



**Minutes of the Meeting  
of the British Equestrian Federation  
Board of Directors  
held on Wednesday 26 February 2020  
at 1030 hrs in the Lecture Theatre,  
Equestrian House,  
Abbey Park, Stareton**

Interim Chair: Malcolm Wharton, CBE (MW)

Directors Present: Julia Biddle (JB)  
Jess Cook (JC)  
Mark Jeffreys (MJ)  
Barry Johnson (BJ)  
Jane Nixon (JN)  
Lotte Olsen (LO)  
Tim Holderness-Roddam  
(THR)  
Kevan Taylor (KT)  
Claire Williams (CW)

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| In Attendance: | Iain Graham (IG)<br>Lynne Bailey (LB)<br><br>Anna Hall (AH)<br><br>Maggie Moreton (MM) | Interim CEO<br>Head of Integrity & HR <i>(present for Minute 06/20 only)</i><br>Head of Participation <i>(present for Minute 08/20 only)</i><br>Head of Secretariat <i>(left meeting for part of Minute 06/20 – Office Relocation)</i> |
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Apologies: Christine Blackford (CB)  
Sarah Broughton (SB)

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| <b>01/20</b> | The Interim Chair welcomed everyone to the board meeting. Apologies had been received from Christine Blackford and Sarah Broughton. It was noted that a quorum was present.                                                                                                                                                                                                         |           |
| <b>02/20</b> | <b>Declarations of Interest</b><br>KT informed the Board of the governance consultancy he was currently undertaking for UK Athletics and would be completing the declaration form accordingly.                                                                                                                                                                                      | KT        |
| <b>03/20</b> | <b>Minutes of the Board Meetings held on 5 Oct 2019 and 6 Nov 2019</b><br>The minutes of the Board Meeting held on 5 Oct 2019 were checked for accuracy and were signed by the SID as a true record of the meeting.<br><br>The minutes of the Board Meeting held on 6 Nov 2019 were checked for accuracy and were then signed by the Interim Chair as a true record of the meeting. |           |

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| 04/20 | <p><b>Matters arising from the Minutes of the Board Meetings held on 5 Oct 2019 and 6 Nov 2019</b></p> <p>There were not any matters arising from the Board Meeting held on 5 Oct 2019.</p> <p>The Board considered the tabled spreadsheet of actions at Appendix C and agreed actions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |    |
| 05/20 | <p><b>BEF Management Accounts to 31 Dec 2019</b></p> <p>The Audit Committee Chair addressed the Management Accounts to 31 Dec 19 tabled at Appendix E which were as presented to the Audit Committee on 12 Feb 19. It was noted that at the AC meeting the HoF had been asked to provide actual figures for the variances mentioned in the narrative section. KT confirmed there were no surprises in these Management Accounts which would be consistent with the YE accounts for 2019. He drew attention to the slow payment of some outstanding BEFAR fines/costs in the list of debtors.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |
| 06/20 | <p><b>CEO General Overview</b></p> <p>The Board recorded its disappointment at the late tabling and arrival of some of the board papers.</p> <ul style="list-style-type: none"> <li>• <u>Website</u><br/>This was now on track, on budget and content was being loaded ready for launch.</li> <li>• <u>FEI Sports Forum 6-7 April 2020</u><br/>CEOs of BEF/BS, BD and BE were attending the forum with the WCP Director and Leader also attending for the Tokyo Games sections. Janice Shardlow was attending to promote her candidature for the Chair of the FEI Audit and Compliance Committee. World Class were on target for Tokyo. MW was attending the Tokyo Olympic Games and the FEI General Assembly. NF Presidents and Secretary Generals were not being given accreditation for the Tokyo Paralympic Games, therefore MW would not be attending. IG planned to attend both Olympic and Paralympic Games, and there was an EEF Secretary Generals' meeting in Turkey on 18 Aug 20 in the two spare weeks between the Olympic and Paralympic Games. Proposed rule changes would be considered and EEF members agree on a united EEF approach. It was anticipated there would be a decision on the implications to sport by the recent coronavirus outbreak by the end of May.</li> <li>• <u>English Institute of Sport (EIS)</u><br/>IG and RW were meeting with EIS regarding the costs of EIS contractors, with a view to using the experience of EIS and our own contractors.</li> <li>• <u>Participation</u><br/>It was agreed that MBs not delivering on SE funded projects should not be allowed to bid in future. This would also be considered when looking at the future membership structure of BEF. It was noted that some Members had been over ambitious on what could be achieved. IG was asked to update the SE funded projects summary sheet, which had been tabled late, and add figures.</li> </ul> | IG |

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|       | <ul style="list-style-type: none"> <li>• <u>Integrity Update – Staff Survey Results</u><br/><i>LB joined the meeting</i><br/>LB addressed the results of the Staff Survey, carried out in October 2019 and tabled at the meeting. The same number of staff completed the survey as in 2018 and so the results were comparable. The overall response to the survey had been very positive with most scores being up on the previous year. There were a couple of areas where the scores were the same or marginally lower.<br/>It was agreed that mental health training would be sourced and provided to all staff. JC recommended the MIND online training platform - JC and LB to liaise on this.<br/>IG agreed to speak to staff about current changes, the office relocation and BEF being under resourced with often no cover when staff on leave. The Board requested for arrangements to be made for them to meet the staff more often, and it was agreed that the Board should have lunch in the office when the Board next meets. MM to arrange and provide name badges.</li> <li>• <u>Office Relocation</u><br/>The Chair confirmed the impending office relocation to Meriden had been announced to the staff earlier in the day. LB agreed to speak to the staff not present at the meeting and have individual consultations regarding the office move and changes in commuting where required.<br/><i>MM left the meeting for this bullet point and rejoined after discussion was concluded.</i></li> <li>• <u>BEFF Fundraising</u><br/>It was noted that BEFF fundraising activities at the Cheltenham Race Day in November had not taken place as scheduled on Friday due to racing not going ahead after failing the course inspection. The organisers of Cheltenham however had kindly allowed TH-R and his team to have a bucket collection at the exit gates on Saturday's racing. Fundraising for BEFF was going ahead at Badminton, with BEFF being its nominated fundraising partner for 2020.</li> <li>• <u>BEF Annual Report</u><br/>This had been agreed subject to the inclusion of forewords from the Interim Chair and CEO, which had now been written.</li> <li>• <u>FEI Championship Bids</u><br/>IG reiterated his concerns re the proposed Eventing bid. Both BD and BS were keen to host an FEI European Championship but had not received any interest from their event organisers.</li> </ul> | <p>JC/LB</p> <p>IG</p> <p>MM</p> <p>LB</p> |
| 07/20 | <p><b>BEF Operational Plan 2020</b><br/>The Board addressed the tabled Operational Plan, which it was noted there had been a printing error and red, amber, green were not shown correctly in this copy. The CEO reported on the rating from his colour correct version as the Board discussed each section.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                            |
| 08/20 | <p><b>NGB Equality Impact Assessment</b><br/><i>AH joined the meeting and left after this item</i><br/><br/>AH explained that the impact assessment related to strategy and UK/SE bids and was strong in equality and diversity.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                            |

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| 09/20 | <p><b>Olympic Inclusion</b></p> <p>It was noted that an International Influence Meeting was scheduled to take place on 19 Mar 20, when the FEI Sport Members and British representatives on the FEI Committees were meeting prior to the FEI Sports Forum taking place on 6-7 Apr 20 in Lausanne. IG expressed his concern that the FEI has not done enough to influence IOC members that equestrian sports should remain in the Olympics. IG would be leading on this in trying to push the FEI to get people from other Olympic sports to look at how to make equestrian sport more attractive to the general public. In the statistics released on viewers of the Olympics, equestrian was way down the listings. It was vital now for equestrian sport to be delivered to the Asian market.</p>                                                                                                       | IG      |
| 10/20 | <p><b>Risk Register</b></p> <p>Following the Audit Committee meeting, Rows 1 and 2 had been decreased for A2 gradings to A3. IG confirmed that BEF has funding until 3<sup>rd</sup> year of cycle and has replenished its reserves. Discussion followed on equestrian being a risk sport for equines and humans, particularly as viewed by parents. It was agreed to add the risk of the Tokyo Olympic and Paralympic Games being cancelled due to Coronavirus to the register.</p>                                                                                                                                                                                                                                                                                                                                                                                                                       | IG      |
| 11/20 | <p><b>Tokyo Accommodation Payments</b></p> <p>The Board was asked to confirm its retrospective approval of the payments made for hotel accommodation costs in Tokyo for the Olympic and Paralympic Games in 2020, previously authorised by the Chair and CEO, but not in line with the Authority Levels Policy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |         |
| 12/20 | <p><b>BEF Rule Book 2020</b></p> <p>MM addressed the Board on the changes having been made to the tabled BEF Rule Book, 19<sup>th</sup> Revision, effective 1 January 2020 in comparison to the 2019 version. These had been outlined in the accompanying email. It was noted that Annex B-2 Safeguarding Policy (Adults at Risk) had been updated to reflect the policy used by Ann Craft Trust, which was endorsed by JC. The Board asked that when revisions were taken from a recognised source, this was made known to them when provided for approval. Annex F – Anti-Doping for Human Athletes has been updated by LB in line with UKAD’s amendments. Annex H-2 has been added to the Rule Book for 2020 as it refers to BEF Olympic and Paralympic Games Selection Appeal Rules, previously used for 2016 Rio Games. The Board approved the BEF Rule Book for 2020 as tabled in its entirety.</p> | MM      |
| 13/20 | <p><b>Horses in Sport – Social Licence</b></p> <p>BJ in his capacity as Chair of the Horse Welfare Board, briefed the Board on current activities. A cross discipline working group had been set up, including horseracing, to field a stream of positive media releases from the industry in response to the equine welfare concerns. It was noted that the CEOs of BD, BS and BHS had been present at this meeting. The OD Boards had been informed this was a major concern on BEF radar. Other sports who were not members of BEF but used horses needed to be brought on side, to write positive stories for the public on the use of the horse, open stables at racing yards and equine events to the public, and demonstrate the high level of care and attention given to horses.</p>                                                                                                             | Members |

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|              | BJ agreed to give a presentation at the next Council Meeting updating the members, encouraging them to contribute to the consultation undertaken by horseracing. CW asked that the general public should be discouraged from referring to horses as pets or companions.                                                                                                                                                                                                                                                                                                                                                              | BJ       |
| <b>14/20</b> | <b>National Para Equestrian Classification – Financial Support from MBs</b><br>IG reported that the meeting with BD and RDA had not taken place to agree funding levels for classification. The approval of the new structure had been agreed at the Board Away Day on 23 Jan 20 but UKS funding would not be available until the next financial year commencing April 2021, and therefore this was deferred until the funding was in place.                                                                                                                                                                                         | MW/IG    |
| <b>15/20</b> | <b>Terms of Reference for the Performance Management Group</b><br>The Board was referred to the tabled terms of reference for the PMG at Appendix P. There were two independent directors involved on this group, one to chair it, and the quorum for meetings was amended from 4 to 5 by the Board. The ODs had never been given this level of involvement with the WCP Programme and now had given them confidence in the system. It was agreed BE and BD should be asked for their suggestions for Independent Sports Advisor. The Board agreed MJ should be the Independent Board Director.                                      | LB<br>MW |
| <b>16/20</b> | <b>Risk Management Policy &amp; Financial Regulations and Procedures Manual for BEF</b><br>The Board approved the Risk Management Policy as tabled following amendments undertaken at the Audit Committee Meeting. The revised Financial Regulations and Procedures Manual for BEF was tabled for consideration at the next Audit Committee Meeting and would then be recommended for approval to the Board on 22 Apr 20.                                                                                                                                                                                                            | IG       |
| <b>17/20</b> | <b>Minutes of Meetings</b><br>The minutes/notes of the tabled meetings were taken as read. KT addressed his draft notes of the Audit Committee meeting on 12 Feb 20. A forecast surplus as indicated for 2020, with the new staffing structure, IT migration and office accommodation. The cost of the office relocation and changes will reduce this surplus. It was noted that the row of figures for UKCC Level 4 course and SE Operational, Programme and Excel have been transposed in both the income and expenditure figures. The date of the SAT meeting was shown incorrectly on the agenda as 29/01/20 and not 28/01/2020. | IG<br>MM |
| <b>18/20</b> | <b>Any Other Business</b><br>Nothing to report.<br><br>The Board was shown the WCP film produced by David Hamer which formed part of BEF WCP funding submission for the next Olympiad. The Board asked for copies of the video, and IG agreed to check copyrights.                                                                                                                                                                                                                                                                                                                                                                   | IG       |
| <b>19/20</b> | <b>Dates of BEF Meetings in 2020:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |

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|  | <p><b>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</b></p> <p><b>Wednesday 22 Apr 2020 – BS Offices, Meriden – due to Covid 19 situation will change to an online meeting.</b><br/> Tuesday 26 May 2020 – venue tbc<br/> Tuesday 14 Jul 2020 – BS National Training Centre, Home Farm, Hothorpe, Leicestershire, LE17 6QX<br/> Tuesday 29 Sep 2020 – venue tbc<br/> Tuesday 24 Nov 2020 – venue tbc</p> <p><b>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</b><br/> <b>Wednesday 18 Mar 2020 – RDA National Training Centre, Shrewley, CV35 7AX</b><br/> <b>Wednesday 17 Jun 2020 – BEF AGM - potentially BS National Training Centre, Home Farm, Hothorpe, Leicestershire, LE17 6QX</b><br/> <b>Wednesday 23 Sep 2020 – venue tbc</b><br/> <b>Wednesday 2 Dec 2020 – BEF EGM – venue tbc</b></p> |  |
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Chair