

**MINUTES OF THE MEETING
OF THE BRITISH EQUESTRIAN FEDERATION
BOARD OF DIRECTORS
HELD ON THURSDAY 4TH AUGUST 2022
AT 11.00 AM AT EQUESTRIAN HOUSE
AND VIA TEAMS**

Chair: Malcolm Wharton CBE (MW)
Mark Jeffreys (MJ)
John Troiano (JT)
Lise-Lotte Olsen (LO)
Christine Blackford (CB)
Alison Rankin Frost (ARF)
Jess Cook (JC)
Roly Owers (RO)
Quintin Cornforth (QC)

Virtual: Claire Williams (CW)
Alison Wallace (AW)
Therese Miller (TM)

In Attendance:	Jim Eyre (JE)	Chief Executive
	Lynne Bailey (LB)	Head of Integrity
	Mandana Mehran Pour (MMP)	Head of Participation
	Russell MacKechnie-Guire ((RM)	WCP Performance Analyst
	Lucy Jones (LJ)	PA to the Chair and CEO (Minutes)
Virtual:	Helen Nicholls (HN)	Performance Director
	Chris Smith (CS)	Chair, BEF Council

Apologies: None

		Action by
55/22	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the Board meeting, confirming there were no apologies and that the meeting was quorate.</p>	
56/22	<p>Declarations of Interest, Gifts and Hospitality</p> <p>TM advised that she had been approached by Blenheim Horse Trials Committee regarding a programme being run at this year's event for Ebony Horse Club. TM had advised the Committee that the programme would fit under the BEF Participation projects and facilitated an introduction to MMP and David Hamer. TM advised that she was stepping away to leave it to the BEF team to take forward.</p>	

	The Board were advised that all conflicts would be added to the new board portal.	
57/22	<p>2022 Operational Plan</p> <p>JE advised that there had only been a few minor changes to the operational plan since the previous meeting.</p> <p>The following two points were noted and would be addressed:</p> <ol style="list-style-type: none"> 1. The reference to Paris should be updated to LA, where discussing influence around the Games format 2. The colouring of 1.2 should be amber, not green as currently as the digital resource is not currently available for these KPIs 	
58/22	<p>Strategic Objective: Participation</p> <p><u>The health of riding establishments</u></p> <p>MMP referred the Board to the presentation circulated in the papers for the meeting on the results of the capacity survey. MMP advised that the questions that had been included in the survey were specific to those premises that had covered arenas. What the results show was that it was not simply COVID that was affecting the health of riding centres, but much wider issues.</p> <p>The Board agreed that the work undertaken was of value and the response rate of 25% incredibly positive. The Board also noted the key issues around both staff and equine recruitment into riding centres. The equine pipeline model in France that encourages out of training thoroughbreds to be retrained for use in riding centres (Beyond the Track – France Galop) was discussed, however, it was noted that the UK population of racehorses was around 1,500 and therefore was not a huge resource. JE advised that he would explore options through Retraining of Racehorses (ROR) with British Eventing and the RDA.</p> <p>It was noted on the staffing side, that prior to COVID, levels of staffing were historically often propped up by child volunteers in riding centres. It was asked if the professionalisation of the workforce or simply COVID had reduced the number of these volunteers, or if the number of professionals working in the industry had decreased.</p> <p>MMP advised that there was a lack of staff in centres and the rise in the National Minimum Wage will also pose a challenge for centres to afford staff. MMP expressed concern over the results of the research for the following reasons:</p> <ol style="list-style-type: none"> 1. Demand for access to riding centres was not being met, with over 70% of centres operating at 75% capacity due to lack of horses and staff. 2. This limits the type of people that will be attracted into the sport and will therefore pose challenges for diversity due to lack of access. 3. Whilst some centres had always operated waiting lists, more are now doing so due to increased demand within local areas where some centres 	JE

	<p>closed down during COVID, people want to return to the sport after a break, or new people are exploring more opportunities post-pandemic.</p> <p>The Board also raised the question as to the next stages for people who have learned to ride at centres. Riders will not continue doing the same lessons indefinitely. Suggestions from the Board included programmes for loaning or sharing horses, as happens in Germany. MMP advised that part of the work from this research was to look at those next steps.</p> <p>CW commented that the survey confirmed the issues that have historically been the case but added the concern that a resolution had not yet been found in the many years during which issues around centres and capacity had been discussed. BETA had previously arranged business courses for riding schools, but there had been mixed uptake. It was mooted that they could add value in the current climate. It was agreed that action needs to be taken to bring about change, so this issue is not still being discussed in another 10 years.</p> <p>QC advised that UKPA have tried to encourage riding centres and others to hire horses for competitions to provide for those who want to continue riding beyond their usual lessons. It was understood that similar offers were available in polo.</p> <p>MMP advised that the proposed actions were outlined in the presentation included in the Board papers but stated that the key need was to complete an audit, starting with the centres that are council licensed, and establish why they are not members or affiliated to one of the Member Bodies and whether they would they consider becoming a member.</p> <p>The Board further discussed the unsustainability of business models of many of the centres and concern was raised as to how the centres could afford to keep horses if they were unable to pay a living wage to staff.</p> <p>It was agreed that the BEF needed to establish what its role would be in response to the capacity survey, for example, lobbying government on licensing standards, business rates, taxes, presentation of green spaces, or to lead on change. However, it was also agreed that BEF needs to have conversations with the Member Bodies prior to undertaking any lobbying to ensure that all were aligned on the issues to address.</p> <p>The Board were asked to feedback any suggestions and ideas on this to MMP.</p> <p>CW stated that it needs to be clear what is considered ‘participation’ in these conversations – whether that is simply getting on a horse, or more that that, such as learning from the ground about horse welfare and care. There are many routes into horse riding.</p> <p>It was agreed that the matter of the health of riding schools should be raised at Council.</p> <p>MMP added that the survey would be undertaken annually to measure progress. The Board asked MMP to report on the feedback and revert to the</p>	<p>ALL</p> <p>MMP</p>
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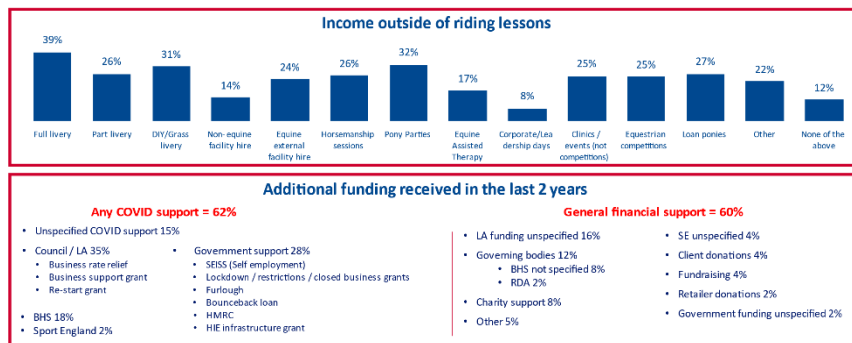
Board with an action plan. JE added that this research would be a valuable resource as Defra and DCMS regularly ask about the health of the industry.

A question was asked as to whether centres received funding from other sources. MMP advised that the full slide deck was available for the Board to review and could be circulated post meeting.

UPDATE:

The below slide shows where centres received funding from sources other than from the Sport England provision.

Centres generate income from a wide variety of sources, primarily livery. Two thirds of centres received COVID funding support



Do you have any other source of income outside of riding/driving lessons? Please select all that apply. n=277
 In addition to the sources of income you mentioned in the last question, have you received any funding support to help your riding centre in the past two years? n=257



Equality, Diversity and Inclusion

MMP advised that the AKD research was in progress, but that it was proving challenging to get people to respond to the survey if they are not involved in equestrianism. MMP stated that the online forums were going well. From the feedback received thus far, it was noted that the negative comments were those that were experienced in the general community and were not equestrian focussed.

The Board held a brief discussion about the ED&I session that had been part of the last meeting. It was agreed that further discussion on this would be held in a closed session over lunch.

59/22

Strategic Objective: Welfare – Horse and Human

The Whyte Review

LB had provided the Board with a summary of the key findings from the Whyte Review, noting the primary concerns that were shared with Gymnastics were issues around the reliance on volunteers as safeguarding officers and training practices. LB advised that the CMG were looking at the review to learn from the experiences of gymnastics.

	<p>A question was asked about how BEF can ensure that best practice is rolled out to the WCP and Member Bodies. LB advised that training is given, but it was an area of concern, particularly around the volunteer workforce. It was also noted that Member Bodies were required to report all issues on MyConcern, but often those case deemed minor were not reported in the way they should have been, and this needed to be addressed. The over-reliance on volunteers was a significant concern and was a matter on which to engage the Member Bodies.</p> <p>TM stated that it was important for BEF and its Board to have appropriate oversight of safeguarding and for BEF to ensure that the wider issues of safeguarding were understood. A plan would be put into place for the Safe to Ride campaign to raise the profile across a wider group.</p> <p>It was agreed that LB would provide a report to the Board categorising current cases and highlighting trends for the Board’s information.</p> <p>The Board flagged that in the CHC reports, there had been reference to inappropriate behaviour not being addressed. This was raised as a potential action to address for safeguarding.</p> <p>It was also noted that any incidents arising in unaffiliated events were also a concern, which could reflect on the rest of the equestrian community.</p> <p><u>Terms of Reference – Safeguarding Champion and Welfare Champion</u></p> <p>Both terms of reference documents were approved by the Board.</p> <p>JC advised that she had spoken with CPSU on what more the BEF Board could do to support on safeguarding. LB to follow up but noted that CPSU had their own challenges as a small team dealing with the fallout from the Whyte Review.</p> <p><u>Concussion Strategy</u></p> <p>JE advised that the advice documents had been drafted and were shared with the Working Group for feedback. The group was due to meet in September to begin work on the education piece to accompany role out of the guidance. JE added that this was taking longer than planned, but progress was being made.</p> <p>A question was asked if welfare checks could be done on human participants prior to events, in the same way horses were subjected to checks. It was agreed that expert advise would be followed on this.</p> <p>JE advised that a ‘concussion hub’ would be added to the BEF website, with a link to the BETA survey.</p> <p>CW advised that there was a research group undertaking work on concussion and the long-term health impacts, but this was ongoing currently.</p>	<p>LB</p> <p>LB</p> <p>LB</p>
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	<p>It was noted that at most events there was not usually a dedicated person or steward to monitor falls or people involved in accidents, who may as a result have concussion. TM added that there was a person responsible at British Eventing competitions but stated that more training was required to ensure the unaffiliated events were also appropriately covered.</p> <p>JE agreed that this would be a long-term programme and that potentially there would be a link with the Riders' Minds charity to promote the need for education and better welfare.</p> <p>It was agreed that the concussion piece was a great area of work. JE advised that BEF had the benefit of some of the work being done by British Horseracing Authority (BHA) to assist in producing the guidance. However, education would be the key across all participants.</p> <p><u>Equine Welfare and Ethics Advisory Group</u></p> <p>JE advised that the EWEAG had held its first meeting, with the terms of reference still to be finalised. The next meeting was due to be in September.</p> <p>JE advised that the Chair of the group was also involved in the FEI Welfare Committee.</p> <p>It was noted that the BHA whip review may be discussed at the next meeting and its implications for equestrianism considered.</p>	
<p>60/22</p>	<p>WCP Presentation on Equine Biomechanics</p> <p><i>Russell MacKechnie-Guire joined the meeting for this item. HN also joined</i></p> <p>RM joined the meeting to provide insight to the Board on the research being undertaken by the World Class Programme to improve performance alongside benefitting horse welfare.</p> <p>Following the presentation, the Board thanked RM for providing a look behind the work of the WCP and asked if there were simple messages that could be translated from the work being done to benefit an amateur rider, particularly around the importance of correctly fitting tack. RM advised that there were items that could be shared from the Scientific Advisory Group (SAG).</p> <p>It was also noted that the good work being done through such research should be promoted, as this contributes towards the discussions around social licence.</p>	
<p>61/22</p>	<p>CEO Report on Operational Matters</p> <p>The CEO Report was taken as read, with the Board invited to ask questions or comments on any of the matters raised therein.</p>	

	<p>On the matter of Member Subscriptions, JE advised that the Council had agreed that there would be no change to the funding formula currently in place, but the Working Group had recommended an indicative figure of 5% increase in contributions. The Olympic Disciplines did not agree with that level of increase in the subscriptions. JE advised that there was a need to be cognisant of the Member Bodies' financial pressures. It was added that an Audit Committee meeting was due to take place prior to the next Council meeting in September and that an indicative budget could be considered in the subscription discussions.</p> <p>The Board discussed the point that, if the Member Bodies wished for the BEF to continue to deliver a high standard of service, it should be adequately resourced, without staff being stretched further and without staff facing a living wage decrease due to economic circumstances.</p> <p>A question was raised as to whether BEFF could contribute towards Co-funding. This was to be considered.</p> <p>JE asked the Board for their thoughts on means to source commercial income. The Board did not have any suggestions at this time.</p> <p>The matter of the Culture Health Checks (CHC) completed with the WCP was raised. It was noted that as a new Performance Director, HN had inherited the current programme. Whilst noting the programme was impressive, there were two issues to be addressed around the CHCs: i) The athletes were not taking the time to fill in the surveys; ii) There were elements in the Para programme that needed to be addressed.</p> <p>The Board were advised that the WCP also completed a Development Needs Analysis (DNA). Results had been positive, with faith in the leadership and overall direction of BEF, but there were improvements to be made around communication and junior management training.</p> <p>JE advised that much time had been spent improving the selection policies ahead of the World Championship selections and that these were now of a good standard. HN was pleased with them and was looking now to see where she could add more value.</p> <p>The discussion moved on to unsanctioned and unaffiliated events. The Board recognised that events not affiliated to a Member Body posed issues for the sector around safeguarding, doping, and equine welfare. There were also issues around protecting the IP of the Member Bodies, such as the use of British Dressage tests by unaffiliated competition organisers who do not have permission to do so. It was noted that the FEI have a limited amount they are able to do without impacting on competition laws. It was agreed that it was imperative to have a clear understanding of procedures of the Olympic Disciplines and the latter have an obligation to inform competitors that they would be competing at unaffiliated events, without the protections afforded to affiliated competitions.</p>	<p>JE/JT</p>
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	<p>It was recognised that there was a challenge with the cost of living crisis to make access to competitions affordable. AW suggested that Member Bodies work together to find more creative pricing to encourage participation.</p> <p>On sustainability, JE advised that the tender was due to be sent out the following week, with the report to be completed by mid-January 2023.</p> <p>MW advised that the Russian candidate who had stepped forwards for nomination as an athlete representative at FEI had stepped aside and would no longer be standing for election. It was noted that the IOC had banned Russian athletes from all sports but had not suspended the National Federation.</p> <p>MW advised that he would be having conversations on the Nations Cup format at Herning with FEI and also would put forward the case for the Equine Fitters Council to participate in the FEI committee set up for this.</p> <p>TM said that on the matter of equestrian participation in the Olympics and Paralympics, all National Federations should be working to lobby on behalf of the sport, not just BEF. Ideally, the FEI should be leading on a communications programme to show the value of the sport. It was agreed that TM/MW/JE would meet again after Herning.</p> <p>HN joined the meeting for a brief period to advise the Board that the teams were on route to Herning for the World Championships, with the dressage already on site and training for the day. MW sent his best wishes on behalf of the Board to the WCP and teams.</p>	<p>TM/MW /JE</p>
<p>62/22</p>	<p>Nominations and Remuneration Committee Report</p> <p>AW (NRC Chair) reported back on the meeting held on 2 August, advising that much of the content was confidential, however, a key aspect of the discussion was to finalise the Remuneration Policy. A few changes needed to be made before the policy is provided to the Board for final approval. The aim of the policy is to ensure that employees are benchmarked for market rate, but with some flexibility.</p> <p>It was also noted that the cost of living impact was included in LB's comments in the CEO Report, with options for addressing this outlined for the Board's consideration.</p>	
<p>63/22</p>	<p>Report on standing agenda items (where applicable)</p> <p>There was nothing to report for this item and the minutes were taken as read.</p>	
<p>64/22</p>	<p>Review of minutes and actions from the Board Meeting held 23 June 2022</p> <p>The Board approved the previous minutes as an accurate record of the meeting.</p>	

65/22	<p>Review of the actions arising from previous meetings</p> <p>MW noted that the actions needed to be further reviewed, as more should be in amber than in green, as currently. This would be addressed with the actions from this meeting added.</p> <p>A discussion was held on the use of 'urban' in the equestrian and sporting context, as listed under Item 2 – 2022 Operational Plan actions. MMP advised that she had spoken with organisations who use the term and had been advised that, in sport, it was used to describe a demographic. In music, by contrast, it had more negative connotations. Attendees suggested 'inner city' as an alternative, but this did not reflect all urban riding establishments.</p> <p>JC highlighted the need to be aware of social concepts, which could affect the use of language, but confirmed that 'urban' was still used in sport.</p>	JE/LB
66/22	<p>Written Resolutions for matters approved outside of Board Meetings</p> <p>The resolution agreed prior to the meeting was noted.</p>	
67/22	<p>Matters for Information – Minutes from Working Groups and Committees</p> <p>The minutes from the working groups and committees were taken as read.</p>	
68/22	<p>Any other business</p> <p>JE thanked the Board for approving the 2022 FEI Jumping World Championship policy within a short timescale.</p> <p>It was noted that the WCP contract renewals were in process and the Board were advised that the points raised would be put forward to be addressed.</p> <p>The Board were advised that LB/LJ would be in touch with regard to training on the new portal.</p> <p>The Herning hub on the BEF website was to be shared with the Board.</p> <p>The half-year accounts for 2022 would also be circulated following the Audit Committee meeting due to be held on 18th August.</p>	<p>JE/LB</p> <p>LB/LJ</p> <p>LJ</p> <p>LO</p>
69/22	<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"> • 3 October 2022 – British Showjumping National Training Centre • 6 December 2022 (In person or hybrid TBC) <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p>	

	<ul style="list-style-type: none">• 20 September 2022• 1 December 2022	
70/22	Board Closed Session The Board held a closed session over lunch.	

Chair



Malcolm White