

**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Wednesday 28th July 2021
at 1030 hrs by way of conference call**

Chair: Malcolm Wharton, CBE (MW)
 Directors Present: Mark Jeffreys (MJ)
 Barry Johnson (BJ)
 Lotte Olsen (LO)
 Quintin Cornforth
 (QC)
 Claire Williams (CW)
 Christine Blackford (CB)
 Jess Cook (JC)
 John Troiano (JT)
 Alison Wallace (AW)

In Attendance: Jim Eyre (JE) CEO
 Lynne Bailey (LB) Head of Integrity
 Lucy Jones (LJ) PA to the Chair and CEO
 (Minutes)
 David Hamer (DH)

Apologies: Chris Smith (CS) BEF Council Chair

		Action by
56/21	Welcome and Apologies The Chair welcomed everyone to the Board meeting. Changes to the attendance register were recommended – LJ to action.	LJ
57/21	Declarations of Interest, Gifts and Hospitality No interests, gifts or hospitality were declared.	
58/21	Minutes from the Board Meetings held on 26 May 2021: The Board approved the minutes of the previous meeting. AW asked if the Participation team had been recognised for their efforts as discussed in the previous meeting. It was confirmed that JU had received a bonus and that MK had received a verbal recognition. LB noted that MK had recently been appointed as the new HR Co-ordinator and would be moving roles in September 2021.	

59/21	<p>Review of the Written Actions from the Board Meetings held on 26 May 2021:</p> <p>JE led the matters arising.</p> <p>Item 2 – Re-establishing the Remunerations Committee: JE advised that this was in hand</p> <p>Item 6 – Strategic and Operational Plan: To be covered later in the agenda</p> <p>Item 11 – Presentations to MM and JN: It was proposed to move these to Badminton 2022</p> <p>Item 20 – Reconciliation of the lease payments in the audited accounts: This has already been addressed with the auditors – disclosure of capital commitments in the audited accounts. This is reduced from the previous year due to the break clause in the rental agreement.</p> <p>Item 29 – MW and JE to review the Risk Register: Completed and discussed in detail later in the meeting.</p>	JE/LB
60/21	<p>Funding Update and Discussion</p> <p>6.1 Member Body Subscription Working Group update</p> <p>LO led on this matter, advising that the Council had considered a paper prepared by CS from the discussions of the working group. It was agreed at Council that the SLAs needed to be in place before the Member Subscription levels could be set and that the SLAs should be in place by the end of 2021.</p> <p>JE advised that he had approached EY for assistance, but would instead be using the assistance of BDO, who would be shortly undertaking a governance and finance review of BEF on behalf UK Sport and Sport England. Work on the SLAs had begun internally.</p> <p>MW expressed a concern on the paper produced for the Council around how the BEF’s performance would be assessed for delivery against the SLAs and added that the Member Bodies also need to be accountable for the delivery of their parts.</p> <p>JE added an observation that the Subscriptions were another line of income which would become variable under the SLAs, thereby creating uncertainty in funding.</p> <p>LO agreed that a debate needs to be held to define what would be variable and what costs would be fixed. LO and JE to discuss how this will be taken forward for draft SLAs to be developed and the process of what is required by Member Bodies.</p> <p>CW noted the danger of having a menu of fundamental services that the BEF deliver, from which Member Bodies may try to opt out.</p>	LO/JE/LB

61/21	<p>Board and Committee Composition</p> <p>LB advised that some of the matters raised in the paper accompanying this agenda item had already been completed, notably the review of the INED cohort and recruitment of the nominated directors.</p> <p>LB advised that the composition of the Nominations Committee was problematic, as it requires a majority of INEDs to be quorate. MW as Chair does not strictly meet the independence requirements and therefore should not be classed as independent when considering the committee structures. Concern was raised over the time commitment required from the INEDs to ensure all committees are compliant.</p> <p>LB advised that the following appointments would be required to the existing committees for those committees to be compliant:</p> <ul style="list-style-type: none"> • 2 x INEDS for the Audit Committee – it was agreed JT and MJ would be appointed • 1 x INED for the Remuneration Committee, in addition to AW who would sit as Chair <p>JT suggested aligning committee meetings with other meetings to reduce the time commitment required. He also suggested the potential to combine the Nominations and Remuneration Committees.</p> <p>It was agreed that the above proposal would be investigated with UK Sport to ensure it was compliant with the Code of Sport Governance. The Terms of Reference for the Remuneration Committee were in the process of being reviewed and its responsibilities widened – combined Terms of Reference would therefore be drafted.</p> <p>The draft proposals would be circulated for the Board to consider.</p>	LB
62/21	<p>Member Body Collaboration Project Update</p> <p>JE advised that he had spoken with the newly appointed CEO of British Eventing, and they had agreed that the project would not be progressing at the current time. HW was newly appointed and was currently learning the landscape.</p>	
63/21	<p>British Equestrian Federation Fund (BEFF)</p> <p>JE and MW met with Desi Dillingham and Capt. Mark Phillips to discuss BEFF and proposed appointing JT as a Trustee. JT was to meet for an interview with DD and MP.</p> <p>It was also agreed that Stephen Jordan would be appointed Company Secretary.</p> <p>DD and MP had raised concerns around raising funds in the current economic climate, but were enthused with the opportunity to have a fresh perspective on the fund with JT.</p>	
64/21	<p>Strategy Implementation and Operational Plans 2021</p>	

	<p>JE led the Board through his thoughts on where the BEF were in terms of the Strategic Plan for 2020-2024.</p> <p>On the World Class ‘pillar’, JE stated that KPIs and targets were being met and there was a potential for the team to exceed expectations in Tokyo. The WC review will take place in October to look ahead to Paris.</p> <p>Regarding the Integrity and Governance pillar, work is ongoing, with targets revised and refreshed regularly.</p> <p>When considering the Participation pillar, Mandana Mehran Pour was now in post as Head of Participation and had re-started the Participation Development Management Group, which CB as Chair and the Participation team were also working on the development of the Sport England strategy for the next cycle. MMP intended to submit the strategy in October 2021. Planning is also in progress for the development on an Equality and Diversity action plan, to be in place for 2022 and to be organisation and federation-wide, not simply sitting within Participation.</p> <p>JE advised that the Communications pillar required work, if BEF are to be the voice of equestrianism. He added that communications were key to link the pillars from grassroots equestrianism to the Olympic Disciplines.</p> <p>JE also advised that investment was required in our commercial and sustainability pillar.</p> <p>The final pillar of equine development was not resourced within the BEF. JE advised that he attended the British Horse Council meetings with Defra on a fortnightly basis and focus was on the ethical elements of the social licence.</p> <p>Consideration is also required for the equine talent pathway and how the BEF can address this.</p>	
65/21	<p>World Class Programme – Pathway Presentation</p> <p>David Hamer joined the meeting to present to the Board on the World Class Pathway. DH talked the Board through the process, referencing the Handbook that had been produced to benefit potential athletes and parents of athletes to guide them through the stages from grassroots to podium.</p> <p>DH noted that the biggest challenge for the programme was diversity and inclusion and that this needed to be addressed.</p> <p>DH was asked to circulate his presentation to the Board after the meeting.</p>	DH/LJ
66/21	<p>Audit Committee Report</p> <p>LO led the discussion on the Management Accounts to May 2021, advising the year-to-date surplus was at £85k and higher than budgeted.</p>	

	<p>The WC income and expenditure were below budget, but this was reflected in the fact that there was a lack of international competition due to COVID-19.</p> <p>The Board were advised that the cash in hand included grants not yet spent from Sport England. Funds for projects can take time to be allocated as Member Bodies submit their applications for consideration.</p> <p>JE advised that he had asked SJ to draw up a forecast for 2022 and also asked if more could be done with the BEF reserve funds.</p> <p><u>Item 10.4 – Risk Register</u></p> <p>JE presented the Risk Register updates. JE and MW had reviewed the register and proposed changes to the levels of some risks and removal of risk items relating to Tokyo once the Games were completed, as these would no longer be relevant.</p> <p>Item 1 – Covid impact: It was noted that the pandemic continues to pose risks. JE advised that the BHS were working on evidence to enable enclosed arenas to be permitted for use, should England go into another lockdown during the winter.</p> <p>It was noted that there were several items related to funding in the register that could be consolidated into fewer points.</p> <p>MJ asked about selection policies and the potential to pose risk – would these be worth including in the register. JE added that liability risk should be included.</p> <p>The register to be updated and items removed as outlined in the document.</p>	<p>SJ</p> <p>LJ</p> <p>LJ</p>
<p>67/21</p>	<p>CEO Report on Operational Matters</p> <p><u>12.1 CEO Report</u></p> <p>JE presented the CEO report, which was taken as read, with the below points discussed.</p> <p>12.1.1 – Office Accommodation: JE advised that the staff were relocated into the new office with some final elements to be completed. A COVID-19 case in the staff that had been undertaking the move meant that all staff were asked to work from home for the following week to minimise the risk to the WCP. JE advised that the costs of the dilapidations, in particular the replacement of the carpet, were being challenged with BHS.</p> <p>12.1.4 - British Horse Council and Equine Welfare: JE outlined to the Board the Equine Register presentation, which was to be circulated following the meeting.</p>	<p>LJ</p>

	<p>BJ added that it was vital to know where horses are and what they are doing in the event of disease breakouts in the future and also to ensure the long-term welfare of horses.</p> <p>12.1.5 - EIDAG: JE stated that the EIDAG were a well-respected group who provided valued guidance on policy. It was noted that there were many sub-groups representing on equine welfare and disease.</p> <p>12.1.6 – International Relations Investment Strategy 2021-25: JE advised that he had reached out to stakeholders for their input into the strategy to be submitted shortly. The focus was on the FEI and Europe.</p> <p>CW enquired about the submission to the FEI on the Prohibited Substances list. JE advised submissions had been received, other than CW's on behalf of BETA and that all submissions would be sent together ahead of the deadline.</p> <p>12.1.8 – Departmental Reports: It was agreed by all that the Showjumping National Training Centre had been a fantastic facility for pre-event quarantine for Tokyo, bringing together the riders and support staff. MW and JE to write their thanks to Iain Graham.</p> <p>LB advised that Melissa Kinrade had been appointed as the new HR Administrator and was an internal recruit from the Participation team. MK's background is in HR and she knows the BEF staff well.</p> <p>Communications: JE sought the permission of the Board to commission a communications review and strategy. JE emphasised the need to develop the BEF's offering to be 'the voice' for equestrianism. MW suggested it was an opportunity for collaboration with the Member Bodies.</p> <p>JC agreed that a communications plan that encompassed more of the wider sector than the Olympic disciplines was required. The Board granted their approval for the communications review/strategy to proceed.</p>	<p>MW/JE</p> <p>JE</p>
<p>68/21</p>	<p>Matters for Information</p> <p>The reports were taken as read.</p> <p>JS advised that the EEG was due to hold its next meeting in September, however, JC and MMP were reviewing the remit of the group and the best way to take this forward. Sporting Equals were due to provide some assistance on research, but failed to deliver the report and therefore JC and MMP were now looking for an alternative way to undertake research on ethnicity and diversity.</p>	

	<p>JC advised that the EEG could potentially move more towards becoming a steering group for the Equi-Youth and Equi-Coaching programmes...</p> <p>CW advised that BETA was also looking at research options and would share details if a suitable research resource was found.</p> <p>The topic of social media posting was raised, and a discussion was held around members, member support and the code of conduct.</p> <p>A question was asked as to whether the route of escalation following the report of an incident could be made simpler for consistency in handling such issues and ease of reporting. JC noted that policies governing the action around such incidents should be considered in line with child protection and EDI policies.</p> <p>It was agreed that zero tolerance was the preferred policy and should be included in any EDI policy.</p>	
69/21	<p>Any Other Business</p> <p>There were no other matters of business for discussion.</p>	
70/21	<p>Dates of BEF Meetings in 2021:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <ul style="list-style-type: none"> • Tuesday 23rd November 2021 <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <ul style="list-style-type: none"> • Thursday 16th September 2021 • Thursday 2nd December 2021 	

Chair

Malcolm White