

**Minutes of the Meeting**  
**of the British Equestrian Federation**  
**Board of Directors**  
**held on Tuesday 14 July 2020**  
**at 1030 hrs by way of conference call**

Interim Chair: Malcolm Wharton, CBE (MW)

Directors Present: Julia Biddle (JB)  
 Jess Cook (JC)  
 Mark Jeffreys (MJ)  
 Barry Johnson (BJ)  
 Jane Nixon (JN)  
 Lotte Olsen (LO)  
 Tim Holderness Roddam (THR)  
 Kevan Taylor (KT)  
 Claire Williams (CW)  
 Christine Blackford (CB) (*Joined at Minute 64/20*)

In Attendance: Iain Graham (IG) Interim CEO  
 Lynne Bailey (LB) Head of Integrity & HR  
 Seamus Gillen (SG) ValueAlpha

Apologies: Sarah Broughton (SB)

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<b>59/20</b>	<p>The Interim Chair welcomed everyone to the board meeting.</p> <p>Apologies had been received from Sarah Broughton. Christine Blackford had advised she 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>	
<b>60/20</b>	<p><b>Declarations of Interest</b></p> <p>No conflicts of interest were declared.</p>	
<b>61/20</b>	<p><b>Minutes of the Board Meetings held on 26 May 2020 and 22 June 2020</b></p>	

	<p>The minutes of the Board Meeting held on 26 May 2020 were checked for accuracy and were agreed by the board as a true record of the meeting.</p> <p>The minutes of the Board Meeting held on 22 June 2020 were checked for accuracy. It was noted that Sarah Broughton had been present at the meeting on 22 June. Subject to the Minutes being amended to include SB's attendance the Minutes of 22 June were agreed by the Board as a true record of the meeting.</p>	LB
<b>62/20</b>	<p><b>Matters arising from the Minutes of the Board Meetings held on 22 June 2020</b></p> <p>The Board reviewed the written report on matters arising from the Board Meeting on 22 June 2020 and the following was noted:</p> <p><b>Item 15:</b> Social Licence. BJ reported there was nothing new to add at this stage but he was happy to provide an update at any time. Item 15 should be kept as a pending item on the actions list.</p> <p><b>Item 19:</b> Para Classification. IG confirmed that we are still waiting for a response from British Dressage and RDA. The BEF has worked to provide a more robust system with succession planning for classifiers but costs are an issue. Covid and the financial impact on the relevant MBs is playing a part in getting a response to the issue of costs. This may not be a priority for the MBs at present.</p> <p>It was agreed that due dates for each action point should be included on the action list.</p>	
<b>63/20</b>	<p><b>Management Accounts</b></p> <p><b>Update on Current Financial Position</b></p> <p>KT reported that the work being undertaken to improve the BEF financial systems was ongoing. Steve Jordan (SJ) had inherited systems based on incomplete spreadsheets which was making it very difficult to pull the relevant figures together. The work being undertaken with the assistance of Andie Derry from BS would put the accounts on a more automated footing. Draft management accounts had been circulated just prior to the board meeting which were helpful but had not been compiled in accordance with UK Sport and Sport England policy and KT would therefore be looking to speak to AD, SJ, LB and IG to run through the draft management accounts to ensure that future reports were prepared in accordance with the relevant policies.</p> <p>KT stated that at the moment the BEF were meeting its policy and reserves, and that the balance sheet would not change substantially.</p>	

	<p>There may be changes to account for deferred income. KT also noted that a full year budget and forecast would be helpful.</p> <p>The membership funding figures were queried. ABRS have not paid their April invoice and it was reported that BE have not paid their subscription fees. MW will speak to BE.</p> <p>MW queried the position with regard to the office accommodation lease fees. IG confirmed that BE and BEF had asked for clarification from BHS on the rent and service charges that would be payable over the Covid period and no response had been received as yet. IG to look to get a response from BHS in writing. IG to also query the costs per square foot that the BEF is being charged, renewal of the lease and whether the BEF would be able to quit the premises prior to the lease termination date of 2023 without penalty and free from a dilapidations charge</p> <p>MW queried the sponsorship funds and IG explained that the team suppliers had not been invoiced since the Covid pandemic had started as the BEF had not been able to give them anything during the shutdown period.</p> <p>KT referred to the team supplier account, tabled at Agenda Item 10.1, and confirmed that there was sufficient funding in that account to be able to meet the co-funding responsibilities for this year. However, there will be an issue with co-funding from the Team Supplier account going forwards. KT then went onto explain that income from sponsors has been credited to the Team Supplier Account as and when it is received. The money in that account has accumulated over many years and is now used to draw down appropriate funds to meet the BEF's co-funding obligations under the UK Sport Funding Agreement. There is a current balance on that account of £92,000 and it is planned to release £75,000 over the period in respect of co-funding. KT confirmed that the account had been discussed at the Audit Committee meeting where the question of how the MBs may view that account was discussed.</p> <p>IG advised that the MB view was that the money in the Team Supplier Account was raised on the back of TeamGBR and that was therefore a joint contribution by the ODs. In the event that there are insufficient funds from the Team Supplier account to ensure the co-funding is paid then we would look to the ODs for a contribution.</p> <p>It was agreed that the Audit Committee, IG and the PMG will review fund raising for the BEF, what the existing position is, how the BEF should raise funds and how that fund raising is maintained. A paper should then be presented to the board at the September meeting.</p>	
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	<p><b>Query regarding VAT creditors/debtors</b></p> <p>LB reported that she had been advised that this was down to an invoicing/timing issue. The board requested additional information.</p>	
64/20	<p><b>To receive Updates from CEO</b></p> <p><b>UKS Funding</b></p> <p>IG advised that UK Sport had confirmed that funding was secure through to Tokyo and the BEF therefore has certainty that it will be funded at the current level until then. Work on the UK Sport funding submission is continuing with positive feedback having been received in relation to phases one and two of the submission. For the next cycle it is anticipated that there will be a co-funding requirement of 15% from the MBs. This will be a challenge as the MBs are currently looking to reduce their overheads given the projected reduction in income caused by the pandemic.</p> <p><b>Equality and Diversity</b></p> <p>There will be a focus on equality and diversity from UK Sport and SE going forward. The BEF has done a lot of work in this area and initiatives are already running. LB advised that a recent meeting between David Hamer and the Participation Team had led to further work to try and gather data to analyse the barriers to greater diversity in our sport. CW referred to the BETA survey and the data which may be pulled from there and indicated that the BETA research panel could be asked to assist in further work. CW also commented that whilst the industry does not have a large BAME representation on the riding side it does have a larger representation on the trade side. JC advised the board that the Equality Action Group meeting last year had discussed access to the sport for the BAME and LGBTQ community and one of the outcomes from the meeting had been a proposal to raise this with members at a Council meeting. It was agreed that another meeting of the Equality Action Group should be set up to provide some guidance and advice around appropriate campaigns and that MBs should continue to be encouraged to adopt the equality standards.</p> <p><b>European Championships</b></p> <p>IG advised that Hartpury had been awarded the Eventing Young Rider Championships in 2022. There had been a discussion with the ODs and PMG in relation to putting in a bid for the 2023 championships as this would be the last qualifying opportunity for Dressage and Jumping before Paris. BS and BD do not have any organisers who want to commit to the 2023 championships and they are looking to BE organisers. It is possible that UK Sport will make a contribution to costs</p>	JC/David Butler

	<p>and if they do then the position will be reviewed to see whether a bid for the championships should be made.</p> <p><b>Health and Safety</b></p> <p>There were no issues to report.</p> <p><b>Safeguarding</b></p> <p>The board were advised that a case involving historical allegations of abuse is currently being investigated. T.</p> <p><b>Animal Health Trust</b></p> <p>British Horse Council are working with the Thoroughbred industry. Racing is keen for the industry to step in and help. BJ reported that there is a proposal that the infectious disease work be taken from the Animal Health trust and placed with the universities and they are currently trying to secure that facility.</p> <p><i>Christine Blackford joined the meeting during the CEO update</i></p>	
	<p><b>Short Break 12.00 – 12.10</b></p>	
<p><b>65/20</b></p>	<p><b>Restructure Proposals</b></p> <p>IG confirmed that he had not had any further feedback from MBs since the Council Meeting held on 17 June. A meeting had been held with Sport England where the proposals regarding Horse England had been outlined to the Head of Governance at Sport England. She had expressed some concern over the proposals and challenged whether what was being suggested addressed the issues the BEF had experienced. Sport England felt that the BEF had delivered what they were being asked to do and that it was not the structure of the organisation that was at the root of the problem. It was their (Sport England's) understanding that it was the lack of clarity around roles and responsibilities that was more the problem. Accordingly, they were concerned that the proposals simply added a layer of bureaucracy and potential for greater fragmentation.</p> <p>MW advised that there had been a clear message from UK Sport that they would want to see movement in the structure of the BEF by the time UK Sport were making any decisions regarding funding. MW had spoken to Simon Morton at UK Sport following the feedback from Sport England. Simon Morton agreed that a round table discussion between UK Sport, Sport England and the BEF would be advisable. MW and IG to progress meeting with UK Sport and SE.</p>	<p>IG</p> <p>MW/IG</p>

	<p>MW also reported that IG had suggested a meeting be arranged with RDA, TPC, BHS, BD, BS and BE to discuss the restructure options and obtain their feedback. It was agreed that this should be progressed.</p> <p>IG commented that the BEF has delivered in both strands of the business, participation and performance, and it has consistently delivered. IG was not sure that the structure had caused the difficulties. It was the instability in leadership and changes of people that had been an issue; everything below has continued to work and deliver. The board then went on to discuss the issues and it was felt that service level agreements would help provide clarity around roles and responsibilities; that there needed to be clear lines of communication.</p> <p>Further reports to be provided to the board once the meetings with UK Sport, SE and the MBs had taken place</p>	<p>MW</p> <p>IG</p> <p>MW/IG</p>
<p><b>66/20</b></p>	<p><b>Risk Register</b></p> <p>It was noted that the risk register is difficult to read on the Board Intelligence portal. The risk register should therefore be circulated separately for board meetings.</p> <p>It was confirmed that three additional risks had been added to the register following the last board meeting. The Audit Committee had taken some time to review the risk register. Directors were encouraged to consider what action was being taken to mitigate the risk.</p> <p>To be changed:</p> <ol style="list-style-type: none"> <li>1. All dates on the risk register are to be UK dates</li> <li>2. Risk 1: Impact of coronavirus – add the CEO Group as being a mitigation factor.</li> <li>3. Risk 3: amend mitigation factors to state Relations with MBs and BEF structure to be reviewed to ensure fit for purpose and that future stability is addressed.</li> <li>4. Risk 25: Change in UK sport and SE funding to include BAME targets to be added.</li> </ol>	<p>LB</p> <p>LB</p>
<p><b>67/20</b></p>	<p><b>Report from the Audit Committee</b></p> <p><b>Team Supplier Account</b></p> <p>This was discussed at Minute 63/20.</p> <p><b>Financial Regulations and Procedures Manual</b></p> <p>The wrong version of the manual had been appended to the board papers. It was therefore agreed the correct version would be circulated separately.</p>	

	<p><i>Subsequent Note</i></p> <p><i>The Financial Regulations and Procedures Manual was further updated by LB following confirmation of the new arrangements with regard to the company credit card. The final version will be available for approval by the Board at the board meeting on 14 August 2020.</i></p>	LB
<b>68/20</b>	<p><b>Minutes of Meetings Taken as Read</b></p> <ul style="list-style-type: none"> <li>• Audit Committee Meeting Minutes 24/06/2020</li> <li>• PMG 20/05/2020</li> <li>• PMG 18/06/2020</li> <li>• PMG 06/07/2020</li> <li>• Participation Group Summary</li> </ul>	
<b>69/20</b>	<p><b>Any Other Business</b></p> <p>British Grooms Association Funding Application: It was agreed this would be circulated to the board for review and if appropriate approved.</p>	LB
<b>58/20</b>	<p><b>Dates of BEF Meetings in 2020:</b></p> <p><b>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</b></p> <p><b>It was agreed an additional board meeting would be arranged in August to discuss the restructure proposals.</b></p> <p>Tuesday 29 Sep 2020 – venue tbc</p> <p>Tuesday 24 Nov 2020 – venue tbc</p> <p><b>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</b></p> <p><b>Wednesday 23 Sep 2020 – venue tbc</b></p> <p><b>Wednesday 2 Dec 2020 – BEF EGM – venue tbc</b></p>	

Chair

*Malcolm White*