



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Wednesday 27 February 2019
at 1030 hrs in the Boardroom, Equestrian
House, Abbey Park, Stareton**

Chair: Mohamed Elsarky

Directors Present:

Julia Biddle (JB)
Christine Blackford (CB)
Sarah Broughton (SB) *(left after Minute 26/19)*
Barry Johnson (BJ) *(left after Minute 32/19)*
Jane Nixon (JN)
Lotte Olsen (LO)
Tim Holderness-Roddam (THR)
Kevan Taylor (KT)
Claire Williams (CW)
Martyn Wilks (MWi)

In Attendance:

Malcolm Wharton (MWh)	Council Chair <i>(left after Minute 26/19)</i>
Nick Fellows (NF)	CEO
Lynne Bailey (LB)	Head of Integrity & HR
Sarah Bunting (SBu)	Head of Finance/Company Secretary
Vikki Underwood (VU)	Performance Director <i>(Minute 33/19 only)</i>
Matt Williams (MWil)	Head of Communications
Maggie Moreton (MM)	Head of Secretariat

Apologies:

Jess Cook (JC)	
Anna Hall (AH)	Head of Participation

		Action by
17/19	The Board held a closed session without any executive staff present. The Council Chair was in attendance for part.	
18/19	The CEO, HoF and HoS joined the meeting. It was noted a quorum was present and apologies had been received from Jess Cook and Anna Hall.	
19/19	Declarations of Interest Nothing to report	
20/19	Minutes of the Board Meeting held on 30 January 2019 The minutes of the meeting were checked for accuracy and two amendments made. The minutes were then signed by the Chair as a true record of the meeting, having made these corrections.	
21/19	Matters arising from the Minutes of the Board Meeting held on 30 Jan 2019 The Board reviewed the spreadsheet detailing outstanding actions from the last meeting. The following was agreed:	

	<ul style="list-style-type: none"> • To operate a red, amber and green colour coding and say when action completed • Complete Column B – Status • Spreadsheet to be added to following each Board meeting 	MM
22/19	<p>CEO Overview NF reported to the Board on his recent meetings with UKS Investment and Performance teams and the challenge to the current number of athlete places funded and potential budget implications. Relationship Management – BS has a new Chair (Charles Britton) and BOA CEO moving to RFU. Olympic Selection Policies – BE had made recent changes and BD and BS are still outstanding. UK Sport Future Funding Strategy – expected feedback on this by September but UKS have already published their outlook. Greater co-funding contributions will be required going forward with investment from within the sport. It was noted that Jumping Olympic qualification could be achieved at the European Championships 2019 or Nations Cup Final for the British team.</p> <p>Equine Influenza – JN give a brief update to the Board on the meeting of the High Health Steering Group on 5 Feb 19 with equine experts from across the industry and its work following the recent Equine Influenza outbreak in the UK. JN was commended by the Board for her outstanding work in establishing this group and developing a process for dealing with outbreaks of this type in a timely manner, providing advice to the general public. Matt Williams was congratulated on his excellent communications' work. It was noted that summary notes of the meeting had been provided to the Board. Member bodies had responded well to the leadership provided by the Emergency Response Group and this had been well handled, although there were some rule difference irregularities. It was suggested that insurance companies may be willing to give preferable rates to owners of horses that have up to date vaccinations against equine influenza.</p> <p>Stallion Event in three weeks' time – JN had advised the organisers to cancel this event in a timely manner. JN is speaking to British Breeding directors and suggests they take best global veterinary advice in case legally challenged.</p> <p>BREXIT – Matt Williams will be disseminating information as and when available.</p>	Matt W
23/19	<p>Staff Survey This had been completed in October 2018 by the staff, with the findings being generally good and integrity being scored higher. The Board was informed that there is a staff meeting scheduled after each board meeting for the staff to be updated on Board decisions. Annual staff appraisals will take place by end of April giving an opportunity for feedback on formal basis. A software package for staff and athletes is available on whistleblowing in particular. LB confirmed she had updated the appraisal forms taking the new values which feed into the behaviour framework and suggested the opportunity should be taken to review JDs and have clarity on role. It was agreed to pursue the opportunities of having apprenticeship schemes within BEF, and VU offered to speak to her contacts at Loughborough.</p>	NF/LB LB/VU

24/19	<p>Sport MR Digital System</p> <p>Matt Williams addressed the current situation of having 3 websites, BEF, Hoof and Team GBR plus social channels including facebook, YouTube, Instagram. Sport MR had been contracted to look at 2017 and 2018 statistics for how the public engaged with BEF. Sport MR had conducted an online survey asking for feedback on the following scenarios moving forward:-</p> <ol style="list-style-type: none"> 1. Have everything on one platform 2. BEF website stays the same and Team GBR has Participation 3. Team GBR website stays the same and BEF has Participation <p>The initial feedback suggested that BEF, Team GBR and Participation should be included on one platform. This gave clear opportunities but would require significant work to move all sites on to one, but further investigation would be carried out before doing so. He would not want to dilute the site for the elite or alienate at grass roots. One easy win would be use #British Equestrian on everything which could resonate more widely. It was agreed there was more work to be done before making a decision.</p>	
25/19	<p>BEF Strategy</p> <p>NF presented a brief summary of where the Board was on strategy following the Members' input at the Council Strategy consultation meeting on 13 Feb 19 and Board Meeting on 30 Jan 19. The Board Strategy Working Group had taken on board the comments and feedback received and developed 7 Strategic Imperatives, which now require fleshing out and empty boxes populating. The Board needs to agree how much detail is published and as a starting point LO had inserted detail taken from the WCP strategy, which had been provided to the Board in 2018 and includes KPIs. Much of the feedback was about clarity. It was queried where UKCC Level 4 should be included and the BEF Executive team should have an input similar to that given by VU.</p> <p>The Board agreed the way forward was:</p> <ul style="list-style-type: none"> • Continue to engage with MBs on the strategy • Populate version of strategy to be sent to MBs in advance of Council Meeting on 20 Mar 19. Strategy Working Group to review document to be sent to members by 8 Mar 19. • Engagement with stakeholders – seek advice on how we issue and share strategy • Role of MBs in its delivery – does BEF have resources and who do what, available funding? Medium/long term aspirational work will be part of commercial sustainability and MBs may take lead on some of this. <p>It was noted that the sections on Safeguarding and Participation are not fully fleshed out. BEF is not a membership organisation and although it encourages participation it does not have individual members of BEF. BEF takes a broader overarching view of participation, being about riders and not necessarily members.</p>	
26/19	<p>Operational Report</p> <p>CEO</p>	

	<p>NF apologised for the late circulation of this report. The first page had been covered earlier in the meeting along with other later sections of the report. NF informed the Board he had joined the EEF Strategy Development Working Group to help promote the BEF profile. Jason Brautigam had also been put forward to join the EEF Dressage Working Group.</p> <p>The Board asked for notes of NF's meetings with the OD CEOs to continue to be recorded.</p> <p>NF updated the Board on sponsorship developments and work carried out for BEF in this area since September 2018.</p> <p>The Council Chair and NF had attended the RDA Parliamentary Reception at Westminster on 6 Feb 19 to mark the launch of its research into volunteering, which was funded through SE.</p> <p>NF updated the Board on his proposals for MBs in regard to governance, policies and standards in relation to an MoA for membership of BEF. He suggested UKS Governance Code Tier 1 should be used as a baseline. This could also include common standards on equine vaccination rules for all members, which was at the forefront with the recent outbreaks of equine influenza in the UK.</p> <p>It was noted that NF, ME and VU would attend the FEI Sports Forum in Lausanne on 15-16 Apr 19. Only one of the OD CEOs (IG) may be attending but the EGB Chair and International Director would go for the Endurance section of the Forum.</p> <p>FEI Championship Bids Workshop – 26 Mar 19 – Expressions of interest (EOI) had been invited by the FEI for the hosting World championships in the 8 disciplines in 2022 at single or multi discipline events. The organisers of Burghley (Eventing) and Hartpury (Dressage, Para Equestrian Dressage, Jumping and Vaulting) had declared their interest in hosting these championships and would be attending the FEI workshop along with NF and Jane Patterson from UKS Major Events Team.</p> <p>World Class Programme VU will update the Board later in the meeting.</p> <p>Finance SBu informed the meeting that BDO has been introduced as Programme Audit Assurance Partner and will visit every sport once each funding cycle. The review will be rolled out from May.</p> <p>Integrity LB reported that there had not been much change. The training budget would be dictated by appraisals.</p> <p>Participation Nothing specific.</p> <p>Communications and Marketing Currently recruitment underway to replace the Marketing and</p>	<p>NF</p> <p>ME</p>
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	<p>Communications Officer. Brexit messages are being released in consultation with Defra. Outbreak of Equine Influenza – in the first few days would have been very easy to panic, but took decisions based on the very best scientific and veterinary advice.</p> <p><i>Malcolm Wharton and Sarah Broughton gave their apologies and left the meeting at this stage.</i></p>	
27/19	<p>Risk Register for 2019 The Board considered version 2/2019 of the register and updated accordingly.</p>	
28/19	<p>Nominations Committee Verbal Update It was agreed that the green and yellow on the Skills Matrix were good and red and orange need work. There did not appear to be any exposure in any one area but will use UKS to help educate. Some board members have experience with elite level sport. LB will share with the Board and there was now more clarity in the board succession plan. The Board Development Questionnaire was currently work in progress and LB will finalise with the Nominations Committee. The Board Personal Development Questionnaire will be finalised at beginning of March and the Chair will contact the individual Board Directors and have face to face meetings by end of March.</p>	<p>LB Nom Com LB ME</p>
29/19	<p>FEI Committee Representation – GBR NF representatives The Board addressed the tabled paper outlining the vacancies and British representation on the FEI committees. The Board identified the gap on the FEI Medical Committee when the current chair, Dr Peter Whitehead (GBR) steps down after two terms. This gap and other potential candidates for committee vacancies would be covered at the BEF International Relations Meeting on 19 Mar 19, which all British postholders are invited to attend along with FEI sports MBs. It was noted that there was scope within the BEF Articles of Association to have a President who was not necessarily the Chair of the Board. The former CEO, Andrew Finding would be stepping down in 2019 as a member of the EEF Board and currently no one with the necessary profile had been identified to stand for this vacancy from GBR NF.</p>	
30/19	<p>Finance Update – Management Accounts YE 31 Dec 18 SBU advised the Board that December Management accounts would form the basis of the YE 31 Dec 18 accounts, and would be provided as such to the auditors during their audit visit on 4-5 Mar 19, showing a surplus with a service charge reconciliation to be made. The Board agreed the accounts as tabled.</p>	
31/19	<p>Minutes of Meetings The notes of the Council Strategy Consultation Meeting held on 13 Feb 19 were noted and taken as read.</p>	
32/19	<p>Update from Equine Passport Working Group The working group was making progress and had held a meeting with the British Horse Society earlier in the day. The next step was to model what this might look like, and SBU would action this, with FEI passports, getting critical mass. A firm proposal should be available</p>	

	<p>from the WG by May. Passports had been included on the agenda of the meeting of the All Party Parliamentary Group and it was hoped would generate more buy in from other members.</p> <p><i>Barry Johnson gave his apologies and left the meeting and Vikki Underwood joined at this point.</i></p>	
33/19	<p>High Performance Presentation by World Class Performance Director, Vikki Underwood</p> <p>VU was welcomed by the Chair and invited to present to the Board. A copy of the presentation will be provided to the Board with the minutes of the meeting.</p> <p>The Chair thanked VU for travelling from Loughborough to the meeting with the Board, and confirmed that the Board was very supportive and delighted to have her on board.</p> <p><i>Vikki Underwood left the meeting.</i></p>	NF
34/19	<p>Reports from Committees</p> <p>The notes of meetings were taken as read, with the following comments made at the meeting:-</p> <ul style="list-style-type: none"> • Participation Steering Group – 24 Jan 19 - monitoring group - chart to be included on progress of projects • High Health Steering Group – (5 Feb 19) – Council Chair attends as observer on behalf of MBs 	NF MWh
35/19	<p>Dates of BEF Meetings in 2019</p> <p>The Board Meetings for 2019 have been set as follows, commencing at 1030 hrs unless otherwise directed: Wednesday 22 May 2019 Wednesday 14 August 2019 Wednesday 06 November 2019</p> <p>The Remuneration Committee will meeting following the Board Meeting on Wednesday 6 November 2019.</p> <p>The Audit Committee will meet on: Wednesday 08 May 2019 Wednesday 31 July 2019 Wednesday 16 October 2019</p> <p>The Nominations Committee will meet on: Date to be confirmed in March 2019</p> <p>BEF Council Meetings</p> <p>Wednesday 20 March 2019 – 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 Wednesday 25 September 2019 - Meeting of Members, Board & Executive (10.30 am start concludes with networking lunch unless</p>	

	workshop sessions added) Wednesday 4 December 2019 - BEF EGM commence at 10.30 am	
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Chair