

**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Tuesday 23rd November 2021
at 8.30 am via Zoom**

Chair: Malcolm Wharton, CBE (MW)
Mark Jeffreys (MJ)
Quintin Cornforth
(QC)
Claire Williams (CW)
Jess Cook (JC)
John Troiano (JT)
Alison Wallace (AW)
Lise-Lotte Olsen (LO)
Therese Miller (TM)

In Attendance: Jim Eyre (JE) CEO
Lynne Bailey (LB) Head of Integrity
Mandana Mehran Pour (MP) Head of Participation (*For item 92/21 only*)
Chris Smith (CS) Chair, BEF Council (*From item 92/21*)
Lucy Jones (LJ) PA to the Chair and CEO (Minutes)

Apologies: Barry Johnson (BJ)
Christine Blackford (CB)

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| 88/21 | Welcome and Apologies The Chair welcomed everyone to the Board meeting and noted the apologies from Barry Johnson and Christine Blackford. MW also welcomed TM to her first meeting as the Nominated Director for British Eventing (BE). TM thanked the Board for their appointment on behalf of BE and added that she was looking forward to contributing to the Board. | |
| 89/21 | Declarations of Interest, Gifts and Hospitality LO advised that she was providing advice to BE on the presentation of their financial statements, in the wake of the departure of the Chair from BE. MW advised that he had facilitated the introduction between the BE CEO Helen West and LO. MW added that the Interim Chair appointment for BE was due to be announced shortly. | |

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| | <p>TM advised the Board that she would be leading the BE Nominations Committee in the recruitment of the new Chair. The advert was due to be published on 30 November and it was hoped the appointment would be made by 1 February 2022.</p> <p>AW advised that she had been approached by the BHS to Chair an EDI Committee but had declined the opportunity due to other commitments. AW asked if the BEF's EDI plans would be scaled up through the Member Bodies. JC advised that MP would be covering this area when she joined to provide the Sport England update but noted that the Member Bodies would likely have their own representation with BEF leading on guidance and best practice. AW added that there should be a way to minimise duplication of effort across the Member Bodies in this area.</p> | |
| 90/21 | <p>Minutes from the Board Meetings held on 14 September 2021:</p> <p>The Board approved the minutes of the previous meeting.</p> <p>On the written resolutions since the previous meeting, LB advised that she had met with the newly appointed BEF Judicial Panel Chair, Ian Unsworth, the previous week. The meeting had been very positive and the new structure for the panels will bring consistency and clarity to the disciplinary processes.</p> | |
| 91/21 | <p>Review of the Written Actions from the Board Meetings held on 14 September 2021:</p> <p>MW led the review of actions from the previous meeting.</p> <p>Item 1 – AW to provide an overview of football EDI tools: Item to be changed to red</p> <p>Item 2 – JC to provide contact details of Run Communications: Completed</p> <p>Item 3 – JE leading on Olympic inclusion with FEI: Completed</p> <p>Item 4 – JE to speak with WFP: In progress. WFP challenging to reach</p> <p>Item 5 – Risk Register to be updated: Completed</p> <p>Item 6 – JE to speak with BHS on trailer towing legislation: JE raised this matter with the BHS. The government legislation is now pending. Item to be kept as amber on the register until further updates are available</p> <p>Item 7 – Operational Plans: JE advised these would be available for the next Board meeting (2022) once the Sport England bids/projects were known</p> <p>Item 8 – Recommendation for the deferred income: LB was drafting a business case to go to the Audit Committee for review ahead</p> | <p>AW</p> <p>JE</p> <p>JE</p> <p>JE</p> |

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| | of submission to the Board. This will be for a safeguarding project | LB |
| | Item 9 – Associate Member Bodies: LO to discuss as part of the SLA update later in the meeting | LO |
| | Item 11 – Purpose and culture: JE advised that the staff had met the day prior for another purpose and culture day, which had gone well. Topics discussed included leadership, purpose and good behaviours. | JE/LB |
| | It was agreed that LB and LJ would speak with BDO to obtain an update on when BDO would like to meet with MW to discuss governance as part of the ongoing governance and finance audit. | LB/LJ |
| | Item 12 – Selection policies: The policies were under review, with some work still to be done with Showjumping. JE and LB had met with insurance companies to explore cover for appeals. TM advised that any such cover was likely to be expensive but suggested there may be an appropriate way to manage costs with the ODs. MJ advised that selection policies were on the agenda for the next WCPMG | MJ/JE |
| | Item 13 – PD recruitment: LB advised that recruitment for the PD role had closed, with three potential applicants shortlisted for interview from the seven received. All three applicants were from an elite sport background, but not equestrian. | |
| | Item 14 – Board dates: To be made red | LJ |
| | Item 15 – Retirement presentation for MM: To be carried forward to 2022 | |
| | Item 16 – BEFF coverage of Paralympics: Completed - JT advised that he had received the relevant paperwork from Steve Jordan for BEFF to review. JT stated that the funds were to be used for Olympics and international competition and any event affiliated to the FEI, which meant that the Paralympics would be covered under the general terms. It was noted that funds were to be allocated at the discretion of the Trustees, but that the Paralympics should be included. | |
| | Items 18 to 20 – No updates for this meeting | AW/LB |
| | Item 21 – Merging the Remuneration and Nominations Committee: Changes to the Articles to be approved at the Council meeting on 2 December 2021 | |
| | Item 22 – Employee benchmarking: Completed – presentation given at the Remuneration Committee meeting on 9 November | LB |
| | Item 23 – Terms of reference (Anti-Doping Lead): For approval under agenda item 7 | |
| | Items 24 and 25 - No updates for this meeting | |

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| | <p>Item 26 – Terms of Refence for Board to be published on the website: Completed</p> <p>Item 27 – SLA update: Discussed at agenda item 6</p> <p>Item 28 – Meriden: JE to find out the deadline for notice to the tenants at Meriden</p> <p>Item 29 – JT appointment to BEFF: In progress</p> <p>Item 30 – Feedback on the Queen’s Honours nominations: Nominations submitted</p> | <p>JE</p> <p>LJ</p> |
| <p>92/21</p> | <p>Sport England (SE) Update – Future Plans</p> <p><i>Mandana Mehran Pour joined for this item only and Chris Smith joined the meeting from this item forward.</i></p> <p>MP joined the meeting to present an update on the Sport England (SE) funding bid and future plans.</p> <p>She advised that phase one of the funding bid had been completed, with the SE Board due to confirm allocation of funding towards the end of November. However, the review undertaken in October had been very positive and MP reported that feedback from SE throughout the bid process had been very good. MP advised that a request had been made for additional funding over and above the principal bid, which would be a project-specific allocation, but a decision had not been given on this at the time of the meeting.</p> <p>Phase two of the bid process had started and plans were being drafted to encompass SE’s strategy of ‘Uniting the Movement.’ The deadline for submission of the plans was 17 December 2021, after which a peer review would be undertaken prior to the SE Board giving a decision. MP advised that BEF should know its full allocation of funding by the middle of February 2022 for the period 2022 – 2027.</p> <p>MW congratulated MP and those who worked on the bid for their efforts.</p> <p>It was asked what MP intended to use the current SE underspend for, to which she advised that a top line plan was in place which would utilise most of the funds prior to April 2022. Full details were being provided to the Audit Committee for review.</p> <p>MP advised that BEF was one of only a few of the federations to receive an uplift in funding from SE.</p> <p>MP advised that she was working with JE/LB and SJ to determine the funds needed to be allocated to core BEF costs.</p> <p>MP walked the Board through her slides, detailing the plans for Participation for the next five years. The slides to be provided to the Board following the meeting for their information.</p> | <p>JE/MP</p> <p>LJ</p> |

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| | <p><u>Equality, Diversity and Inclusion</u></p> <p>MP advised the Board that ED&I would not be a separate pillar in the strategy, as it would be across everything that the BEF does, both as an organisation and a wider Federation. MP also intends to work with other bodies in a collaboration, such as the British Horseracing Authority (BHA). A review of all internal policies would be required and the BEF would lead on delivery and support its members in ED&I projects.</p> <p>MP advised that the aim was to finalise and announce the BEF ED&I policy in the summer of 2022. MP confirmed that all partners of SE had been asked to provide a commitment as part of the funding, but no timeline had been attached to this from SE.</p> <p>MP advised that she intended to establish an ED&I working group with Member Body representatives, to meet in January 2022 to develop a collective plan for the federation. It was noted that those attending the working group would need to have authorisation to act on behalf of the Member Body they represent.</p> <p>CS asked if MP could present to the Council on ED&I at its next meeting on 2 December. JE/JC/CS and MP agreed to discuss this outside of the meeting.</p> <p><u>Insight and Data Transformation</u></p> <p>MP stated that the BEF had a good knowledge around leisure riders from BETA and from Member Body participants, but more data needed to be collected from riding centres. It was noted that data, and understanding that data, was fundamental to the future of equestrianism. Increased collaboration was required to obtain this, as the current landscape shows as fragmented. Better data and analysis would increase awareness of participants and enable appropriate projects to be developed to increase participation from a wider audience.</p> <p>MP stated that the aim was to create a unified data source, which would be accessible and could lead to the following:</p> <ul style="list-style-type: none"> • Create a better customer journey for new participants • Translate existing opportunities • Innovation and modernisation of equestrianism <p>It was noted that if the data collection project does well in achieving its aims, it would add value (including commercial) to potential sponsors and individuals who may not yet consider participating in the sport. However, it was recognised that it was important to know how funds would be spent on data insight and what the potential outcomes could be.</p> <p>MP outlined the short and medium action plans, which focus on collecting data around riding facilities and infrastructure to analyse the</p> | <p>JE/JC/MP</p> |
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| | <p>current landscape and then looking at the workforce landscape, including coaches and volunteers.</p> <p>AW offered assistance to MP in terms of advice on volunteer management. MP and AW to speak outside of the meeting.</p> <p>A concern was raised about the lack of ability and capacity within the Member Bodies to assist on this project. MP advised that data and insight had been discussed with Member Bodies via the Participation Development Group and in direct conversations with Member Body representatives. MP plans to look at how BEF can support the smaller Member Bodies, as a facilitator and enabler.</p> <p><u>Other Areas</u></p> <p>MP expressed an intention to develop partnerships outside of equestrianism, including the Forestry Commission, which she hoped would eliminate some of the issues that Member Bodies were experiencing over access to forestry land. A focus on better relationships would also be developed with Welsh and Scottish representatives.</p> <p>Sustainability will also be a topic for discussion and MP stated she would work with JE to establish where this sits in BEF.</p> <p>The Board requested the following for future meetings:</p> <ul style="list-style-type: none"> • Key reports on progress on the projects discussed • More time allowed in the agenda for Participation matters • Pre-reading on these areas to be provided where possible | <p>AW/MP</p> <p>JE/LB</p> |
| <p>93/21</p> | <p>SLA Update</p> <p>LO led on the discussion on the Member Subscription and SLA work.</p> <p>She advised that she had worked with Stephen Jordan to develop a detailed spreadsheet to review the costs of services and how these could be distributed, based on the services that Member Bodies would require.</p> <p>The model proposed had three principal tiers, with Tier 2 subdivided into A, B and C.</p> <ul style="list-style-type: none"> • Tier 1 would encompass all Member Bodies as the base subscription Tier 2A would be the non-FEI sporting bodies • Tier 2B the FEI (non-OD) • Tier 2C, the BHS • Tier 3 would be the three Olympic Disciplines <p>LO provided a brief outline of how potential Member Subscriptions could be calculated, taking into account the areas that were covered by either UK Sport or Sport England funding.</p> <p>It was suggested that the agreements between the BEF and Member Bodies should be called 'Subscription Agreements' rather than SLAs, as this would more accurately reflect the arrangement.</p> | |

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| | <p>It was noted that the original Olsen formula for calculating Member Subscriptions was based on the size of the membership, whereas the proposed subscription model was based on the services a Member Body required, for example, if it required BEF to liaise with the FEI on scheduling.</p> <p>MW thanked LO for the hard work she had done on this project and for providing the update to the Board.</p> <p>LO advised that there was further work to do on the budgets and overheads before figures could be finalised, after which they would be fed back to the Council working group. LO and CS agreed to continue the conversation on the working group separate to this meeting.</p> | |
| 94/21 | <p>Matters for Approval</p> <p><u>7.1 Terms of Reference for the Anti-Doping Board Lead</u></p> <p>LB advised that she and CW had reviewed the Terms of Reference and CW confirmed she recommended the approval of the document.</p> <p>The Board approved the Terms of Reference for the Anti-Doping Board Lead.</p> <p><u>7.2 Customer Charter</u></p> <p>The Customer Charter was approved subject to the following recommendations:</p> <ul style="list-style-type: none"> • The process for handling complaints should be in a schedule accompanying the charter • A quality accessible services assessment is completed | LB |
| 95/21 | <p>Audit Committee Report</p> <p><u>8.1 Accounts to September 2021</u></p> <p>LO led the discussion on the accounts, noting that currently 2021 was showing a surplus, the 2022 draft budget allowed BEF to meet it reserve policy, but 2023 draft budget posed some concern, and this would need to be addressed.</p> <p>LO went through the management accounts by page for the assistance of the Board, noting that costs were generally well managed.</p> <p>LO advised that Stephen Jordan was looking at how other sports hold their cash balances to reduce risk and that this had been discussed at the Audit Committee on 9 November.</p> <p>It was noted that only three debtors remained outstanding, and processes were in place for these payments.</p> <p><u>8.2 Matters arising from the Audit Committee 9 November 2021</u></p> | |

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| | <p>LO advised that the Audit Committee had considered at its last meeting the request put forward for the CEO to have a company credit card. The Audit Committee recommended that this be approved by the Board, with a spending limit of £20,000 in the first instance, but with the provision that it could be increased if required for business purposes, up to the authority limit of the CEO.</p> <p>The Board approved the proposal.</p> <p><u>8.3 Review of the Risk Register</u></p> <p>Item 45 – Unaffiliated events being promoted by HNW individuals: When discussing the risk register, it was asked if there was a plan to have a uniform view across the Member Bodies with regard to unaffiliated events that are run using rules of a Member Body. JE advised that this was being discussed at the next Olympic Discipline CEO meeting and that there were concerns also around the matter of FEI officials being used to work at such events.</p> | |
| 96/21 | <p>Nominations Committee Report</p> <p>LB advised that the nominations for the Elected Director were in the voting process with the Member Bodies, with one vote received at the time of the meeting.</p> <p>On Performance Director recruitment, the first round interviews were due to be held on 26 November and the Board were advised that it was too soon to determine if any of the candidates would be appointable. JE advised the Board that the BEF needs to nurture and develop its own PD from within the WCP for the future.</p> | |
| 97/21 | <p>CEO Report on Operational Matters</p> <p><i>MW left the meeting and MJ chaired the remainder of the meeting.</i></p> <p>The report provided by JE was taken as read.</p> <p>TM asked about the FEI General Assembly that JE attended, noting a number of changes to committee members that had been voted for at the GA. TM added that it was important to ensure Great Britain had representation on the committees.</p> <p>JE advised that the BEF International Influence Committee meets twice a year and that potential nominees for the FEI and EEF committees were discussed at these meetings. Keys issues discussed at the last meeting included the support for the vote for four person teams at Paris 2024.</p> <p>JE informed the Board that a decision had not been made by the FEI at the General Assembly as to how the three person team format will be run. It was noted that the EEF made a strong pitch to revert to teams of four, but this was not received well by the rest of the world. It was however noted at the FEI GA that equine welfare was of vital</p> | |

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| | <p>importance for the sport's sustainability in the Olympics and Paralympics.</p> <p>MJ asked JE about progress around Brexit. JE advised that the British Horse Council (BHC) had met with Lord Benyon (Parliamentary Under Secretary of State at Defra) and Brexit had been raised with him. JE had also provided a copy of his own paper to Defra for consideration, to provide an equestrian sport perspective, separate to horseracing. JE informed the Board that he had raised the concerns around the Juniors Championships due to be held at Hartpury in 2022, where some of the mainland European federations were questioning the event, against the background of Brexit. JE advised he was also engaging with DCMS directly on issues arising from Brexit.</p> | |
| 98/21 | <p>Matters for Information</p> <p>The minutes from the Committees were taken as read.</p> <p>On the Remuneration Committee minutes, LB advised that she would be working with Sam Bradley (WCP) to review the contracts for all WCP practitioners as part of a project for planning the next round of contracting in March 2022. LB added that she was looking to bring in some external advisors to review the contract process, possibly Hays McIntyre.</p> | LB |
| 99/21 | <p>Any Other Business</p> <p>The Board approved the list of nominations for the 2021 BEF Medals of Honour, as put forward by the Medal of Honour Committee. The Board asked to be kept updated as to when the medals would be presented.</p> | LJ |
| 100/21 | <p>Dates of BEF Meetings in 2022:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <ul style="list-style-type: none"> • A poll will be sent out to Board Members with potential dates <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <ul style="list-style-type: none"> • A poll will be sent out to Council attendees | |

Chair

Malcolm White