

**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Wednesday 22 April 2020
at 1030 hrs by way of conference call**

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)
 Christine Blackford (CB)
 Sarah Broughton (SB)

In Attendance: Iain Graham (IG)
 Lynne Bailey (LB)
 Anna Hall (AH)

Interim CEO (*left meeting at Minute 32/20*)
 Head of Integrity & HR (*left meeting at Minute 32/20*)
 Head of Participation (*present for Minutes 26/20 - 28/20 only*)

		Action by
20/20	The Interim Chair welcomed everyone to the board meeting. It was noted that a quorum was present.	
21/20	Declarations of Interest No conflicts of interest were declared.	
22/20	Minutes of the Board Meetings held on 26 February 2020 The minutes of the Board Meeting held on 26 February were checked for accuracy. It was noted that under item 11/20 the Board had approved the payment of the payments made for hotel accommodation costs in Tokyo for the Olympic and Paralympic Games in 2020 and subject to that amendment the Minutes were signed by the SID as a true record of the meeting.	

23/20	<p>Matters arising from the Minutes of the Board Meetings held on 26 February 2020</p> <p>Appendix C - written report on matters arising from the Minutes of the Board Meetings was reviewed by the Board.</p>	
24/20	<p>Accounts</p> <p>BEF Audited Accounts to 31 Dec 2019 The Audit Committee Chair addressed the Audited Accounts to 31 Dec 19 tabled at Appendix D which were as presented to the Audit Committee on 8 April 2020. KT advised the Board that there had been an unqualified audit report and that the audit had gone well. The accounts as presented to the Board at Appendix D were consistent with the Management Accounts save in relation to the tax charge. It was further noted that the reserves as of 31 December 2019 stood at £344,844 and met the reserve policy.</p> <p>KT had queried the differentials in salary and employee numbers with LB and was satisfied that the increase in numbers was largely due to the organisations having carried several vacancies in 2018 that were then filled in 2019.</p> <p>The Management Letter from the Auditors had raised a query regarding the authorisation process of invoices. This had been resolved with all invoices being authorised for payment by LB and/or AH.</p> <p>LO queried the categorisation of fixed assets and it was agreed that in the accounts the vehicle listed under fixed assets should be clearly identified as being grant funded. LB to speak to the accountants to ask for the categorisation to be amended to this effect.</p> <p>LO also queried the change from VAT creditor to debtor. LB was asked to query this with Stephen Jordan (SJ)</p> <p>The Audited Accounts for YE 2019 were formally approved by the Board, and would be recommended to the Members for adoption at the BEF AGM</p> <p>Management Accounts to 31 March 2020</p> <p>KT presented the Management Accounts to the Board. The new staffing arrangements in the Finance department were outlined. It was noted that SJ had taken up the additional responsibilities and was working well with KT, IG and the Exec Team. The Board therefore approved KT's approach to resourcing the finance function.</p> <p>The Management Accounts were then discussed. It was noted that member bodies had been invoiced for the next instalment of their membership subscriptions. It was also noted that BHS had not yet paid the invoice for the first half of their annual subscription, which had been sent to them in January 2020.</p>	<p>LB</p> <p>LB</p> <p>KT/SJ</p>

	<p>LO asked for additional detail of the Team supplier and other creditors accounts. SJ will be asked to provide that detail and this will then be circulated to the Board.</p>	KT/LB
25/20	<p>Update from CEO on impact of Coronavirus and plans being implemented to address issues</p> <p>IG reported that the shutdown was impacting on all member bodies. The smaller member bodies were likely to be less affected due to the smaller level of overheads they have but the larger organisations were having significant difficulties. One of the major issues for the MBs was knowing when activities may be able to re-commence and they were anticipating a slow return to normal. The impact on the economy caused by the virus was likely to mean that people had less income to invest in horses.</p> <p>From a BEF perspective, funding had been confirmed from both UK Sport and Sport England and there was therefore low exposure to funding dropping at this time.</p> <p>CW advised that BETA would be producing their latest survey shortly which would show the impact of the virus on the sector. Many manufacturers have ceased activities and have furloughed staff. However, with Germany relaxing some of its restrictions some BETA members are starting to see a slight increase in exports.</p> <p>Performance: UKS funding & Tokyo delay</p> <p>IG reported that UK Sport have applied to the Government for additional funding for sport. UK Sport have confirmed that their objective is to keep sports running and keep the WC Programmes going. They have confirmed that current funding should be used to allow us to carry on as we are, although any savings from reduced activity would be used for funding Tokyo in 2021. THR queried what the position was with the hotel bookings. IG confirmed that the Tokyo Organising Committee have confirmed that they are hoping to be able to provide like for like accommodation in 2021; many of the hotel accommodation buildings are under contract to be sold this year after the Games would have taken place.</p> <p>Staffing</p> <p>IG asked the Board to confirm the extension of contract for the current PD and Head of Comm's to 31 December 2021 to allow us to retain their services through to the end of Tokyo. This was tabled for later in the meeting.</p> <p>Vaccinations</p> <p>It was noted that an update on vaccinations had been circulated by IG</p> <p>MW raised the issue of the impact of the virus on MBs and the financial insolvency of a MB being a risk factor to consider and include on the Risk Register. He suggested that the BEF should have a plan of support</p>	MW/IG

	in place should a MB become insolvent. After a general discussion it was agreed that MW and IG would meet to discuss the issue and would prepare a paper for circulation to the Board	
26/20	<p>BEF Structure</p> <p>Feedback on discussions to date with MB's</p> <p>MW reported on the recent collaboration meeting which had taken place between the Chairs and CEOs of the Olympic Disciplines. The meeting had been positive, and everyone had agreed to explore the opportunities. It was felt essential for everyone to adopt an open and transparent approach and to ensure they were committed to seeing the project through to completion. Fiona O'Hara is drafted a scoping document which MW expected to receive later in the day. This would then be circulated to the ODs for comment.</p> <p>Review and further consider of the structure proposals outlined at the February Board meeting and proposed timescales for change</p> <p>IG referred to Appendix F and advised the Board that he and MW had had calls with all MBs, save for MGA, to run through the structure proposals which had been discussed at the February Board meeting. Option 2 had been the preferred option following the Board presentation and MBs has also been supportive of that model. They understood the separation between performance and participation and the fact that it would recognise devolved sport. Undertaking this work would also require a re-balancing of the MB subscriptions and a re-examination of how those subscriptions are calculated. Not all MBs require the same services from the BEF and there had to be a mechanism for recognising that and potentially using a more "pay as you go" model for certain services, such as is currently utilised for the anti-doping services the BEF provides to the FEI disciplines. IG also advised the UK Sport were keen to see the BEF's timetable for delivering change and the proposed timescales were identified in Appendix F. These were ambitious but they aligned to the timetable for our funding submissions, the last of which is to be submitted in October. If we are able to deliver change within the timescales outlined in Appendix F this would ensure that UK Sport have all available information to enable them to make the funding award.</p> <p>The Board approved Option 2 as the proposed structure model and approved IG's proposals for taking the project forward. It was also agreed that KT, IG and LB would meet to discuss the financial position.</p>	IG
27/20	<p>Participation Team Update</p> <p><i>AH joined the meeting</i></p> <p>AH referred to Appendix G and advised that although this item referred to the Participation team, the work outlined had also been done by members of the wider BEF team. There was a general discussion on some of the responses to the BEF communications around only riding if it is essential to do so. It was agreed that the BEF communications on this had been comprehensive. MW commented that staff at the BEF</p>	AH

	<p>had been excellent at interpreting government advice whilst JN feedback that she had received complimentary feedback about the communications to the effect that it was the most comprehensive piece of advice in the equestrian arena.</p> <p>KT queried whether AH had any information as to why applications for funding from Sport England had been rejected. AH advised she had been advised by SE this morning that many of the rejected applications related to sole traders and partnerships who are not eligible for SE funding.</p>	
28/20	<p>Sport England Funding Options</p> <p>AH referred to Appendix H which provides funding options for the funding period 2020-2021 and 2021–2022.</p> <p>Funding period 2020 -2021</p> <p>AH reviewed the three options outlined and the proposed bidding process which the BEF would adopt in allocating funding to MBs. AH recommended option 2. This option will provide for more funding to support Member Bodies in these critical times but retain some BEF Projects to help get the sport back up and running. With regard to the bidding process there was a general discussion around the process and the timing of inviting MBs to apply for funding. IG reported that no MB had so far indicated that they will require funds in the next couple of months. There is clearly uncertainty over how long the shutdown period will continue but most MBs are anticipating it will continue until the end of June. It may take some time for activities to re-commence and the nature of those activities will depend upon the government ‘s approach to large gatherings. It was felt that any application process should be put on hold until the coronavirus restrictions are lifted as it will then be easier to see where organisations are and what their needs are.</p> <p>The Board approved and agreed with Option 2. The Board further approved the proposed bidding process. Applications will be scored by AH and LB and then go to IG for approval and recommendation to the Board. KT or MJ will be used to provide independent oversight before recommendations are submitted to the Board.</p> <p>Funding Period 2021-2022</p> <p>AH advised that Sport England have confirmed that they will provide the BEF with the same level of funding for 21-22. There will be no bid process to get this funding. AH again referred to Appendix H and the options outlined for allocating funding to MBs. AH recommended option 2: All funding will be allocated to Member Bodies in the same way as in 2020-2021. If MBs wish their projects to continue in future years beyond 2022 or if they need an additional year to complete a project due to the hiatus in 2020. Funding of BEF staff and core costs will remain as 2020-21 levels (with inflation increase). Any remaining funding beyond this can be allocated to new Member Body and BEF projects using a light touch bidding process (to be determined). Any new projects should be the ones that the Member</p>	

	<p>Bodies would want support for in future years, albeit this may be at pilot scale to start with.</p> <p>The Board approved option 2 subject to amending the process so that funding awards would also need to take into account MB past delivery and track records in delivering funded projects.</p>	
29/20	<p>Stakeholder engagement strategy</p> <p>AH referred to Appendix I and advised that the adoption of the strategy would provide internal evidence of the activities that were already being undertaken but would also ensure that we were in compliance with the Code for Sports Governance. UK Sport would want to see that a stakeholder strategy had been adopted. AH also noted that the proposed strategy would not include elite athletes as any engagement strategy for athletes would require a different approach.</p> <p>The Board approved the strategy subject to the following amendments:</p> <ul style="list-style-type: none"> • Reference to “in times of crisis” be removed • Include international partnerships • Include communications with staff • Include commercial sponsors. <p>The Board thanked AH for her 3 very good papers and AH then left the meeting.</p>	AH
30/20	<p>Risk Register</p> <p>KT confirmed that the Risk Register had been reviewed by the Audit Committee meeting, and reported the following changes:</p> <ul style="list-style-type: none"> • “low and medium” prefixes removed from the possibility of occurrence column for all risks. • Risk No 33 changed to Risk No. 35 – Impact of coronavirus – changed possibility of occurrence from high to “probable”. • Risk Nos 3, 4 and 34 – Changed possibility of occurrence from possible to probable • Risk Nos 1 & 2 (noted on rows 22 & 23) – Safeguarding – possibility of occurrence changed from remote to “possible”, changed to A2 from A3 and moved up register. • Risk No 33 – Changed risk grade from B3 to B2 and moved up register • Risks in column A has been put into sequential order <p>It was noted that A3 should come below B2 on the Register. LB was asked to amend it accordingly.</p> <p>It was agreed that the possibility of a MB becoming insolvent should be added to the Risk Register.</p>	LB
31/20	<p>To receive an update from the Audit Committee’s consideration of the Financial Regulations and Procedures Manual for BEF</p> <p>KT outlined the amendments that had been made to the Manual by the Audit Committee and highlighted the following provisions:</p>	

	<ul style="list-style-type: none"> • 3.4.2 – the BEF does not currently have a Head of Finance and SJ is qualified by experience. This provision may need to be adjusted in the future. • 3.6.1 – this has been changed to “liaise” with to reflect the new way of working. • 4.1 – 4 year rolling financial forecast. The BEF does not currently have a 4 year plan but the intention is to put one in place as the financial position becomes clearer. • 5.6.8 - Disaster Recovery Plan. The plan will be looked at in October. • 5.7 – accounting procedures. KT had not been able to identify the procedure referred to here. The Board discussed the possibility that it was referring to the procedures set out in section 6. If that was the case it was felt the procedures were insufficient for the organisation’s needs. It was agreed that this would be reviewed and tabled for review at the next Board meeting. <p>It was noted that the numbering and formatting of the document needed to be checked and revised once the content was agreed.</p> <p>The Board decided to defer approval of the Manual pending the amendments and adjustments that needed to be made. The revised document is to be presented at the Board meeting in May.</p>	<p>KT</p> <p>LB</p> <p>Audit Cttee/LB</p>
<p>32/20</p>	<p>To consider and if appropriate approve the following:</p> <p><u>Equality Monitoring Paper for 2020</u> It was noted that the Board needed to do more to encourage people from a BAME background to become involved with the organisations. The Board is diverse in some respects but not in others.</p> <p>It was requested that we look to increase the response from WCP Practitioners for 2021.</p> <p>The Equality Monitoring Paper was approved.</p> <p><u>Diversity Action Plan updates</u> JC confirmed that the Plan had been given a RAG rating and this would be circulated to the Board only. It was requested that the Plan be amended to refer to “Chair” and not “Independent Chair.”</p> <p>Subject to the above amendment the Diversity Action Plan was approved.</p> <p><u>Extension of contract for the interim positions: Performance Director and Head of Comms to 31 December 2021</u></p> <p>Agreed and approved</p> <p><u>Appointment of Lynne Bailey as Company Secretary</u></p> <p>Agreed and approved</p>	
<p>33/20</p>	<p>To Consider and if appropriate approve extension of contract for the Interim CEO</p>	

	<p>IG and LB left the meeting</p> <p>Following discussion, it was agreed by a majority vote to defer a decision on this item until after the next Olympic Discipline Working Group meeting.</p>	MW
34/20	<p>Any Other Business</p> <p>There was no other business</p>	
35/20	<p>Dates of BEF Meetings in 2020:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <p>Tuesday 26 May 2020 – venue tbc Tuesday 14 Jul 2020 – BS National Training Centre, Home Farm, Hothorpe, Leicestershire, LE17 6QX Tuesday 29 Sep 2020 – venue tbc Tuesday 24 Nov 2020 – venue tbc</p> <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on: Wednesday 17 Jun 2020 – BEF AGM - potentially BS National Training Centre, Home Farm, Hothorpe, Leicestershire, LE17 6QX Wednesday 23 Sep 2020 – venue tbc Wednesday 2 Dec 2020 – BEF EGM – venue tbc</p>	

Melosh Wkt

Chair