



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Wednesday 18 July 2018
at 1030 hrs in the Washingtonia Room,
Woodside Hotel, Kenilworth**

Chair: Mohamed Elsarky (ME)

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

In Attendance:	Nick Fellows (NF)	CEO
	Sarah Bunting (SBu)	Head of Finance/Company Secretary
	Ashlee Byrne (AB)	Safeguarding Officer - <i>Minute 51/18 onwards</i>
	Anna Hall (AH)	Head of Participation - <i>Minute 51/18 onwards</i>
	Maggie Moreton (MM)	Head of Secretariat

Apologies: Sarah Broughton (SB)
Lotte Olsen (LO)
Malcolm Wharton (MW)

		Action by
41/18	The Chair welcomed everyone to the meeting and reported that the Council Chair, an invited guest, was unfortunately unavailable to attend today. It was noted that a quorum was present and there were apologies from SB and LO. The Chair confirmed that he intended to move the CEO Update to follow the conflicts of interest item.	
42/18	Conflicts of Interest JB confirmed that she had been appointed to be a member of the British Showjumping Disciplinary Panel. ME reported that he had been elected as a SE Board Director with effect from Oct 2018 and had also been invited to be a member of the SE Audit Committee, which includes governance matters. It was noted that the directors should update their current Register of Interest forms to include their new roles.	JB/ME
43/18	CEO Update NF spoken to most MBs' Chairs and/or CEOs who appeared to be very willing to collaborate and be supportive of BEF, knowing that there was focus on equestrianism externally. The key issues shown up in 2017 had either been dealt with or were awaiting sign off by UKS/SE. Some of the existing contacts at UKS, SE and BOA have now changed and building new relationships is key.	

	<p>The importance of the CEO building up his trust with these stakeholders was emphasised but much good work had been done already, particularly in changing the culture. NF is meeting Liz Nicholl, UKS CEO, and the new Governance contact Shivani Patel on 19 Jul 2018, and will seek answer on BEF's current RAG rating and funding going forward.</p> <p>It was noted that David Holmes would officiate as Chef de Mission for Team GBR at WEG Tryon 2018 and the BE Board was thanked for releasing him from his normal CEO duties during WEG.</p> <p>NF was holding regular monthly meetings with the Olympic discipline CEOs to look at areas where benefits could be had such as shared services, co-location.</p> <p>Strategy has not been agreed by current directors and discussion is required at Board level.</p>	
44/18	<p>Minutes of the Board Meetings held on 18 Apr 2018 and 30 May 2018</p> <p>The minutes of both meetings were checked for accuracy and signed by the Chair as true records of the meetings.</p>	
45/18	<p>Policy Documents</p> <p>The Board reaffirmed its approval of the following policies, tabled with the agenda, which had been circulated for comment and approval in between board meetings:</p> <ul style="list-style-type: none"> • BEF Privacy Policy – Equestrian Team GBR website • BEF Privacy Policy – BEF website • BEF Privacy Policy – Hoofride website • BEF Data Breach Policy • BEF Data Protection Policy. <p>Some amendments were required by the Board to the following policies before receiving approval:</p> <ul style="list-style-type: none"> • BEF Whistleblowing Policy • Athlete Disciplinary Policy • <u>Athlete Grievance Policy.</u> 	LB
46/18	<p>BEF Strategy</p> <p>NF and ME recommended the Board revisited the Portas report on the strategic direction of BEF, which was funded by Sport England. It is important to have a strategy on which the MBs and external stakeholders were aligned. In considering the format of the strategic plan, ME suggested the Board visited the website of British Canoeing that had been written in house, https://www.britishcanoeing.org.uk/uploads/documents/British-Canoeing-Strategic-Plan-web-friendly.pdf and JC also suggested the RFU Strategic Plan, with key deliverables rather than targets, http://www.englandrugbyfiles.com/strategicplan/mobile/index.html</p> <p>ME suggested that the BEF Role and Responsibilities document, tabled at Appendix I, agreed at the last EGM of the members on 8 May 2018 was a good fit with the 8 "I"s put forward by Portas, and provided a good starting point for discussions with the members at the Quarterly Meeting on 25 Jul 2018. It was agreed the Board should have a day for blue sky thinking on strategy, and it was suggested the Board and Executive should meet separately and then meet to exchange visions. The Board was asked to send</p>	<p>Board</p> <p>Board</p> <p>Board</p>

	their individual thoughts on strategy and the way ahead to NF. It was agreed to consult again with the BEF objectives in the Articles of Association.	Board NF
47/18	<p>BEF Code of Conduct</p> <p>It was noted that this could follow the form of a standard disciplinary policy. The policy was about members and individuals (directors and officers). It was expected that an MB would deal with an individual first and if not brought to a satisfactory conclusion, the MB could be sanctioned. Sanctions/disciplinary actions were to be developed by NF but to include remedial action, suspension and expulsion being the last resort. MBs would be asked to self police with a peer review group being set up. NF was asked to look at the current codes of conducts in the Olympic disciplines and consult with the MBs. It was suggested a MB in breach of the code of conduct would be referred to a small panel chaired by a BEF Board Director with MB Chairs as members of the panel. It was noted this item was included on the AGM Notice and would be raised with the MBs for their input.</p>	NF NF NF
48/18	<p>Independent Review</p> <p>The Action Plan and tasks completed following the recommendations from the Independent Review were now with UKS for approval. NF was meeting Jane Purdon UKS on 19 Jul 2018 and would pick up on this with her. ME offered to follow up on this if required.</p>	NF ME
49/18	<p>Risk Register</p> <p>The Board considered the updated register which had been reordered and where risks had been closed, were now deleted, ie. GDPR. It was noted that fraud had not been included and should be added. NF reported that the register was being shared with the members, who in turn it was hoped would share their own with BEF.</p>	NF
50/18	<p>Financial Report</p> <p>Management Accounts to 30 Jun 2018, in a revised format, were presented to the Board with a forecasted surplus. It was noted that the format for reporting to the CEO was continuing to be developed along with a review of authority levels and procurement process to be tabled at the next Audit Committee meeting.</p>	
51/18	<p>Reports from Meetings</p> <p><i>AH and AB joined the meeting.</i></p> <p>a) <u>Audit Committee – 18 Jun 2018</u> The notes of the above meeting tabled at Appendix P were taken as read. The Audit Committee was tasked with reviewing the authority levels for procurement, working within budget and achieving efficiencies on the bigger expenditure items, particularly in WCP.</p> <p>b) <u>Safeguarding Meeting – 11 Jun 2018</u> AB reported on the achievement of advanced standard of BEF as NGB in 2011. The BEF RAG rating was changed from green to amber at the Child Protection in Sport Unit Annual Review in May 2018. However the framework does</p>	Audit Committee

	<p>not fit BEF as an organisation, as BEF cannot vouch for its members as some do not always communicate their safeguarding concerns centrally. AB explained that this situation could be turned around within a year if the MBs worked together and were regularly represented at SEAT meetings to action the areas identified in the review that need addressing. Some progress is being made in these areas.</p> <p>c) <u>Participation</u> The Participation Steering Group had a very positive meeting on 9 Jul 2018 – notes to be circulated later. An overview of the 14 SE funded projects is now in place and was circulated at the meeting; all agreements have been signed by the MBs, with influence numbers submitted on which MBs will be measured. Influence numbers are predicted to grow by 15% in next 3 years. It was noted funding would be held back if an MB does not provide a report as directed or fails to meet targets.</p>	AH
52/18	<p>Board Induction Training and Overall Plan <u>Duty of Care and Athlete Welfare</u></p> <p>It was noted that LB was unable to attend the meeting. AB addressed the Board on her behalf. This training was linked in with the recently drafted WCP Team Charter, setting out the expected values and behaviours for all involved with WCP. BEF was working towards signing up to the Mental Health Charter from the Sport and Recreation Alliance joining other NGBs. BEF will start the process and encourage all MBs to engage. It was noted that BGA has already done so. BEF also has plans to sign the employers' pledge Time to Change to challenge the stigma associated with discussing mental health issues. BEF has started a nomination process to recruit an athlete representative for the Olympic and Paralympic sports, working in conjunction with the British Athletes Commission to ensure a transparent process. Exploration is being undertaken to the provision of mental health training for internal staff, practitioners and athletes. LB and AB have been exploring options for an independent whistleblowing platform for athletes and staff to use.</p>	
53/18	<p>Executive Update <u>CEO</u></p> <p>NF drew attention to the launch of UKS Public Consultation on the future funding of elite sport which commenced on 4 Jun 2018. UKS is seeking views on how it best allocates its National Lottery and taxpayer funding post the Tokyo Games with the new funding strategy coming into effect from April 2021 – see link below http://www.uksport.gov.uk/news/2018/06/04/uk-sport-launches-public-consultation-on-the-future-funding-of-elite-sport</p> <p>The impact of this will inform work on BEF's commercial strategy.</p> <p>NF recommended the draft BEF Annual Report to the Board for comment before the AGM, when it would be made available for the members to comment before publishing on the website. ME confirmed he would be adding a Chairman's foreword to the report.</p> <p>FEI Elections – It was noted that Jenny Hall, BEF's nominated</p>	Board ME

	<p>candidate for the role of Chair of the FEI Veterinary Committee was unopposed in this role, and would therefore replace John McEwen as Chair and have a seat on the FEI Bureau (now Board). NF had now met Tom Sawyer, UKS Performance Advisor for equestrian sport, replacing Helen Nicholls. The advertisement for the Performance Director role had now been released http://www.bef.co.uk/Detail.aspx?page=Job-Vacancies and the closing date for applications was being kept open until after WEG Tryon.</p> <p>Biosecurity – The BE CEO was leading on this and would address at the Quarterly Meeting of the Members on 25 Jul 2018. Many lessons had been learnt since the cancellation of events experienced during the foot and mouth outbreak and knock on effect on membership. DH was promoting the high health horse project, on similar lines to horseracing but for the sport horse.</p> <p>Participation – AH informed the meeting that from Monday 23 Jul 2018 she would be joined by two new members of staff, who both had head office function plus regional work: Jo Underhill – Participation Officer, Research & Knowledge Dave Padgen – Participation Officer, Sport Development The coaching activity which had been moved to BHS was now back with BEF, including Level 4, and Coaching Development Action team (CDAT) meetings. More resource is now available to look at equality standards going forward. It was noted that Inclusive Boards are looking at the Diversity Action Plan with particular interest in board diversity and succession planning.</p> <p>Staffing – It was noted that the maternity cover for the Safeguarding Officer was potentially being covered by a MB staff secondment.</p> <p>Governance Action Plan (GAP) Update – 6 month review has now been completed.</p> <p>Communications – Team selections for WEG being broadcast as become available with video footage of behind the scenes.</p> <p>UKS Project Performance – NGBs have been asked to contribute to plans aimed at capitalising on multi-sport broadcast, data, and a potential multisport event. Work to identify the extra cost of keeping a horse is being developed to give UKS a greater understanding of the level of financial contribution the equestrian world already makes to the funded programmes..</p>	
54/18	<p>Passport Working Group Update THR updated the Board on the Passport Working Group’s meeting, which took place on 15 Jun 2018. A meeting with Defra was being arranged.</p>	NF
55/18	<p>Matters Arising from the Minutes of the Board Meetings Nothing raised</p>	

56/18	<p>Board Succession Planning</p> <p>NF led on this in the absence of LB. Whilst the Articles of Association included a clear process for the appointment of the Board Directors initially, the succession arrangements that followed lacked clarity. The Chair suggested that this process should be led by the Nominations Committee and it should consider diversity and skills required in its deliberations. The Chair also proposed that the Board should consider appointing a Vice Chair from within its membership, and he invited any member of the Board to put their name forward for this role for an election to be held at the next Board meeting.</p>	<p>Nominations Committee</p> <p>Board</p>
57/18	<p>Meeting Dates</p> <p><u>Board</u> The Chair suggested holding another meeting to look at strategy mid to late August or end of September - tbc 5 Nov 18</p> <p><u>Council</u> 03 Dec 18 (EGM)</p> <p><u>Quarterly Meeting with MBs Chairs/CEOs and BEF Board/Executive</u> 26 Sep 18 03 Dec 18</p> <p>Dates for 2019 to be circulated.</p>	<p>MM</p> <p>MM</p>
58/18	<p>Timelines for 2019 Budget</p> <p>It was noted that the Audit Committee was due to meet mid October and draft budget should be prepared by 10 Oct 2018 and be put before the Board for approval on 5 Nov 2018 and for adoption by the Council at the EGM on 3 Dec 2018. It was agreed for the purposes of the budget the current subscription rate for the MBs should kept with an increase of 3% + CPI. NF to speak to Chair before AGM.</p>	<p>SB</p> <p>SB NF/ME</p>
59/19	<p>Board Actions</p> <ul style="list-style-type: none"> • Thoughts on strategy to NF copying in Board • Those wishing to be considered for the Vice Chair role of Board to put their names forward to NF • Share MB Codes of Conduct 	<p>Board</p> <p>Board Board/NF</p>



Chair