



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Monday 5 November 2018
at 1030 hrs in the Lecture Theatre,
Equestrian House, Abbey Park**

Chair: Mohamed Elsarky (ME)

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

In Attendance:	Malcolm Wharton (MWh)	Council Chair
	Nick Fellows (NF)	CEO
	Lynne Bailey	Head of Integrity & HR
	Sarah Bunting (SBu)	Head of Finance/Company Secretary
	Maggie Moreton (MM)	Head of Secretariat

Apologies:	Claire Williams (CW)	
	Anna Hall (AH)	Head of Participation

		Action by
60/18	The Chair welcomed everyone to the meeting and that this was the first Board meeting for the Council Chair, an invited guest, to add to the connection with the Members. It was noted that a quorum was present and apologies had been received from CW and AH.	
61/18	Declarations of Interest ME reported that he had now attended his first SE Board Meeting but had excluded himself from the discussions on SE funding grants for equestrian sport. He reported that he was also a member of the SE Audit Committee, which includes governance matters. The directors were reminded to update their current Register of Interest forms to include any new roles.	ME
62/18	Minutes of the Board Meeting held on 18 Jul 2018 The minutes of the meeting were checked for accuracy and then signed by the Chair as a true record of the meeting.	
63/18	Matters arising from the Minutes of the Board Meeting held on 18 Jul 2018	

	Nothing was raised that was not already included on the agenda.	
64/18	<p>CEO Update</p> <p><u>Governance</u></p> <ul style="list-style-type: none"> • UKS and SE funding awards were contingent on caveats included regarding the outcome of the Independent Review. SE has now confirmed BEF compliant with the Code for Sports Governance and that funding will be released for the rest of the cycle. NF will follow up with UKS at meeting on 7 Nov 18 to get written confirmation from them too. • NF working closely with UKS and SE despite changes in Governance personnel changes in both organisations. • ME thanked the Board and Members for their part in BEF being Code compliant and fully funded, but reminded them that this must now be maintained to that standard. <p><u>Member Bodies</u></p> <ul style="list-style-type: none"> • A Shared Services Meeting with MBs Working Group had taken place on 26 Oct 18 which included representatives from the founder members and BEV. BEF represents 250,000 members across the MBs, and cost benefits to be looked at first included: <ul style="list-style-type: none"> ○ Insurance savings ○ Horse passports ○ Safeguarding Marketing & Commercial may be added to this list when HoCM recruitment finalised. BS had also offered office accommodation if all members wished to be included in the same building and this is something still on the agenda. Desktop IT support was another item to be considered. At ME's request, MWh and KT agreed to join this Working Group and look at the opportunities. <p><u>World Class Programme</u></p> <ul style="list-style-type: none"> • NF updated the Board in relation to WCP High performance programme presentation to be included on the next board agenda. PMs to be inducted to the change of culture needed. This needs to be optimised in preparation for Tokyo and Europeans. • World Class Performance Review and Future Direction Meeting taking place over 2 days on 12/13 Nov 18. 	<p>NF</p> <p>Board</p> <p>MWh & KT</p> <p>NF</p> <p>BEF staff</p>
65/18	<p>BEF Strategy</p> <p>The Board considered the draft Purpose, Vision and Values paper tabled as an outcome following the Board Strategy Day on 2 Nov 18. The Purpose was agreed, Vision and Values amended. The final version was tabled later at the meeting and agreed. ME, NF and MW to consult on how Board deal with the context of it and share with Members at the Council Meeting on 3 Dec 18. NF to send out to the Members ahead of the meeting.</p>	<p>ME,NF,MWh</p> <p>NF</p>
66/18	<p>BGA “Good Employment Week” Campaign Paper</p> <p>It was noted that a number of the members had pledged their</p>	

	<p>support for this campaign led by the British Grooms Association in conjunction with the Equestrian Employers Association. The Board fully supported and endorsed the initiative and promised further assistance where needed. NF was asked to ensure that the WCP Performance Athlete Agreement specifically mentions good employment practices.</p> <p>The Board asked for Employment Culture to be added to a future Board agenda for a broader strategic debate.</p>	<p>NF/LB</p> <p>NF/MM</p>
67/18	<p>BEF Rule Book (1 Jan 2019) <i>LB joined the meeting at this point.</i></p> <p>The HoS explained that the revised BEF Rule Book is subject to approval of the Board each year, and where appendices have changed the Board is requested to approve in the new format, before becoming effective on 1 January and published on the BEF website. The two policies tabled at Appendices C and D were both ready for approval, and any others outstanding would be tabled for Board approval by written resolution.</p> <ul style="list-style-type: none"> • <u>BEF Privacy Policy & Commitment to Privacy – Appendix D</u> The Board had approved this policy before for inclusion on the BEF website as part of compliance under GDPR. The Board approved its inclusion in the BEF Rule Book, effective 1 Jan 2019. • <u>BEF Safeguarding Policy – Children & Young People - Appendix C</u> The Board approved this policy subject to the changes agreed in the meeting being made. 	<p>AH</p>
68/18	<p>Recruitment of Performance Director</p> <p>It was noted that a suitable candidate had been identified for the Performance Director role, and accepted the offer, following which NF had spoken to all concerned after the Board had been informed, and a press release will follow.</p> <p>It was agreed that SBr and LB should work together in preparing a timeline for performance reviews and objectives to be discussed at the next meeting.</p>	<p>NF</p> <p>SBr & LB</p>
69/18	<p>Board Succession Planning and Board Skills Matrix</p> <p>LB reported that the Nominations Committee had discussed the existing Board Skills Matrix and sought to identify the minimum number of directors required to have the various competencies, which were now listed as being either “essential” or “desirable”. The Board is now required to self-assess and identify their individual skills and competencies. To facilitate this process, LB suggested that a questionnaire was developed on survey monkey and a link sent to the Board for completion. This action was agreed.</p> <p><u>Board Succession Planning</u></p> <p>It was noted that the Nominations Committee would be meeting again before the EGM to consider if the Members’ nominated</p>	<p>LB/Board</p>

	<p>candidates for the Board vacancies are deemed appointable for the Council Elected Director and Nominated Director positions. NF confirmed that all three directors coming to the end of their first term, had indicated their willingness to serve another term. The Board agreed that as the current INED was eligible and willing to be reappointed for a second term, the Board would support her reappointment. The appointment for the Council Elected Director and Nominated Director would be referred back to the Members. LB was asked and agreed to draft a note to the Members.</p>	<p>Nom Com</p> <p>SBr</p> <p>LB</p>
70/18	<p>Code of Conduct</p> <p>NF reported that he had received comments from one Member regarding his proposed process and sanctions for breach(es) of the Code of Conduct. UKS has declined to comment on NF's proposal but has recommended BEF seeks legal advice. It was noted that the Members had confirmed their agreement to the Code of Conduct in May 2018. NF agreed to have the draft process and sanctions reviewed before the EGM on 3 Dec 18 and table on the agenda for that meeting.</p>	<p>NF</p> <p>NF</p>
71/18	<p>BEF Risk Register</p> <p>It was noted that this had been discussed at the Audit Committee meeting and a number of amendments were made. These were agreed by the Board.</p> <p>The register was subject to ongoing review. KT asked for a check to be made on the full register to see if fraud was included.</p> <p>The Board asked for the Members' risk registers to be tabled for the next Board meeting.</p>	<p>NF</p> <p>NF</p>
72/18	<p>Financial Report</p> <p>Updated versions of the Management Accounts to 30 Sep 18 and Draft Budget for 2019 were circulated at the meeting.</p> <p><u>Management Accounts to 30 Sep 18</u></p> <p>The accounts showed a surplus for the period Jan- Sep 18 and was ahead of budget, due mostly to the savings made in employee and consultancy costs and FEI passport processing activities being currently ahead of budget. A similar surplus was forecast by December. The Board asked for the first page of the accounts to be shared with the Members to provide transparency. The Audit Committee confirmed the accounts were prepared on an invoice not commitment basis. Each member of staff will be required to sign to confirm authority levels each quarter so that there was clarity for budget holders, with regular reporting being partly policy and partly process.</p> <p><u>2019 Budget</u></p> <p>KT explained that he had gone through the draft 2019 budget at the last Audit Committee meeting, when the executives were asked to increase the surplus for 2019 to an agreed amount, and this latest version was recommended to the Board. It was recommended that Member bodies' subscriptions for 2019 should be increased by the CPI level. The Remuneration Committee had met earlier in the day to set BEF employees' pay increase levels</p>	<p>SBu</p> <p>NF</p> <p>SBu</p> <p>NF</p>

	<p>for 2019, following consideration with the CPI and other Members' proposed pay increases to staff.</p> <p>It was clarified that there was potential to allocate money in the budget for execution of the new strategy to test things or communicate differently. The Board approved the budget as tabled at the meeting.</p>	NF
73/18	<p>Reports from Meetings</p> <p>The following points were made:-</p> <ul style="list-style-type: none"> • <u>Nominations Committee (28 Sep 18)</u> • <u>Audit Committee (21 Sep 18)</u> Substantial items were covered at this meeting relating to authority levels, risk register, budget, management accounts. It was noted that NF was attending a HorseScotland Board Meeting on 6 Dec 18. • <u>Remuneration Committee (21 Sep 18 and 5 Nov 18)</u> Attention was drawn to the draft terms of reference for the Remuneration Committee tabled for consideration under item 17 on the agenda. The Committee had met today to discuss annual salaries for 2019. • <u>Safeguarding (26 Sep 18)</u> It was noted that the Safeguarding Officer is now on maternity leave. Maternity cover is being provided. LO expressed concern that some of the Members' representatives attending the Safeguarding Action Team meetings did not necessarily have the authority to make relevant decisions. • <u>Equality and Diversity</u> The equality profile of BEF practitioners was made available to the Board. • <u>Participation Steering Group (24 Oct 18)</u> The notes of this meeting were not yet available but would be circulated to the Board shortly. NF confirmed there had been much collaborative discussion on how to work together, which he would cover later in the meeting. NF updated the Board on the current status of the HoP's injury. 	
74/18	<p>Executive Team's Updates – Presentation</p> <p><u>CEO Update</u></p> <ul style="list-style-type: none"> • NF reported on Team GBR's success at Tryon WEG with an excellent performance and 3 disciplines qualifying teams for the Tokyo Games 2020, with Jumping having further opportunities in 2019. The FEI GA would be considering the future of WEG and issues surrounding Endurance, which has a temporary committee in charge. • UK Sport Public Consultation on Funding Model – NF updated the Board on this ongoing work being carried out by UKS; there is a growing sense that UKS may provide baseline funding for all NGBs in future even if programme funding is cut. • Project Content – UKS, BOA, BPA commercial sponsorship / fundraising initiative. NF will provide an update for the 	NF

Members at their meeting on 3 December.

- Commercial – NF updated the Board on current discussions.
- Key Stakeholders:
 - BOA Game Services had provided help to the team at WEG in the form of Joe Dival.
 - British Horseracing Association had met with NF to discuss a collaborative approach to common issues.

World Class Programme

- NF drew attention to the end of season reviews that were currently underway, debriefing, culture, addition of performance services, with UKS Performance Advisor making a contribution.
- Podium Potential Programme applications had been oversubscribed
- Young Professionals sessions were currently in progress and well supported
- Performance Planning across all disciplines
- WEG horse owners were very happy with the way they had been looked after at Tryon
- FEI has set up a temporary Committee for Endurance, following WEG issues
- British interest is being expressed in hosting the 2023 FEI European Championships for Eventing at Houghton Hall.

Integrity

LB covered the following:

- Safeguarding:
 - Safeguarding Action Plan is now available covering all cases. A case goes to a Member Body which can choose whether to deal with itself or escalate to the Safeguarding Case Management Group (SCMG), which investigates the case on behalf of the Member, with varying outcomes. Some cases are referred to the Police and others are satisfactorily resolved. The Board requested details of the numbers involved that are referred to the Police.
 - Memorandum of Understanding between BEF and its Members is being drafted, covering the management and coordination of cases.
 - MyConcern – final contract terms for this are now in a form to be agreed.
 - Train the Trainer days are organised for 15 Nov 18 (RDA) and possibly another on 29 Nov 18 in Manchester area.
- Welfare:
 - UKS published its strategy for Mental Health – there is a dedicated section on the EIS website to signpost athletes and staff to the correct support areas.
 - BEF has a draft Mental Health and Wellbeing Action Plan and is engaging with MIND
 - BEF has a Mental Health Champion and working group which has met a number of times
- Anti-Doping:

	<ul style="list-style-type: none"> ○ Currently on annual target for events including testing – problems at beginning of year with events being cancelled due to the weather and stable non availability ○ BEFAR Management Meeting being held on 26 Nov 18 ○ BEFAR Testing Committee Meeting being held on 28 Nov 18 ○ Develop fully comprehensive education testing programme/delivery model – challenge on funding ○ Educate WCP staff – inform all athletes at all levels ○ Testing carried out by LGC, Testing Technicians and Testing Vets – under BEFAR rules, rider is the person responsible for a positive result, in racing it is the trainer and the sanctions include the racehorse. ● Para-Classification: <ul style="list-style-type: none"> ○ National Classification Panel – LB explained that currently the panel consists of experienced physiotherapists. The National Classification Guidelines are currently being reviewed with regard to updating and streamlining the rules and process around classification like the FEI. ● Human Resources <ul style="list-style-type: none"> ○ Staff Survey: LB reported that the staff survey had closed at the end of October, and commented on her benchmark graph comparing the responses to the staff questionnaire in 2018 against those received in 2015. There seemed to be a reasonably positive improvement on the responses received in 2015. Recruitment – Head of Communications and Marketing There had been some good candidates apply for the above role, and interviews were planned for 16 Nov 18. ● Equality and Diversity: <ul style="list-style-type: none"> ○ Jess Cook is the Board Equality Champion ○ It is planned/required that we meet the Advanced Equality Standard by March 2021 ○ Inclusive Boards workshops – noted we need to attract interest from people more widely than BEF currently achieves, and is focussed on by SE. ○ Diversity Action Plan – AH linking with a number of campaigns including SE's This Girl Can and Stonewall's Rainbow Laces. The Diversity Action Plan is to be revised and circulated for comment and approval by correspondence. <p><u>Participation</u></p> <ul style="list-style-type: none"> ● Participation Steering Group – the Board's attention was directed to Appendix L in the tabled papers, showing a summary of information about the projects receiving SE funding. ● Areas of concern were being followed up. ● Insight work undertaken by the Participation Officer will provide groundwork of future marketing and communications 	<p>LB LB</p> <p>LB</p> <p>SBr & LB</p> <p>NF & AH</p> <p>AH</p>
75/18	Approval of Policies	

	<p>The Board considered and approved as indicated the following policies and actions tabled with the agenda papers:</p> <ul style="list-style-type: none"> • Whistleblowing Policy – approved. • Safeguarding Action Team – Terms of Reference – approved. • Athlete Disciplinary Policy and Grievance Policy – approved. • List of Stewards for BEF Appeals and BEFAR Hearings – approved but BS list requires updating. • De-commitment of SE Funding – AH to keep Board apprised of Members’ performance on SE funded projects. • BEF Medal of Honour Committee’s recommendations on recipients of the award in 2018 – NF hosted the conference call with the 3 Olympic discipline chairs who agreed the three nominations should all receive the award, which would be presented at the London Olympia Horse Show. The Board further agreed that there should be a National Awards Committee for making nominations for the DCMS Honours list. This was agreed but terms of reference to be drafted. • Remuneration Committee – Terms of Reference – agreed. • Authority Levels – the Audit Committee’s recommendations to the Board were approved, with one amendment being that the CEO <u>and Chair</u> level was set at £100K. With this change inserted, the paper was approved. 	<p>MM AH MM NF MM</p>
76/18	<p>Passport Working Group Update The Working Group of NF, JN and THR had met Defra on 24 Sep 18 to outline their thoughts on the PIO situation, and Defra had indicated that if BEF came up with a good idea they would help. It was noted that it would be mandatory in October 2020 for all horses to be microchipped or face penalty of £200 fine.</p>	
77/18	<p>Any Other Business</p> <ul style="list-style-type: none"> • <u>British Breeding Update</u> No progress had been made by the new company with regard to the agreement over name and assets being transferred from British Breeding. • <u>FEI Banned Substances</u> BJ suggested that BEF should have led on the lobbying to the FEI regarding flunixin becoming a controlled medication substance. It was agreed that the mechanism and structure to respond appropriately and quickly to this type of issue should be included for discussion at the next meeting. 	MM
78/19	<p>Dates of BEF Meetings in 2019</p> <p>The Board Meetings for 2019 have been set as follows,</p>	

	<p>commencing at 1030 hrs unless otherwise directed:</p> <p>Wednesday 27 February 2019 Wednesday 22 May 2019 Wednesday 14 August 2019 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:</p> <p>Friday 15 February 2019 Friday 10 May 2019 Friday 02 August 2019 Friday 18 October 2019</p> <p>The Nominations Committee will meet in March 2019 on a date to be confirmed.</p> <p>BEF Council and Quarterly Meetings</p> <p>Monday 3 December 2018 – BEF EGM commence at 10.30 am followed by Quarterly Meeting and concluding mid afternoon. Wednesday 20 March 2019 – Quarterly meeting of Members, Board & Executive (10.30 am start concludes with networking lunch unless workshop sessions added) Wednesday 10 July 2019 – BEF AGM commence at 10.30 am followed by Quarterly Meeting and concluding mid afternoon Wednesday 25 September 2019 - Quarterly meeting of Members, Board & Executive (10.30 am start concludes with networking lunch unless workshop sessions added) Wednesday 4 December 2019 - BEF EGM commence at 10.30 am followed by Quarterly Meeting and concluding mid afternoon.</p>	



Chair