

**MINUTES OF THE MEETING
OF THE BRITISH EQUESTRIAN FEDERATION
BOARD OF DIRECTORS
HELD ON FRIDAY 4TH FEBRUARY 2022
AT 10.30 AM VIA TEAMS**

Chair: Malcolm Wharton, CBE (MW)
Mark Jeffreys (MJ)
John Troiano (JT)
Alison Wallace (AW)
Lise-Lotte Olsen (LO)
Therese Miller (TM)
Christine Blackford (CB)
Quintin Cornforth
(QC)
Claire Williams (CW)
Jess Cook (JC)
Roly Owers (RO)
Alison Rankin Frost (ARF)

In Attendance: Jim Eyre (JE) CEO
Lynne Bailey (LB) Head of Integrity
Chris Smith (CS) Chair, BEF Council
Lucy Jones (LJ) PA to the Chair and CEO (Minutes)

Apologies: None

		Action by
1/22	Welcome and Apologies The Chair welcomed everyone to the Board meeting, in particular RO and ARF who were attending their first meeting as newly appointed Board Members.	
2/22	Declarations of Interest, Gifts and Hospitality MW advised that he had been asked to chair a one year Commission to look at rugby clubs of the future. This should not pose any conflict with his role for the BEF. There were no other declarations.	
3/22	2022 Budget: for Approval LO led the discussion on the draft budget provided for the Board's consideration, advising that it has been scrutinised by the Audit Committee at a meeting held on 6 January 2022.	LO

	The Board approved the 2022 Budget.	
4/22	<p>Member Subscriptions and SLA Update</p> <p>JE advised the Board that a tier structure had been constructed as part of the review of Member Subscriptions, allocating the MBs to tiers relevant to their requirements of services from the BEF.</p> <p>Those who attended the working group meeting felt that the group had reached a good compromise for the Member Bodies. One concern was raised by the Board as to whether the representatives sitting on the working group were feeding back to the Member Bodies they were representing. CS expressed concern with this, advising that he had shared with the Member Bodies his contact details for those who wished to speak to him on any matter to do so.</p> <p>LO advised the Board that the Member subscriptions had previously been subject to an annual RPI increase. This was frozen during the pandemic and is something that the Council needs to consider. It was also mooted that the Council should consider the status of Associate Membership and whether this is appropriate.</p> <p>CW, as the Executive Director of an Associate Member Body, advised that there were currently no clear ways of moving from an Associate Member to full membership.</p>	<p>JE/LB</p> <p>CS</p>
5/22	<p>Participation Department Proposal</p> <p>JE and LB led on the discussion on the Participation Department proposal, which was provided for the Board’s information. It was noted that a key part of the Participation restructure was to help to drive projects and delivery with the Member Bodies. Key projects include ED&I, growth and insight, and the review of BEF relationships with the Member Bodies.</p> <p>CB, as Chair of the Participation Development Management Group (PDMG) advised that she had participated in discussions with JC and Mandana Mehran Pour and was fully supportive of the direction the Participation planned to travel and the change of the department to ‘Development’.</p> <p>It was noted by MJ that in 2014, there were two larger teams covering this area – Sport Development and Participation. MJ agreed that Development was a more appropriate name for the Participation team in terms of what the team delivers.</p> <p>LO advised that the confirmation of the funds from Sport England were imperative to cover the positions outlined in the new department structure. On the question as to whether the new roles were matched to those in the existing structure, the Board were advised that there was some</p>	

	<p>synchronisation for the current employees in post, but that these were being reviewed to cover some new project elements.</p> <p>It was noted that the Intern role would be a prime opportunity for diverse and inclusive recruitment. LB advised that she was working with universities with a more diverse student body to seek candidates for this post.</p> <p>The Board endorsed the proposal for the Participation team.</p>	
6/22	<p>Code for Sports Governance</p> <p>LB presented the slides which outlined the changes to the Code for Sports Governance. LB advised the Board that ED&I formed a large element of the new code, and an action plan would be developed to focus on a broader piece of work required to ensure compliance. Data gathering would inform the ED&I piece and the recruitment process would be reviewed to ensure practices were also compliant in this area.</p> <p>LB advised that BEF does not currently have a 'People Plan', which is required under the new code. It was noted that this needs to align with organisational goal, which are included in the work being done under the Nominations and Remuneration Committee already. The Board asked that the People Plan includes volunteers.</p> <p>LB added that the learning and development piece was also key in the new code.</p> <p>LB advised the Board that RO had been appointed as the lead Board Director on Welfare and Safety.</p> <p>A new element of the code focuses on environmental considerations. Work is needed in this area to develop proposals for the Board's consideration. It was noted that this piece of work will be challenging.</p> <p>On the wider impact, LB advised of the importance of filtering the minimum governance standards to the Member Bodies and noted that this was included in the current strategic plan for BEF. This would also be facilitated through the SLAs. LB to circulate the more detailed slide pack for the review of the Code of Sports Governance.</p> <p>CS suggested that early notification of the updated Code to the Member Bodies would be of use and asked that LB present this to the Council at their meeting in April.</p> <p>JC advised that the RDA are already reviewing the new Code to ensure that they comply. LB to speak to Ed Bracher to see where the RDA may need support.</p>	<p>LB</p> <p>LB</p> <p>LB</p>
7/22	British Horse Foundation – Membership Application	

	<p>LB advised that the membership application received from the British Horse Foundation (BHF) via Jane Nixon would be distributed to the Council for consideration and voting ahead its next meeting. It was noted that JN was keen to garner the support of the BEF Board for the application and had been in contact with MW in this regard.</p> <p>It was noted that some aspects of the constitution will need to be reviewed and aspects of the membership application policy needed to be updated, as they relate to an old version of the BEF Articles of Association.</p> <p>Points that were raised by the Board in consideration of the membership application included:</p> <ul style="list-style-type: none"> • The annual accounts need further scrutiny • The Board queried if the BHS had an interest in breeding that may pose a conflict of interest • The Board asked about the status of British Breeding and how this would fit into the landscape, as although it was not a member body the OD CEOs sit as Directors. However, it was unlikely that BB would pose a conflict • The Board asked whether the BHF had a significant reach and representation <p>The summary of the Board’s position was that it supported the objectives of the BHF but would await the viewpoint of the Council when this is debated on 4 April. Ultimately, the Board did not suggest that it would not support the application but stated that there were queries to be answered.</p>	
<p>8/22</p>	<p>Audit Committee Report</p> <p><u>Accounts for the year ending 31 December 2021 and matters arising from the Audit Committee</u></p> <p>LO led the Board through the draft accounts provided. LO highlighted some points on the accounts, confirming the COVID impact on activities and face to face meetings.</p> <p>LO advised that the Audit Committee was going out to tender for the accounts audit for the year end 2022.</p> <p><u>Review of the Risk Register</u></p> <p>JE led the discussion on the Risk Register.</p> <p>Concern that any changes in the Government and ministers currently in position would set back any progress in Brexit.</p> <p>JE highlighted that the German case of ‘tapping’ recently in the press could have ramifications on social licence.</p> <p>On line 34, which related to unaffiliated events, JE advised that this would be monitored and may have an impact on the Olympic Disciplines in particular.</p>	

	<p>The Board were advised that former Board Member and vet, Jane Nixon, had circulated details of a book published by a Danish vet on the ethics and morality of horses participating in the Olympics. The details of the book were to be shared with the Board.</p> <p>It was agreed that the matter was one that required serious consideration and that a PR response should be prepared in the events of such occurrences. Whilst there was a concentration on high-performance horses, this should reflect the wider sector.</p> <p>All agreed that it was important that the BEF were ‘on the front foot’ with welfare, ensuring a clarity of message, a clarity in the rules as to what is acceptable, transparency as to how matters were dealt with when they arose and a challenge to change culture that is accepting of practices that are detrimental to welfare.</p> <p>JE raised the possibility of establishing a working group to lead on this area – the Board requested JE consider what could be put in place.</p> <p>It was agreed that the matter of welfare and social licence should be on the next Council meeting agenda for input from the Member Bodies.</p>	<p>LJ</p> <p>JE</p> <p>CS/JE</p>
<p>9/22</p>	<p>CEO Report on Operational Matters</p> <p>The CEO report was taken as read.</p> <p>JE advised that conversation was ongoing with Defra on their potential policies around equine welfare and welfare in transport in particular. It was noted that the proposed policies were too general and BEF, with the British Horse Council (BHC) were working towards better understanding of the issues with Defra.</p> <p>JE asked the Board for its views on sustainability. It was agreed that this needed to be embedded in the strategy in the long-term, but that action was required now. Consideration was required as to where the BEF needs to start, with perhaps data collection and an assessment of the current situation completed to provide a base measurement for progress.</p> <p>It was agreed that the BEF needs to define what sustainability means to the federation.</p> <p>It was noted that it was important to avoid tokenism and that a start could be made by reviewing what other organisations had done to guide the direction the BEF needs to take.</p> <p>It was also agreed that this should be added to the Council agenda to gain an understanding of what Member Bodies may have already in place. JE mentioned the potential for Whyte Griffin to consult on sustainability and suggested they could present to the Board and Council at the next meetings.</p>	<p>JE</p> <p>JE</p>

	There were no points raised regarding the actions from previous meetings.	
11/22	<p>Matters for Information</p> <p>The minutes from the committee and working group meetings contained in the pack were noted and taken as read.</p> <p>CW advised that she would be keen to join the concussion working group, as BETA were involved in several projects in this area.</p> <p>JC asked for confirmation that she was no longer a member of the Audit Committee, but stated that this worked for her, due to time commitments in other areas. It was confirmed that MJ, JT and QC had been appointed to the Audit Committee.</p>	JE/LJ
12/22	<p>Any Other Business</p> <p>MW raised two items not included in the agenda.</p> <p>1. <u>BEFF</u></p> <p>MW asked JT to give an outline and update on the British Equestrian Federation Fund (BEFF).</p> <p>JT advised that BEFF was set up prior to the Sydney Olympics in 2000 to raise money each year to contribute towards the World Class Programme under a limited remit. A limited company (BEFF Ltd) was established, with two trusts set up – one in 1999 and one in 2000. I</p> <p>The understanding of BEF’s role in BEFF was that BEF was named as a member of the 1999 trust. BEFF’s Trustees had approached the BEF for assistance. It was noted that BEFF Ltd.’s details on Companies House were out of date.</p> <p>JC asked if the trust’s funds could be used to support the classification process for aspiring Paralympians. This was to be investigated.</p> <p><u>Programme for Rolling Reviews</u></p> <p>MW raised the suggestion that the Board have a short meeting following its face-to-face meetings to review the performance of the CEO, Executives and Chair. The review of the CEO would comprise of a closed meeting of the Board only, the Executive to include the CEO with the Board in the meeting and for the review of the Chair, the Senior INED (MJ) would lead the closed meeting with the remainder of the Board, with the Chair not in attendance.</p> <p>The Board agreed to the proposal and the reviews would be arranged for the face-to-face meetings in 2022.</p> <p><u>National Equine Show</u></p>	<p>JT/LB</p> <p>LJ</p> <p>JT</p> <p>MW/LJ</p>

	<p>JE advised that BEF had been approached by Racoon Events to be a partner in a new equine retail showcase to be held at the NEC in March 2023. BETA had also been approached and were in conversation with the event company. It was noted that Racoon events run other successful outdoor sport and activity shows at the venue. Alongside the retail show, educational talks are held where BEF could raise matters affecting the equestrian sector, such as sustainability and equine welfare/social licence.</p> <p>It was suggested that the individual disciplines may want the opportunity to be involved.</p> <p>The Board approved the continuation of conversations with the event company to determine if the BEF should become a partner in the annual event. JE to keep the Board updated.</p>	JE
13/22	<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"> • 4 April 2022, Equestrian House <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <ul style="list-style-type: none"> • 7 April 2022, Equestrian House and hybrid meeting 	

Chair

Malcolm White