



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Wednesday 30 January 2019
at 0900 hrs in the Havana Meeting Room,
Holiday Inn, Kenilworth**

Chair: Martyn Wilks (MWi)

Directors Present:

Christine Blackford (CB)
Barry Johnson (BJ)
Jane Nixon (JN)
Lotte Olsen (LO)
Tim Holderness-Roddam (THR)
Kevan Taylor (KT)
Claire Williams (CW)

In Attendance:

Malcolm Wharton (MWh)	Council Chair
Nick Fellows (NF)	CEO
Lynne Bailey (LB)	Head of Integrity & HR <i>(Minute 09/16 to end)</i>
Sarah Bunting (SBu)	Head of Finance/Company Secretary
Vikki Underwood (VU)	Performance Director <i>(Minute 09/19)</i>
Matt Williams (MWil)	Head of Communications <i>(Minute 08/19 & 09/19)</i>
Maggie Moreton (MM)	Head of Secretariat

Apologies:

Julia Biddle (JB)	
Sarah Broughton (SB)	
Jess Cook (JC)	
Mohamed Elsarky (ME)	
Anna Hall (AH)	Head of Participation

		Action by
01/19	The SID welcomed everyone to the meeting and in the absence of the Chair, it was agreed he should chair the meeting. It was noted that a quorum was present and apologies had been received from ME, JB and SB. JC was available to join the meeting by conference call if needed but was not able to attend in person.	
02/19	Ratification by the Board of the re-appointment of the following Board Members The Chair asked the Board members present, with the exception of Christine Blackford in her own case, to ratify the re-appointment for a second term the following as indicated: Council Elected NED – Jess Cook Nominated NED – Christine Blackford Independent NED – Sarah Broughton The re-appointment of these three directors was agreed by the Board.	
03/19	Declarations of Interest Nothing to report	

04/19	<p>Minutes of the Board Meeting held on 5 Nov 2018 The minutes of the meeting were checked for accuracy and then signed by the Chair as a true record of the meeting.</p>	
05/18	<p>Matters arising from the Minutes of the Board Meeting held on 5 Nov 2018 The Board agreed that actions from Board Meetings should be tabled on a summary spreadsheet so that the Board could easily identify what had been completed or remained outstanding.</p> <ul style="list-style-type: none"> • 	MM
06/19	<p>CEO Overview NF covered the following topics:</p> <ul style="list-style-type: none"> • Rebuilding of relationships/trust with Members at Chair and CEO levels ongoing due to the unstable environment. • Council structure needs review; Council Chair currently meeting with Members' chairs before and after Council meetings, and sees his role as key link to represent their views to Board and for Board to respect their sovereignty. Board or CEO are not formal members of Council, but attend in a listening role. BEF is made up of its Members and therefore is represented at these meetings. MWh suggested NF looked at other sports such as rugby that have a similar organisational structure. It was agreed to revisit structure and consider if it was fit for purpose after the strategy was agreed. In the meantime, Board and Executive to have formal representation at Council Meetings. • Comments regarding achievements in last year – <ul style="list-style-type: none"> - UKS / SE investment settled, action plans drawn up - Dressage/Para Dressage/ Eventing qualified for Tokyo, PD in place, launched new Pathways P2 and P3, change in focus from logistics to performance, and Performance Advisory Group in place - SE funding signed off, best practice, project updates provided to Board. - Head of Integrity appointed, data sharing agreements, My Concern, 2 new people in Participation providing data insight and sport development element - Financial reporting improved, particularly in World Class - IT moving into the cloud - Head of Communications appointed with new focus - Biosecurity – BS CEO comments at last Council meeting gave perception that nothing had been done in this area since 2004, but John McEwen advised differently since then. <p>The Chair queried how much had been done against what had been planned, and where not achieved, why not and what was needed. He suggested that for the next Council meeting, the CEO shows leadership by reporting to the Members on what has been achieved, and where not, what the Members can do to help.</p> <p>It was noted that the Chair and CEO had been offered an audience with the Patron, which was yet to be finalised. The Board agreed that attendance must be a priority for the Chair and CEO. The Board was briefed on the Patron's engagement with the BEF and its Members in</p>	<p>NF</p> <p>Board/ Exec</p> <p>NF</p> <p>NF</p>

	<p>the past. The Members to be informed when BEF is invited to submit events for inclusion in the Patron’s diary.</p> <p>The international role of the Board Chair had been another focus of the members and discussion followed on how the Board could assist the Chair with these duties and expectations of the members. Attention was drawn to former BEF boards including an International Director, who provided continuity and could deputise for the Chair at International meetings / events when required. Consideration was given as to whether this may sit better within the Vice Chair role originally put forward by the Chair, to provide additional presence and support for the international role of BEF. NF expressed concern that there would always be an eight year term limit for a director under the current Articles, and it took time to become a respected member of the international community to be of value. The Board asked to see the membership of the FEI technical committees to see what British influence already existed across these. MM agreed to send the FEI web link to the Board https://inside.fei.org/fei/about-fei/structure/fei-board-%26-executive-board and https://inside.fei.org/fei/about-fei/structure/fei-committees</p> <p>The work of the BEF International Relations Committee was explained to the Board, and the notes of its meetings were to be added to those on the agenda at item 15 going forward. In addition, MM was asked to produce a list of all BEF Committees, including terms of reference/purpose and membership and include minutes/notes on board agendas.</p> <p>NF drew attention to UK Sport Future Funding Strategy Event on 12 Feb 19 in London, to which NGB chairs and CEOs had been invited to get a flavour of funding post the Tokyo Games. It was agreed if the Chair was unable to attend a Board member should accompany the CEO. NF was attending an UKS Investment Review meeting to discuss BEF funding through to March 2021. NF understood there could be baseline funding across all sports and then allocated over and above depending upon bids/performance potential.</p>	<p>ME/NF</p> <p>MM</p> <p>MM</p> <p>MM</p> <p>Board</p> <p>NF</p>
<p>07/19</p>	<p>BEF Strategy</p> <p>LO lead on this on behalf of the Board Strategy Working Group and addressed the tabled paper. This had been developed on the premise that the BEF has clear current obligations and commitments and also needs to demonstrate it is doing the basics well before moving on to blue sky areas. It links into the key values and then outcomes and forms the “Magnificent 7”! The strategy had been developed around these areas and discussed with the Executive, and will have the input of the Members after BEF Council meets on 13 Feb 19. It was agreed it embraces what has been done before and should be sent to the Members well in advance of the Council Meeting as a work in progress document so it can be fine-tuned at the meeting.</p> <p>NF pointed out that long term aspirations were not covered in the strategy, and when the Members give their priorities they may not necessarily fit with what the Board perceives. MWh commented the strategy does not mention using the Members as a resource when relevant, and suggested an overarching wording at the start of the</p>	<p>NF/MM</p>

	<p>document to recognise this and promote a joined up approach from the beginning.</p> <p>LO agreed to make the above changes to the document and for it to be circulated to the Members before the weekend. She thanked her fellow working group members for their input and cited this as a good example of a few Board directors working together with the CEO to achieve something positive for the Board to move forward.</p> <p><i>Matt Williams joined the meeting and was introduced to the Board.</i></p>	<p>NF</p> <p>LO</p>
08/19	<p>Strategic Topics</p> <p>a) <u>BEF Relationship with FEI, including representation on FEI Committees</u> This had been briefly touched on in Minute 06/19 and would be discussed in more depth at the next board meeting.</p> <p>b) <u>Increasing BEF Reserves</u> KT referred the Board to page 21 of the board papers, where the balance sheet as at 30 Nov 18 showed a reduction in the reserves at 01 Jan 18, having been drawn on in 2017. A surplus was forecasted and it was anticipated that by the end of 2019 the reserve level could be back on track to where it was originally, sufficient to cover the core operating costs for 6 months. KT was keen to create a solid platform whereby BEF did not make a large annual surplus but invested back in the sport. LO queried if the impact of this was covered in the 2019 budget. SB advised this would have minimal impact.</p>	MM
09/19	<p>Operational Assurance Reports</p> <p>NF referred the Board to page 14 of the board pack and asked the Board to provide feedback on the new template for reporting by the Executive. Once the strategy was agreed, KPIs would be determined by the strategy and be included in the template.</p> <p><u>CEO – Sport Representation and Influence</u> MWh commented on the UKS CEO and Chairs Workshop communication on 27 Nov 18 which NF attended.</p> <p><u>CEO - Standards and Good Governance</u> It was noted that the external board review required by UKS had been delayed until Nov 2019 but the internal review needs to be done by the end of March.</p> <p><u>CEO - Government Representation: Welfare</u> British Horse Council http://equinesectorcouncil.org.uk/ The Equine Sector Council (ESC) has merged with the British Horse Industry Confederation (BHIC) to form the British Horse Council, the primary horse industry link with government departments. The Board requested sight of the minutes of these meetings, and for Jan Rogers to be asked to provide minutes/notes of the committees on which she represents BEF.</p> <p><u>CEO - Commercial and Sustainability</u> NF working with a sponsorship agency looking at potential commercial relationships and sponsors, especially re vehicles including Olympic disciplines and reaching out to members. The Board suggested NF talked to the Members involved in the process to</p>	<p>ME/NF</p> <p>NF</p>

	<p>see who held what rights, and map where opportunities are and when existing agreements end. A meeting to this effect has already taken place with the ODs.</p> <p><u>Integrity - Anti-doping</u> CW raised the input process by NFs to proposed changes to the FEI Prohibited Substances list and requested that the Members were engaged in this consultation process.</p> <p><u>Participation</u> Sport MR to complete Digital Engagement report by 21 Feb 19 to inform Digital Engagement Strategy (with Comms and Marketing). The Board queried if insight from this is being fed back to the Board. It was noted that as part of that study, the CEO with the HoP and HoC will be attending a presentation on the BEF digital footprint and will report back then to the Board. It was noted that Participation will be featured at the board meeting on 22 May 19.</p> <p><u>Finance</u> Group life and income protection policies have been renewed for 2019 by BEF on behalf of the pension group which also includes BE, PC and BD. It was queried if this type of policy should be done on a wider scale, and be included as a subject for the Shared Services Working Group to consider.</p> <p><u>Marketing and Communications</u> Matt Williams, BEF Head of Communications, gave the Board a brief resume of his career history, having no equestrian background but worked with BBC Sport and BBC Radio. He emphasised the huge potential of our sport to tell a lot of stories ranging from elite talent success to the millions who take part every week just for the love of it or enjoy volunteering in the sport. This can be promoted to the mainstream media as well as using the traditional equestrian press. BEF in consultation with Defra can lead on the Brexit issue and keep horse world informed on how it affects them. First issue had been released on 24 Jan 19, next issue would be mid-February and further one in March. JN asked for these to be provided to the Board when available-https://www.bef.co.uk/NewsDetail.aspx?news=preparations-for-Brexit</p> <p><i>Vikki Underwood, Performance Director and Lynne Bailey, Head of Integrity joined the meeting at this point.</i></p> <p><u>World Class Programme</u> Vikki was introduced to the Board and gave a brief resume of her career path since leaving the BEF in 2009 and rejoining on 23 Jan 19 as Performance Director. It was noted that High Performance will be covered in more depth at the Board Meeting on 27 Feb 19 and she gave a general overview of her initial opinion of the health of the programme and her focus going forward.</p> <p><i>Vikki Underwood and Matt Williams left the meeting.</i></p> <p><u>Integrity- Anti-doping</u></p>	<p>NF</p> <p>NF</p> <p>NF/AH/ Matt W</p> <p>MM</p> <p>NF/SBu</p> <p>Matt W</p> <p>NF/ VU</p>
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	<p>CW reiterated her view that the BEF should consult with the Members and feed comments into revisions of the FEI Prohibited Substances list when opportunities arise. LB agreed to look at this. CW was concerned at the lack of understanding around supplements, which led to inadvertent positive tests for prohibited substances. It was noted that the very wet start to the 2018 season had resulted in many anti-doping testing days being cancelled, and for the test numbers to be lower than normal for the year in Eventing where it had been impossible to catch up.</p> <p><u>Integrity – Safeguarding</u> LB explained that the concerns which had been reported to the BEF since the last Board meeting largely involved bullying and trolling on the internet. Discussions have taken place with <i>My Concern</i>, a safe and secure software resource for recording and managing all safeguarding concerns, and will be up and running soon for BEF and its Members' use. A concern had been expressed that the members of the Safeguarding Action Team, although very knowledgeable and enthusiastic, were not necessarily all of the level to make decisions for their organisation and this was restricting progress. The Board Safeguarding Champion confirmed this view. It was agreed to raise this at the Council Meeting on 20 March 19.</p> <p><u>Integrity - HR</u> KT queried the current situation regarding the findings of the Staff Survey completed in the last half of 2018 and how they were being addressed. LB was in discussion with Sarah Broughton, BEF INED, regarding the findings and moving forward but a staff feedback session was held before Christmas and one outcome is a review of the office layout.</p> <p><u>Finance – Management Accounts to 30 Nov 19</u> KT referred the Board to pages 21-24 of the Board papers. A surplus for the period was reported ahead of budget along with a similar forecasted surplus for the 2018 year end. The Board accepted these accounts and thanked the Executive for finding the savings.</p>	<p>LB</p> <p>MM</p>
<p>10/19</p>	<p>Nominations Committee The meeting of this committee following the Board Meeting today was cancelled as it was not quorate in the absence of ME. NF suggested that a solution to this problem in the future may be to increase the number of members to 6, but MWi disagreed and it was decided the membership and terms of reference of this Committee should remain unaltered.</p>	
<p>11/19</p>	<p>Consent Items The Board approved the following documents as tabled unless changes shown below :</p> <ul style="list-style-type: none"> • Revised List of Stewards for BEF Appeals and BEFAR Hearings for 2019 – Appendix D • Diversity Action Plan – Appendix E – agreed subject to the Board's amendments being incorporated. <p>The Board felt it was very focussed on board diversity, BEF already monitors staff and perhaps should monitor Council</p>	<p>AH</p>

	<p>Membership. (<i>Afternote: UKS had requested focus on Board diversity</i>)</p> <ul style="list-style-type: none"> • Terms of Reference for Equality Action Team – Appendix F • Terms of Reference for Equality Engagement Group – Appendix G • BEF Rule Book, with effect from 1 Jan 2019 – Appendix H 	
12/19	<p>Minutes of the following meetings The Board noted the contents of the following minutes, which were taken as read:</p> <ul style="list-style-type: none"> • BEF AGM – 3 Dec 18 • Quarterly Meeting of the Member Bodies’ Chairs/CEOs and BEF Board – 26 Sep 18 <p>The Board agreed that other than the BEF AGM, the EGMs would be known as BEF Council Meetings.</p>	NF/MM
13/19	<p>Report from Passport Working Group NF’s tabled paper was discussed updating the Board on progress since the last board meeting.</p>	
14/19	<p>High Health Meeting – Tuesday 5 February 2019 JN updated the Board on the High Health Meeting she had organised at Weatherbys HQ and the agenda and papers had been circulated to the Board. Jane was congratulated on getting this impressive list of experts together and the good it would do to improve the position and standing of BEF.</p>	
15/19	<p>Reports from Meetings These were noted and taken as read.</p>	
16/19	<p>Dates of Meetings</p> <p>The Board Meetings for 2019 have been set as follows, commencing at 1030 hrs unless otherwise directed: 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: Friday 15 February 2019 Friday 10 May 2019 Friday 02 August 2019 Friday 18 October 2019</p> <p>The Nominations Committee will meet on: Date to be confirmed in March 2019</p> <p>BEF Council and Quarterly Meetings</p> <p>Wednesday 20 March 2019 – Quarterly meeting of Members, Board</p>	

	<p>& Executive (10.30 am start concludes with networking lunch unless workshop sessions added)</p> <p>Wednesday 10 July 2019 – BEF AGM commence at 10.30 am followed by Quarterly Meeting and concluding mid afternoon</p> <p>Wednesday 25 September 2019 - Quarterly 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 followed by Quarterly Meeting and concluding mid afternoon.</p>	
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Chair