

Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Tuesday 14 August 2020
at 0900 hrs by way of conference call

Interim Chair: Malcolm Wharton, CBE (MW)

Directors Present: Julia Biddle (JB)
Mark Jeffreys (MJ)
Barry Johnson (BJ)
Lotte Olsen (LO)
Tim Holderness Roddam (THR)
Kevan Taylor (KT)
Claire Williams (CW)
Christine Blackford (CB)

In Attendance:	Iain Graham (IG) David Butler (DB)	Interim CEO (<i>Joined at minute 74/20</i>) Interim Head of Participation (<i>Joined for minute 75/20</i>)
	Lucy Jones (LJ) Seamus Gillen (SG)	Minutes ValueAlpha

Apologies:	Sarah Broughton (SB) Jane Nixon (JN) Jess Cook (JC) Lynne Bailey (LB)	Head of Integrity
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71/20	<p>The Interim Chair welcomed everyone to the board meeting.</p> <p>Apologies had been received from Sarah Broughton, Jane Nixon Jess Cook and Lynne Bailey. Iain Graham advised that he would be joining the meeting late.</p> <p>The Interim Chair also welcomed Seamus Gillen (SG) to the meeting. SG is undertaking an external board evaluation and was present at the meeting to observe the board as part of that evaluation.</p> <p>It was noted that a quorum was present.</p>	
72/20	<p>Declarations of Interest</p> <p>No conflicts of interest were declared.</p>	

73/20	<p>Minutes of the Board Meetings held on 14 July 2020</p> <p>The minutes of the Board Meeting held on 14 July 2020 were checked for accuracy and were agreed by the Board as a true record of the meeting.</p>	
74/20	<p>Matters arising from the Minutes of the Board Meeting held on 14 July 2020</p> <p>The Board reviewed the written report on matters arising from the Board Meeting on 14 July 2020 and the following was noted:</p> <p>Item 2 – MW to speak with BE on payment of their subscription fee: MW had emailed British Eventing and he confirmed the payment has been made for the outstanding amount (April)</p> <p>Item 3 – IG to discuss office accommodation with BHS: IG to update when he had joined the meeting</p> <p>Item 7 – Update the Risk Register: LB/LJ to follow up on the Risk Register</p> <p><i>Iain Graham joined the meeting</i></p> <p>Item 9 – BGA funding application to be circulated to the Board: IG confirmed the matter was in progress</p> <p>Item 11 – New format Management Accounts to be prepared: KT advised that a further Finance Review meeting is being held in early September and the June/July accounts should be presented at the September Board meeting. KT added that the format for the accounts was also being reviewed</p> <p>Item 12 – Employee benefits benchmarking exercise to be undertaken: This has been put back for other priorities</p> <p>Item 13 – Proposals for BEF structure to be actioned: Tabled for discussion (see minute 75/20)</p> <p>Item 14 – MW to speak with William Fox-Pitt at Badminton re role of Athlete Representative on FEI Evening Committee: Deferred with view to extending invitations to Board meetings to other riders</p> <p>Item 15 – BEF Strategy to be in next Annual Report: Pending</p> <p>Item 16 – IG to lead on Olympic inclusion with FEI: In progress</p> <p>Item 17 – BJ to present to Council on Horse in Sport – Social Licence: Postponed</p> <p>Item 18 – IG to enquire if video footage could be shared with the Board: Pending</p>	<p>MW</p> <p>IG</p> <p>LB/LJ</p> <p>LB</p> <p>KT</p> <p>LB</p> <p>IG</p> <p>MW</p> <p>LB</p> <p>IG</p> <p>BJ</p> <p>IG</p>

	<p>Item 19 – External Board Evaluation: Ongoing</p> <p>Item 20 – PMG ToRs – independent member of the PMG: IG to hold a call with Tom Sawyer next week</p> <p>Item 21 – Responsibility for Para classification Evaluation to be determined: IG to follow up with RDA and BD. IG advised that the delay was due to issues with classifying</p> <p>Item 22 – Retirement presentation for Maggie Moreton: MW and IG to speak with LB on her return</p> <p>Financial Regulations Procedures Manual</p> <p>The Board were asked to approve the updated version of the manual. KT stated that the appendices were now correct. LO advised that the approval dates on the front of the document need to be corrected The Board approved the document subject to the above correction.</p>	<p>MW/Nom Comm</p> <p>IG</p> <p>IG</p> <p>MW/IG</p>
<p>75/20</p>	<p>BEF Structure</p> <p><i>David Butler joined the meeting for this section only</i></p> <p>MW asked the Board to consider the proposal to be presented by DB and, if appropriate, to approve it, so that the BEF may formally write to UK Sport. It was noted that time to provide formal presentation to UK Sport is limited - the proposal needs to be submitted to UK Sport within the next six weeks.</p> <p>MW advised that it had been the high turnover of senior staff and Chairs which had raised concern for UK Sport, although structure of the organisation ‘may’ also be a factor. The aim of the restructure is therefore to make the BEF more stable in the view of UK Sport and the Member Bodies.</p> <p>MW also added that he had spoken with Simon Morton (SM) at UK Sport and SM had advised that he was comfortable with the paper put forward by DB for this Board Meeting.</p> <p>DB led the Board through the paper for its consideration.</p> <p>He recommended that the Horse England proposal was not to proceed, but that Terms of Reference would be revised to improve clarity on the roles of the groups.</p> <p>DB advised that the Participation Steering Group would continue, but that it would be more focussed on bringing the Member Bodes together to discuss participation and investment as a whole. During lockdown, the 1-2-1 account management of the Sport England funding had worked well and therefore this will continue.</p>	

	<p>CW stated that she was in agreement with DB's proposal on this matter and as a member of the PSG, felt this was a more effective way for the group to work. CW was asked by MW if she would like to be the Board's representative on this group, in addition to sitting as the BETA rep – CW agreed.</p> <p>CB raised the point that BEF membership should be kept under consideration, as relationships with the Member Bodies is a fundamental issue and may be another factor of instability in the organisation.</p> <p>MW advised that membership is within the remit of the BEF Council and that due to time constraints, it is not possible at present to obtain Council approval for this to become part of the Board's remit. It was agreed that the Council may be keen to retain control of membership. MW stressed the importance of embedding the BEF strategy at all levels to improve buy-in with the Member Bodies and to improve stability. DB agreed.</p> <p>IG suggested that BEF need to lead an induction with new CEOs and Chairs of the Member Bodies – a proactive step that will improve buy-in when there are leadership changes.</p> <p>Of the Big 6 meeting which took place in July, MW indicated that work needs to be done with the new BHS Chair and CEO, who joined BHS after the 2018 work on strategy had been completed.</p> <p>KT asked whether MW was certain that a restructure of the BEF was not required by UK Sport/Sport England. MW confirmed to the Board that Sport England had not been in favour of the Horse England structure proposal. He added that importance was placed on ensuring that a review of the BEF as an organisation was completed and that steps were being taken to resolve the operating issues. In relation to UK Sport, MW thought that UK Sport was satisfied with the BEF's revised actions in respect of structure.</p> <p>MJ stated that Part 3 of the proposal will be very important in terms of the development of the SLAs with the Member Bodies. In addition to the point raised by IG about the change of personnel at the Member Bodies, the SLAs will help to manage expectations and relationships.</p> <p>LO concurred and stated that Board level input will be needed for the SLA's and the Board should assist with obtaining the buy-in from the Member Bodies.</p> <p>The Board questioned whether the BEF had sufficient resource to deliver on the SLAs. IG stated that current resource was not sufficient and that help will be needed. It was agreed that IG will provide a proposal to the Board at the September meeting, showing a plan to</p>	<p>CW</p> <p>LB</p> <p>IG</p> <p>IG</p>
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	<p>embed the strategy with Member Bodies, the additional resources required and a draft timetable for execution.</p> <p>The Board noted that the operational plans had dropped from the Board papers. IG stated that this was due to a lack of resource which also affected the time taken for priorities to be dealt with.</p> <p>IG stated that the reputation of the BEF with other sports has increased in the last year, with other sports approaching for advice on restarting post-lockdown.</p> <p>With regard to Part 5, MW stated that this was a laudable aspiration. DB advised that discussion was required, and that stakeholder engagement needed to be reviewed.</p> <p>It was noted that Jude Matthews was not listed as an attendee at the Big 6 meeting but did attend – minutes to be corrected.</p> <p>In consideration of Part 6, DB advised that work on financial stability was ongoing, with the possibility that resources could be shared to drive efficiency.</p> <p>MW advised that the Collaborations group will be populating a spreadsheet to compare current costs incurred by Member Bodies, with a central services unit.</p> <p>JB agreed with the change in direction from an overall restructure of the BEF but raised concern about the lack of buy-in from the BHS and BE, emphasising the need to rebuild relationships. JB added that recruiting a new CEO would be difficult until the Member Bodies were more proactive. She also speculated that the BHS may be considering separation from the BEF.</p> <p>KT asked MW if UK Sport still required an Independent Chair. MW advised that SM had indicated an independent would not be needed if the BEF’s proposals satisfied their requirement for stability in the organisation.</p> <p>The Board approved the proposals presented by DB. The formal submission to UK Sport is to be drafted and provided to the Board at the September meeting.</p>	<p>IG/LB</p> <p>LB</p> <p>MW/IG/ DB</p>
<p>76/20</p>	<p>Update on CEO Recruitment</p> <p>MW advised that the Nominations Committee had shortlisted two agencies to be interviewed to determine which agency will assist in the recruitment. In addition, UK Sport and Sport England have offered a £20k grant towards the recruitment process. The Board were advised that they will be involved in the process to interview potential candidates.</p>	<p>MW</p>

	<p>In response to JB's question on whether the BEF would be approaching anyone who may be suitable for the role, MW advised that he would be glad to add any recommendations from the Board to the list of potential candidates.</p>	
77/20	<p>Office Accommodations</p> <p>IG has received written confirmation on the BHS position with regard to the BEF lease at Equestrian House and a clarity of terms. The current agreement ends on 31 December 2023. There is no specific provision for early termination, but Tim Lord suggested reaching a mutually agreed variation with a notice period of 6 months, with which all other clauses regarding return of the property to BHS will apply. BEF currently pays £9.97 per square foot, with services charges an additional cost. Rent rates for commercial property in the area are current around £16.50 per square foot.</p> <p>IG has also spoken with the British Showjumping Board and has been advised that the first floor accommodation for British Eventing will not be available from 2023, although the ground floor option for the BEF may still be possible. IG is to draft a proposal for the latter to bring to the BEF Board's next meeting.</p> <p>MW noted that any decision on accommodation will be affected by the outcomes of the collaboration meetings and the potential for shared resources.</p>	IG
78/20	<p>Update on the Equine Infectious Diseases Group Proposal</p> <p>MW asked IG if there was any additional funding required for the project.</p> <p>IG informed the Board that the document was an important piece of work, essential for the industry and which will give a framework for Member Bodies to work through any outbreaks. The piece is included in the BEF strategy which needs to be centrally coordinated and will be part of any SLAs put in place. IG stated that the project will have an impact on the BEF - the BEF will need to agree how this is managed with Member Bodies as there will be some cost implications.</p> <p>The Board concurred that the project and the document produced was an excellent piece of work. The Board agreed with the plan for the document to be sent to Member Bodies for consultation.</p>	IG
79/20	<p>The contract with Equine Affairs</p>	

	The Board approved for Sophie Thomas to have the authority to act on behalf of the BEF to terminate the contact for the Equine Affairs database.	
80/20	<p>The Tokyo 2020 Hotel Contract</p> <p>KT asked if there was any possibility that BEF could obtain some reimbursement at Item 2 if GB Equestrian did not participate in the Olympics and other occupants could be found for the rooms. IG advised that a decision on GB participation would be made close to the Games, so Item 2 would not be practical to achieve. IG also advised that pandemic insurance had not been purchased, as UK Sport would not permit their funding to be used for this and the insurance itself would likely be unaffordable.</p> <p>The Board approved the signing of the revised contract.</p>	IG
81/20	<p>Any Other Business</p> <p>MW advised the Board that all Member Bodies had now paid the fees outstanding to the BEF and asked IG to confirm that the fees for July 2020 had been invoiced.</p> <p>LO asked if a briefing could be included on what is expected from the Board for papers included in the Board pack, particularly when large documents are to be reviewed.</p> <p>KT noted the BEF accounts had not yet been filed with Companies House and that this needed to be addressed in the next two weeks.</p>	IG MW/LB LB
82/20	<p>Dates of BEF Meetings in 2020:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <p>Tuesday 29 Sep 2020 – venue tbc</p> <p>Tuesday 24 Nov 2020 – venue tbc</p> <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <p>Wednesday 23 Sep 2020 – venue tbc</p> <p>Wednesday 2 Dec 2020 – BEF EGM – venue tbc</p>	

Chair