



**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Monday 18 December 2017
at 1030 hrs in the Boardroom,
Equestrian House, Abbey Park**

Chair: Ed Warner OBE (EW)

Directors Present: Julie Biddle (JB)
Christine Blackford (CB)
Jessica Cook (JC)
Mark Jeffreys (MJ)
Barry Johnson (BJ)
Jane Nixon (JN)
Lotte Olsen (LO)
Tim Holderness-Roddam (THR)
Claire Williams (CW)

In Attendance:	Nicki Kavanagh (NK)	Interim CEO
	David Ingle (DI)	Interim COO
	Sarah Bunting (SB)	Head of Finance (<i>Left meeting for Minute 113/17</i>)
	Lynne Bailey (LB)	HR Consultant (<i>Present for Minutes 102-104/17 and 109-111/17 only</i>)
	Gordon Burton (GB)	Performance Director (<i>Present for Minute 107/17 only</i>)
	Anna Hall (AH)	Head of Participation (<i>Present for Minute 111/17 only</i>)
	Karen Myers (KM)	Director of Corporate Affairs (<i>Present for Minute 110-112/17</i>)
	Maggie Moreton (MM)	Head of Secretariat (<i>Left meeting after Minute 112/17</i>)

Apologies: Deborah Smith (DS)
Kevan Taylor (KT)
Jan Rogers (JR)

		Action by
97/17	It was noted that a quorum was present.	
98/17	The Chair welcomed the Board members and outlined the timeline for the day including the Remuneration Committee Meeting at 3.30 pm. followed by the MBs meeting at 3.45 pm to discuss BEF subscriptions and recruitment of the Council Chair.	
99/17	Declarations of Interest JB reported that she owned horses on the World Class Programme and would add to her declared conflict of interest form.	JB

100/17	<p>Minutes of the Board Meeting held on 21 Nov 17</p> <p>The minutes of the above meeting were checked for accuracy and MM was asked to change the reference to “CE” to “CEO” on page 3 Minute 90/17 7th bullet point. With this change completed the Chair signed the minutes as a true record.</p>	MM
101/17	<p>BEF Safeguarding Policy – amended copy</p> <p>DI addressed the tracked changes to the Safeguarding policy shown in Appendix B. JC expressed concern that deaf and disabled children were not specifically mentioned in the policy for children and similarly disabled riders in the policy for adults. JC was asked to provide her comments in full to DI. Subject to these revisions being settled, the Board approved the Safeguarding Policy. It was noted it would be reviewed again later in the year in accordance with guidance received from the Safeguarding Auditors.</p>	JC/DI DI/AB
102/17	<p>BEF Appeal Rules</p> <p><i>LB joined the meeting.</i></p> <p>LB explained that she had removed Selection Appeals from the general appeals’ section in Annex G to Annex H-1 to make the process clearer to athletes. Attention was drawn to the process of internal appeals/review/mediation by which the CEOs of MBs use to avert appeals occurring. The Board confirmed its approval of these changes to the Appeal Rules.</p>	
103/17	<p>BEF Rule Book, 17th Revision 1 January 2018</p> <p>MM explained that the covering email to the Rule Book revision set out what changes had been made to the rules and supporting annexes in addition to those already covered earlier in the meeting on the Safeguarding Policy and Appeal Rules. The Board reaffirmed approval of the BEF Equal Opportunities and Equality Policy approved earlier in the year by the former Board. The Board confirmed its approval of the BEF Rule Book, 17th Revision 1 January 2018 in its entirety for publication on the BEF website.</p>	MM
104/17	<p>Board Champions</p> <p>LB defined the roles of Board Champions as being high level/strategic and advocates for BEF to Board/Council/external stakeholders to promote the work BEF is doing in these areas. It was estimated this would add an extra 2 days’ work on top of normal Board duties. The following champions were appointed: Board Champion for Safeguarding – Lotte Olsen Board Champion for Equality and Diversity – Jess Cook</p>	LO JC
105/17	<p>Matters Arising from the Minutes of the Board Meeting held on 21 Nov 17</p> <p>Nothing to report</p>	
106/17	<p>Minutes of the Quarterly Meetings of MBs Chairs/CEOs and BEF Board 13 Sep 17 and 15 Nov 17 for information</p> <p>MM to circulate to Board when completed. <u>Vacant Chair of Council Role</u></p>	MM

	<p>A revised role for the Council Chair was tabled at the meeting and the Board was asked to encourage some suitable candidates with an equestrian interest but also independent. It was noted that the MBs would run the process of recruitment.</p> <p><u>Permanent INED Recruitment</u></p> <p>It was reported that the above roles had been advertised and closed on 6 Dec 17. The three INEDs being recruited would also be required to chair the Remuneration Committee and Audit Committee and fill the Senior Independent Director vacancy. Interviews would take place during the week commencing 8 Jan 18.</p> <p><u>CEO Recruitment</u></p> <p>Applications for this role close on 5 Jan 18 and the agency was confident that there would be a good response to their candidate search. Interviews will take place w/c 22 Jan 18.</p> <p><i>GB joined the meeting at this point</i></p>	
<p>107/17</p>	<p>World Class Programme Presentation</p> <p>Gordon Burton, BEF Performance Director gave a powerpoint presentation to the Board.</p> <p>It was noted that the Strategy document provided to the Board before today's meeting showed some pages in portrait view when they were intended for landscape copy. These pages would be sent separately to the Board in the correct format.</p> <p>GB referred the Board to the Briefing Paper – Governance Action Plan awaiting feedback from UKS and tabled at page 61 of the Board Agenda papers. Attention was drawn to the suggested composition of the Performance Management Group, the first four members listed would be the voting members and the remainder would be expert advisors. UKS Performance Advisor was Helen Nichols and BOA Sport Engagement Manager was Georgina Harland. It was noted that EW was currently the only Independent Director with WC experience but not in equestrian sport. The permanent INEDs or permanent Board Chair will not necessarily have these skills and this needs to be managed going forward. UKS is keen to maintain a level of independence. The Board confirmed its adoption of the new version and NK agreed to send out to the CEOs of the Olympic sports.</p> <p><u>Athlete Culture Health Check</u></p> <p>GB shared the overall results of this survey which included athletes, staff and stakeholders. The participation in the survey was very good as were the scores. The requirement to include future plans for exiting top level Paralympians was highlighted. It was agreed GB and his team should be invited to attend one Board Meeting per annum. An open invitation was extended to the Board to attend squad days early in 2018 – MM to circulate details.</p> <p>Selection Policies were currently being reviewed and would be available early in 2018 for approval by Board. It was noted that equestrian is the only WC Programme sport that does not select its teams.</p> <p><i>GB left the meeting</i></p>	<p>MM</p> <p>Board</p> <p>NK</p> <p>EW/MM/GB</p> <p>MM</p> <p>GB</p>

108/17	<p>Board Reports</p> <p><u>Nomination Committee</u> – already briefed Board on meetings.</p> <p><u>Audit Committee</u> – not met yet</p> <p><u>Remuneration Committee</u> – to meet following today’s Board Meeting</p> <p><u>Participation Steering Group</u> – to be covered later and not yet met</p> <p><u>Strategic Participation Advisory Group</u> – to be covered later and not yet met</p> <p><u>Performance Management Group</u> – covered earlier in GB presentation.</p>	
109/17	<p>Induction Training – Powerpoint</p> <p>In relation to the opening slide, LB gave the Board an update on a recent appeal following a challenge on the grading classification of a British athlete. This became a big piece of work, with the BEF being successful in its appeal.</p> <p><u>INED Recruitment</u></p> <p>It was noted that a shortlist of 6 candidates would be interviewed for the three vacancies on the Board in January and appointed by written resolution of the Board before the next meeting of the Board on 28 February. It was noted that the CEO recruitment had been launched and closes on 5 Jan 2018.</p> <p><u>Board Induction</u></p> <p>LB referred the Board to what had already been covered at the last meeting and the Board Induction Programme tabled for today on Strategy, which would be led by the CEO. Part 2 of the Induction Programme would be done partly by webex.</p>	Board/MM
110/17	<p>BEF Strategy</p> <p>NK highlighted the key areas where the Board needs to go on strategy, including some slides from the BEF Quarterly Meeting of MBs with the Board on 13 Sep 17, following which the MBs had prioritised the Strategic Objects for the Federation as follows:</p> <ol style="list-style-type: none"> 1. Integrity – Anti-doping, passports, bio-security, safeguarding, workforce, compliance 2. Influence – representation to UKS, SE, government lobbying, PR/Comms 3. Involvement – Participation activity, improving access and customer experience, volunteering 4. Insight – develop a deep and shared understanding of existing and potential audiences to better inform and target the activities of all other strategic objects 5. Inspiration – WC Programme, talent pathways, equine development 6. International – Secretariat and relationship with FEI, EEF, IOC, IPC, etc 7. Infrastructure – Ensuring BEF remains fit for purpose, sharing overheads and reducing fragmentation. 8. Income – Develop diversified new income streams, both commercial and philanthropic, continuing to secure UKS and SE funding <p>It was noted that the Board had now received the confidential full report from Portas Consultancy detailing the work behind the identification of the 8 “I”s. It was key for the Board to agree what</p>	Board

	<p>can be done and what cannot be done due to limitations on resources and funding available.</p>	
<p>111/17</p>	<p>Executives' Update The Executive team reported as follows:</p> <p><u>Governance Next Steps (NK)</u> NK reported on her recent meetings with UKS and SE, which had both been positive following submission of the code compliance evidence. It had been indicated that the majority of what had been applied for in the SE bid would be forthcoming. However there was an urgent need for different sources of income for BEF, although the MBs had rated this the lowest priority for BEF in rating the "I"s. The top rating of Integrity, included workstreams from the Equine Development portfolio, lobbying government, passports, biosecurity and influence. It was noted there was not any funds to do the Insight work currently, but this could be pooled from the members, where BE, BETA, RDA and PC were particularly active.</p> <p><u>Risk Register (NK)</u> The Register is being updated by the Executive and will be reviewed by the Audit Committee when it meets in January 2018. The Board comments on the top risks but the Audit Committee has the full register.</p> <p><u>SE Feedback (AH)</u> Written confirmation of the SE award should be received prior to Christmas and all MBs with projects in bid would be informed of the reduction in funding. Coordination of coaching, safeguarding, anti-doping and communications to be led by BEF as part of compliance as agreed with UKS/SE. A meeting of the PSG will be held during January with an independent BEF Board member present. MBs and BEF to prepare by reshaping their projects to meet funding reduction and resubmit to BEF for PSG to consider. Revised activity or options to be tabled and approved by BEF Board with a budget of £600K in total for the first year.</p> <p><u>Terms of Reference (AH)</u> The Board considered the terms of reference for the Participation Steering Group (PSG), which is mandatory for MBs in receipt of funding to attend, where MBs talk about projects, check and challenge, and meet in advance of board meetings. The Board also considered the terms of reference for the Strategic Participation Advisory Group (SPAG) which looks at wider concerns, best practices and opportunities, and meets after PSG meetings. The Board approved both sets of terms of reference for PSG and SPAG. It was noted that MJ will be the Board INED for these groups in January 2018.</p> <p><i>LB and AH left the meeting</i></p> <p><u>Communications (KM)</u> KM updated the Board on recent developments including the launch of the Musto fan kit at Olympia; communication of brand guidelines; Athlete interviews/appearances; Comms planning for SE bid, Equine Development and Independent Review; UKS Project Performance input; WEG Comms planning and budget.</p>	<p>Board Audit Committee</p> <p>MJ</p>

112/17	<p>Independent Review MJ updated the Board on progress and timelines. <i>SB/KM and MM left the meeting</i></p>	
113/17	<p>Equine Development Update The plan to identify and select a suitable provider, or providers, to run the programmes for Futurity, Equine Bridge, British Stallion Event and British Breeder Magazine was discussed and progress to date. The Board charged the Executive with completing due diligence exercises, followed by Board approval of the selected provider(s) and award programme(s), agree terms and transition programme(s). <i>SB rejoined the meeting</i></p>	Executive Board
114/17	<p>Financial Report and Budget Update The Board considered the tabled budget for 2018 and it was agreed the Chair should speak to the members regarding the requirements for 2018 and report back at the next meeting.</p>	EW
115/17	<p>Any Other Business Nothing to report</p>	
116/17	<p>Dates of Future BEF Meetings in 2018</p> <p>Board Meetings Wednesday 28 February 2018 Wednesday 18 April 2018 Wednesday 18 July 2018 Wednesday 5 November 2018</p> <p>Council Meetings Monday 19 March 2018 Wednesday 25 July 2018 Wednesday 21 November 2018</p> <p>Quarterly Meetings of MBs Chairs/CEOs with BEF Board/Executive Monday 19 March 2018 Wednesday 25 July 2018 Autumn date to be confirmed Wednesday 21 November 2018</p>	



Chair