the end of the period. It was noted that WCP does not include accruals but BEF forecast does. UKS has offered to fund BEF’s external review up to £10K providing it is completed by end of March 2020 so this has been removed from the 2019 accounts. As a result of this and underspends on some of the overheads at the YE, the forecasted surplus at the YE is now £3K behind budget. Concern was expressed regarding accruals not being included in the accounts, but discussion on this was deferred to later in the meeting. The website design incremental costs were covered in the forecast and IG provided an update to the Board on this. Debtors over 6 months were discussed and follow up action agreed.</p> <p>KT drew attention to the draft budget for 2020, which will require the Board to agree the Operational Plan and add costs to the budget. He emphasised that this must be completed and approved at the Board Meeting on 6 Nov 19.</p> <p><i>SBU left the meeting.</i></p>	<p>Board/ Executive</p>
78/19	<p>Interim CEO Update</p> <p><i>A copy of this presentation has been sent to the Board</i></p> <p><u>Team GBR Performances at European Championships 2019</u></p> <ul style="list-style-type: none"> • Jumping gained Olympic qualification and Team Bronze • Dressage did not medal • Eventing won Team Silver • Para Dressage won Team Silver, Individual Gold & Freestyle Gold (Grade II) and Individual Silver & Freestyle Silver (Grade V). <p><u>Website Update/Social Media</u></p> <p>IG updated the Board on recent developments.</p>	

	<p><u>FEI General Assembly/International Influence</u></p> <ul style="list-style-type: none"> • CEOs of BEF, BD and BE are attending the FEI GA in Moscow on 16-19 Nov 19. Discussion took place if a Board Member should attend in place of Chair but not progressed. • Future of Reining in doubt – may not remain as an FEI sport • British representation on FEI Committees was noted, along with those nominated by BEF earlier in the year for vacancies on the Technical Committees and FEI Tribunal. • IG informed the Board of the proposed change to the composition of the FEI Board and how it affects the current British postholders if agreed. <p><u>Equine Influenza & Tetanus Vaccination Harmonisation</u></p> <ul style="list-style-type: none"> • IG referred to his slide showing member bodies' status as to being compliant with the BEF Proposal on Equine Influenza and Tetanus vaccination submitted to Council on 10 July 2019 by 1 January 2021 as follows: <ul style="list-style-type: none"> - 3 member bodies do not have horses 12 are compliant - 4 are not fully compliant - 1 does not wish to comply It was agreed the CEO should engage initially with those not fully compliant to find a resolution. <p><u>Disease Surveillance</u></p> <p>IG stressed the importance of the BEF and members aligning in what they do in biosecurity and prevention of disease in general and risk reduction and management of exotic disease.</p> <p><u>World Class Update</u></p> <ul style="list-style-type: none"> • UKS Future Performance Strategy - Submission deadlines were noted by the Board. <p><u>Participation Update</u></p> <p>Taken as read.</p> <p><u>Integrity Update</u></p> <p>Taken as read.</p> <p><u>FEI Championships Bids 2023</u></p> <p>It was noted that there were not any bid applications made by BEF for 2023, and the FEI has now re-opened the bid process as those interested have now withdrawn. It would provide a home advantage for Dressage and Jumping in 2023, and an approach has been made to OCs in this country with experience of running a European Championship.</p> <p><u>BEFF Fundraising Projects</u></p> <ul style="list-style-type: none"> - <u>Cheltenham Race Day</u> - <u>Badminton 2020</u> – It was noted that there was a lack of resource in the BEF Office to man a stand at Badminton and do bucket collections. There was a fundraising lunch on Thursday 7 May 2020 in the Danco Marquee, which Lucinda Baker was organising. 	
79/19	Nominations Committee Report from 9 Oct 19	

	<p>KT reported that the Nominations Committee was unable to formally convene as not all 5 members were present and INEDs were not in a majority. It was agreed not to use an external recruitment agency for the recruitment of the Independent Chair and SID. SBr was advising on this.</p> <p>Reappointment of Directors – it was noted that there was not anything specific in the Articles of Association to say what happens at the end of a first term. The Nominations Committee had agreed that KT should remain a member.</p> <p>Support and supervision for the Interim Chair – MW confirmed he was comfortable with the wording of the terms of reference.</p> <p>Appointment of Council Chair – It was suggested that the former RDA Chair might be willing to chair the Council Meeting/BEF GM on 4 December in order that the Members could decide on a process for recruiting a Council Chair and carry out the normal business of the meeting. IG to approach the RDA CEO to seek his assistance for this purpose.</p>	<p>SBr</p> <p>IG</p>
<p>80/19</p>	<p>BEF Strategy 2020-24</p> <p>It was noted that the final version was approved at the BEF Council Meeting on 25 Sep 19 should be changed in accordance with any Brand guidelines, and the Interim Chair should rewrite the Chairman's Introduction.</p>	<p>MW</p>
<p>81/19</p>	<p>Operational Plans</p> <ol style="list-style-type: none"> 1. Sport Representation and Inspiration Page 1 – targets need to be clearly definable 2. Standards and Good Governance Page 3 – IG to look at as resource required and staff costs. Page 4 – Anti-doping – the intended reach of this programme to be discussed and agreed at Council. 2 tier federation: <ol style="list-style-type: none"> 1. Code compliant and best practice 2. Member only but non-compliant. 3. How do we look – shared services, future income generation, what Federation looks like going forward, office accommodation. 4. Development and Promotion of Equestrianism Page 10 – 5.3 could turn green if invitation extended to sit on British Horse Council. Similarly on the All Party Parliamentary Group. There are ways we can deliver strategy but not necessarily in same way as originally intended. IG expressed his concern re some member bodies not sharing information with others. It was suggested they engage with the new Chair and CEO when in place. 5. Commercialisation and Sustainability Page 12 – Attention was drawn to the lack of rights of BEF. Tier 2 –In the past, this has already been looked at, all MBs franchise their events. IG suggested all working together and having joined up packages across say Youth teams and PI and P2 with a sponsor. <p>Equine Development Page 13 – 7.1 OD CEOs represent BEF on British Breeding, ask them to speak to BEF.</p>	

	<p>Suggested that it should be the horse's education that is funded and not the rider. Currently the rider is on the programme with any horse. 7.3 change to amber. 7.4 change to red.</p> <p>The Board requested that the Operational Plan was updated along the lines suggested above and budgets were added in shopping list style.</p> <p><i>IG and MM left the meeting and rejoined at this point. CW left the meeting.</i></p>	
82/19	Office Accommodation Not discussed	
83/19	Sustainability Funding and Commercial Opportunities Not discussed	
84/19	Olympic Inclusion Not discussed	
85/19	Devolved Sport Not discussed in any depth, but the Board agreed for HorseScotland to be associated with BEF, but no longer as a BEF Member. The other home nations would be treated in a similar way.	
86/19	<p>Risk Register The Board considered the amendments suggested by the Interim CEO. New items included as follows:</p> <ul style="list-style-type: none"> 2. Organisational reserves inadequate to cover BEF requirements - look for budgeting - agreed 3. Organisational health declines - agreed 4. Organisational stability declines – agreed 14. Equine Welfare case in Member Bodies – agreed 17. add after 17. Member body joins the Federation – agreed 32. Differences in Sport Funding priorities in Home Countries – agreed. 33. Unseen disaster prevents business continuity – agreed <p>Risk Register to be updated accordingly.</p>	IG/MM
87/19	<p>Terms of Reference for the Nominations Committee The Board was referred to the proposed amendments marked in tracked changes to these terms of reference. The difficulty of this committee being quorate with all 5 members required had been addressed, with quorum being reduced to 3 members, of which INEDs have to be in a majority. The provision had been made to be able to substitute directors if required. The Committee would also lead on the appointment of CEO. The Board approved the amended terms of reference as tabled.</p>	
88/19	<p>Terms of Reference for the Interim Chair The Board approved the terms of reference for the Interim Chair as tabled.</p>	
89/19	<p>Terms of Reference for the Permanent Chair The Board approved the terms of reference for the Chair of the Board as tabled.</p>	
90/19	<p>Terms of Reference for the Senior Independent Director The Board approved the terms of reference for the Senior Independent Director as tabled. KT recorded his thanks to LB for her work in updating those terms of reference covered at this meeting.</p>	
91/19	To approve the reappointment of the Elected Director, Independent Director and Nominated Director (BD)	

	<p>The Board approved the following re-appointments for a second term of 4 years:</p> <p>Elected Director – Claire Williams</p> <p>Nominated Director (BD) – Lotte Olsen <i>(LO left the meeting whilst the Board approved her re-appointment and rejoined immediately afterwards)</i></p> <p>Independent Director – Kevan Taylor <i>(KT left the meeting whilst the Board approved his appointment and rejoined immediately afterwards)</i></p>	
92/19	<p>Discussion on Appointment of a temporary Board Member</p> <p>No decision was made.</p>	
93/19	<p>Minutes of Meetings for information</p> <p>These were taken as read</p>	
94/19	<p>Any Other Business</p> <ul style="list-style-type: none"> • LO challenged the independence status of the Interim Chair by UKS, now that he had stepped down from his role of Council Chair. She suggested the Interim Chair and CEO should push for a meeting with UKS to resolve this issue. • Windows for dates for 2020 Board meetings to be circulated to accommodate SBr availability where possible. Last 2 weeks of February and April suggested as a starter. • It was agreed that the Board should meet the BEF staff prior to Christmas • Interim Chair to attend a Management Meeting 	<p>MW/IG</p> <p>MM</p> <p>IG</p> <p>IG</p>
95/19	<p>Dates of BEF Meetings</p> <p>The Board Meetings for 2019 & 2020 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 Nominations Committee will meet on: Wednesday 06 November 2019 at 09.30 am</p> <p>BEF Council Meetings</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>	

Chair