

**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Tuesday 26th January 2021
at 1030 hrs by way of conference call**

Chair: Malcolm Wharton, CBE (MW)
 Directors Present: Julia Biddle (JB)
 Mark Jeffreys (MJ)
 Barry Johnson (BJ)
 Lotte Olsen (LO)
 Tim Holderness Roddam
 (THR)
 Kevan Taylor (KT)
 Claire Williams (CW)
 Christine Blackford (CB)
 Jess Cook (JC)

In Attendance: Iain Graham (IG) Interim CEO
 Lynne Bailey (LB) Head of Integrity
 Chris Smith (CS) BEF Council Chair
 Lucy Jones (LJ) Minutes

		Action by
1/21	<p>Welcome and Apologies</p> <p>The Interim Chair welcomed everyone to the Board meeting.</p> <p>There were no apologies given for this meeting and the Board Register was confirmed correct.</p>	
2/21	<p>Declarations of Interest, Gifts and Hospitality</p> <p>No gifts or hospitality were declared.</p> <p>BJ advised the Board that he had a conflict of interest in that he knew one of the CEO candidates, well and was listed as a referee.</p>	
3/21	<p>Minutes from the Board Meetings held on 24 November and 4 December 2020</p> <p>Queries were raised about actions from the minutes of the meeting on 24 November, including:</p> <ul style="list-style-type: none"> • Operational Plan to be presented at the January 2021 Board Meeting: to be discussed later in the meeting • Presentations to be given by the WCP staff at Board Meetings: to be arranged with WCP once the February submission has been completed (Item 6 of the Written Report on the Actions from the meeting) 	IG

	<ul style="list-style-type: none"> • The Staff Survey – a full report due for the next meeting • A meeting of the PMG to be arranged in early January: moved to early February given that UK Sport had only recently provided further information for the revised budget submission required by 5th February 2021 <p>KT also enquired if the notes and actions from the Board Away Day would be circulated. LB confirmed they would, but due to workload, these had not yet been finalised for circulation.</p> <p>The Board approved the minutes of the 24th November, following the updates provided. The Board also agreed that the minutes from the 4th December 2020 meeting were an accurate reflection of proceedings and these were also approved.</p> <p>Finally, the Board approved the summary of Written Resolutions passed since the meeting on 4th December 2020.</p>	<p>LB KT/IG LB</p>
4/21	<p>Review of the Written Actions from the Board Meetings held on 24 November and 4 December 2020</p> <ul style="list-style-type: none"> • Item 2 was completed prior to the meeting • For items 5, 6, 13, 15, 18, 20, 24, 25 and 27 there were no updates for this meeting • Items 11, 19 and 22 to be covered later in the agenda • Item 31 was removed as a duplication of item 7 <p>Item 1 – LB to review the BEF articles to establish if Member Bodies could be suspended for non-payment of fees: LB confirmed that Article 10.3 provided for the suspension of the benefits of membership of the BEF. CS agreed with LB’s assessment.</p> <p>Item 3 – World Sight Day to be added to the Inclusion Calendar: <i>UPDATE: It was confirmed with Participation after the meeting that this had been done.</i></p> <p>Item 4 – JC to give a presentation to the Council on the EEG at the March meeting: JC advised that she had also been invited to speak on this at the National Equine Forum being held in March.</p> <p>Item 6 – WCP staff to present to the Board at meetings: Covered in the discussion of the minutes for 24 November 2020.</p> <p>Item 7 – Para Classification: LB updating the summary with current figures to provide to MW. LB had spoken with Anna Hall of the RDA who are supportive of continuing to contribute towards para classification costs, but British Dressage had not yet agreed. MW and IG to meet with Jason Brautigam to discuss.</p>	<p>JC IG MW/IG</p>

<p>Item 8 – FEI GA minutes to be sent to the Board: The link to the minutes was provided to the Board by Jenalynn Ancliff on 19 November 2020.</p>	LB
<p>Item 9 – Culture Walk the Floor Survey: LB to review the actions arising from the report and add to a future Board agenda.</p>	IG
<p>Item 10 – Comms to confirm MW as Chair: To be completed when Winnie Murphy returns from sick leave</p>	
<p>Item 12 – Clarity to be provided around Meriden office option: Charles Britton due to circulate a paper</p>	MW
<p>Item 14 – EGB to be advised of potential for BEF to move offices: BEF staff had been advised that notice has been given, therefore MW to speak with Phil Nunnerley.</p>	
<p>Item 16 – Board to review Associate Member status: It was agreed that the Board would provide direction for a pathway for Member Bodies to move from Associate to full members, if desired. CS suggested that this could be included in the work being undertaken by the Council working party on Member Subscriptions. The BEF Exec to draft a paper with suggestions for a pathway.</p>	IG/LB
<p>Item 21 – Draft SLA: LB advised that a draft had been produced and would be included in the agenda in March.</p>	LB
<p>Item 23 – Adjustment of annual accounts year end: With the new accounts system in place, this is no longer deemed necessary.</p>	LB
<p>Item 26 – Review of BEF fundraising: Funding for Tokyo is in place, however, will not cover additional items, such as testing for COVID should this be required. IG had spoken with THR about BEFF fundraising at major events and it was agreed not to undertake any activity this year, but to look at 2022 to fundraise for Paris. Major event organisers have expressed concern as to how they will run their events this year, or if it will be possible to do so.</p>	
<p>Item 28 – MW to speak with William Fox-Pitt: Sat with Olympic Discipline CEOs and Performance Managers to find athlete representatives to join the PMG at meetings who would also attend Board meetings. It was noted that the voice of an athlete would be of value to feed into the Board from the WCP. MW to pick up with William at the earliest convenience. LJ to forward a copy of the FEI Eventing Committee minutes to MW.</p>	MW
<p>Item 29 – Olympic inclusion: IG advised the Board that COVID was still very much to focus of EEF and FEI. Equestrian’s inclusion in the Olympics is only guaranteed until Paris. The Comms team to obtain the viewing figures from the FEI website. The Board asked about the breadth of countries entering competitors into equestrian events at the Olympics. IG advised</p>	LJ IG

	<p>that there were more individual athletes from a growing number of countries, which meant a reduction in team spaces for established equestrian countries.</p> <p>Item 30 – Independent member of the PMG: RW and IG have not pushed Tom Sawyer from UK Sport on this, as funding needs to be finalised first.</p> <p>Item 35 – Office Accommodation: MW advised the Board that due to an administrative error, notice had not been submitted to BHS on 30 November 2020 as the Board had been previously advised.</p>	MW
5/21	<p>COVID-19 Update and discussion</p> <p>IG summarised the impact of COVID-19 across equestrianism.</p> <p>WCP athletes are training and the WCP staff are continuing to prepare for Tokyo. It was noted that attendance for athletes at international competition will be a challenge, which is being compounded by problems around travel and equine transportation resulting from Brexit.</p> <p>The Member Bodies are experiencing severe impact from COVID-19 and major show and competition organisers are considering whether to hold events, as to do so will cost money.</p> <p>Riding schools and freelance coaches are struggling to obtain financial support through government funding. BEF have signposted members to the different types of grant available, but due to the way the funding is allocated to specific types of business, many are not eligible for the support.</p> <p>It was suggested that the rescue fund for zoos may provide another option for grants.</p> <p>It was noted that BEF was encouraging Member Bodies to work together and to ensure that the same messages were published around COVID-19 guidance, but this has been challenging at times.</p> <p>The Board were advised that only two BEF staff were regularly in the office at Equestrian House, with the building closed on Fridays. The remaining staff continue to work from home, with some making occasional visits to the office when required. The Board was advised that general morale is low among the staff, as it appears to be for the UK as a whole and people are struggling in this lockdown.</p> <p>From a Member Body perspective, IG advised that the staff that have not been furloughed and have continued to work throughout the pandemic, often taking on additional work to cover, are feeling the pressure.</p>	

6/21	<p>Brexit Update and Discussion</p> <p>IG referenced Brexit within the COVID-19 item and the issues around travel but noted that the situation is likely to worsen before appropriate measures are in place to ease the situation.</p> <p>From a trade perspective, CW advised that the costs of containers were increasing considerably and there was mass confusion and uncertainty within the trade sector.</p>	
7/21	<p>Funding Update and Discussion</p> <p>7.1 UK Sport had provided most of the detail around funding for the Paris programme, with a few matters still outstanding prior to the deadline for resubmission of the WC budget on 5 February 2021.</p> <p>The number of athletes to be funded for the Paris cycle would be 36 – down from 48 in the Tokyo cycle. To enable more athletes to be supported, the WCP were looking at alternative means of providing training to those not fully funded. The WCP will work with the Olympic Disciplines to provide opportunities to athletes.</p> <p>It was noted that potential savings would be realised if international competition is unable to take place during the next year due to the pandemic.</p> <p>7.2 Contact details for the Member Bodies were being provided to CS to enable the Council Working Group to begin the review of Member Subscriptions. <i>UPDATE: This action is completed</i></p> <p>7.3 A template SLA has been drawn up and was to be circulated to the Board for feedback. The SLA is based on the roles and responsibilities agreed with Member Bodies in 2018 and also includes BEF responsibilities, with the potential to include the Code of Conduct. LB to meet with MW/KT and IG to discuss the initial draft and send the draft to CS. <i>UPDATE: Draft SLA sent to CS by LB.</i></p> <p>The Board noted the importance of including the BEF strategy in the SLA and in linking the SLA to the work being undertaken by the Council Working Group.</p>	<p>IG</p> <p>LB</p>
7/21	<p>Member Body Collaboration Project Update</p> <p>MW offered his thanks to the Nominated Directors who attended the Meriden visit on 21st January 2021.</p> <p>The Board were advised that two papers were considered by the meeting attendees (the Olympic Discipline Chairs and the Nominated Directors). One paper presented the option for a collaborative administration company with shared comms, finance, HR and commercial resource. The second paper presented the option for a</p>	

	<p>different structure to the BEF and this paper was not progressed. The first paper, drafted by Fiona O'Hara Chair of British Eventing, was the option put forward for further discussion and FOH was to circulate an amended paper with further detail around the shared functions, also to be provided to the BEF Board for consideration. MW to speak with FOH on when the paper may be available.</p> <p>The Board discussed the variance in financial stability of the participants as a potential challenge for future collaboration.</p> <p><u>Office Location:</u></p> <p>The options for a BEF office move were discussed by the Board.</p> <p>It was noted that in the short-term to provide both BEF and BE space with some wall separation within the current space occupied by BS would be challenging, however, BEF could be accommodated with a wall if BE were not to move. It was agreed to look at all options for the short-term, with a view to BEF and BE taking part of the first-floor space from April 2023, subject to cost. The Board also noted that the first-floor space may accommodate other Member Bodies if they wished to share a location from 2023.</p> <p>The Board were advised that space was available at another property at Meriden, however, MW had obtained the costs for the building which were high, with no negotiation possible. The Board were also advised that remaining at BHS in the short-term would also be considered, with the potential to share a smaller space with BE and thereby reduce cost. Discussion would be arranged with the BHS CEO on this.</p> <p>It was agreed that a paper outlining the accommodation options, costs and viability would be prepared for the Board to consider.</p> <p>Regarding the current lease with BHS, the Board voted in favour of terminating the agreement, to be served before 31st January 2021.</p> <p><i>UPDATE: Notice was served on Friday 29 January 2021 and receipt was acknowledged by James Hick</i></p>	<p>MW</p> <p>MW/LB</p> <p>MW</p> <p>MW/IG</p>
<p>9/21</p>	<p>Strategy Implementation and Operational Plans 2021</p> <p>The Board were advised that work is progressing on the operational plan, to be shared at the next meeting.</p>	<p>IG/LB</p>
<p>10/21</p>	<p>Audit Committee Report</p> <p>10.1&2 KT presented the Audit Committee report, providing a summary of the Management Accounts for November 2020 and the draft Accounts for December 2020.</p> <p>The Board noted that the accounts presented a surplus of £157k at the end of November. It was acknowledged that this was an unusual position resulting from a challenging year where little</p>	

	<p>sporting activity has been able to take place and therefore planned expenditure on competition had not been realised.</p> <p>On the draft accounts for December, the Board were advised that there were a small number of accruals to be made in the draft accounts and for the figures to be finalised, with a few queries raised during the Audit Committee meeting to be addressed.</p> <p>The Board acknowledged that the potential surplus for the end of the accounts period in December 2021 of approximately £176k may be a matter of concern to Member Bodies, given the financial struggle many are experiencing due to the pandemic. It was agreed that explanation would be required for the benefit of the Member Bodies.</p> <p>10.3 The Board were advised that UK Sport were due to provide further clarity around the funding figures which meant that the budget was not finalised for the Board's approval. The WCP budget submission to UK Sport was due to be submitted by Friday 5th February 2021, by which point UK Sport should have provided the required clarification on funding.</p> <p>It was also noted that the cost of accommodation beyond the current lease agreement were unknown, but it was hoped there would be more clarity on this by the end of February.</p> <p>It was also noted the budget would need to reflect the start date of the CEO when appointed.</p> <p>The Board were asked to approve the appointment of an Integrity Manager on a 12-month contract to support the Head of Integrity. This was unanimously approved.</p> <p>10.4 IG provided a brief overview of the updates to the Risk Register since the last Board meeting.</p> <p>Item 7 – Welfare case on a Member Body: The mitigation and actions were updated following the Audit Committee meeting on 18 January</p> <p>Item 10 – Brexit: The wording was corrected from 'No deal Brexit'</p> <p>Item 11 – FEI Income: The Board were advised that BEF were reviewing fees for charges on passports, due to negative changes in the Swiss exchange rate since Brexit meant that the BEF were providing the service at times at a loss</p> <p>Items 13 and 14 – Implication of cancellation/postponement of Tokyo: IG advised the Board that at a call held by the BOA prior to the Board meeting, it was confirmed that Tokyo would be going ahead, but how it would operate, i.e. if any spectators would be permitted, was still to be confirmed, likely in May or June 2021.</p>	
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	<p>It was requested that a line be added into the Risk Register for the potential of an event happening in the equestrian world, of which the BEF were not aware, resulting in negative publicity for the sport.</p>	IG
11/21	<p>Nomination Committee Report</p> <p>11.1 The Board were in receipt of the documentation required for the CEO panel interviews taking place on 27th January 2021.</p> <p>11.2 The Board were advised that the Nominations Committee were meeting with Quintin Cornforth on 4 February to discuss his application for Elected Director.</p> <p>11.3 The INED pack to be sent out shortly to advertise the available positions.</p> <p>11.4 It was agreed the Board Terms of Reference and associated documents would be deferred to the next Board meeting. The Board asked for LB to circulate the appendices in Word for ease of reading.</p>	<p>LB</p> <p>LB</p>
12/21	<p>CEO Report on Operational Matters</p> <p>WCP and Tokyo were covered under earlier agenda item headings. There were no further updates.</p>	
13/21	<p>Participation Update</p> <p>The report provided for the meeting was taken as read and there were no further questions from attendees.</p> <p>The Board requested that job titles be included with names on the report authors, for its assistance.</p> <p>JC advised the Board that she had been invited to present at the National Equine Forum on the work the Equality Action Group (EAG) were undertaking.</p>	LB
14/21	<p>Integrity and HR Matters</p> <p>14.1 The Board were advised that the interview panel had met with 5 candidates for the Head of Participation role. LB is to follow the formal interviews with informal discussions with the candidates prior to the panel making an appointment</p> <p>14.2 On Health and Safety, the Board were advised that the Health and Safety Policy was being reviewed and updated by Kingsley Napley and new Risk Assessment forms to be completed in due course</p> <p>14.3</p>	LB

		LB
15/21	<p>Equine Infectious Diseases Advisory Group</p> <p>The EIDAG had not met since the previous Board meeting, therefore there were no updates to be provided. However, it was discussed as to whether Jane Nixon would continue to represent the BEF at international level in this area. MW and IG to speak with JN.</p>	MW/IG
16/21	<p>Policy Approvals</p> <p>The Board discussed the updates to the Financial Regulations and Procedures Manual but were advised some further updates were required.</p> <p>It was agreed that the document would be updated and circulated for approval by written resolution.</p>	LB
17/21	<p>Matters for Information</p> <p>There were no further comments on the Audit Committee minutes, as all pertinent matters had been covered within the Audit Committee Report.</p> <p>On the minutes of the England Participation Development Management Group, the Chair offered his commendation to JB for chairing the new group and the work done thus far.</p>	
18/21	<p>Any Other Business</p> <p>There were no other matters raised for discussion.</p>	
19/21	<p>Dates of BEF Meetings in 2021:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <p>Tuesday 23rd March 2021</p> <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <p>Tuesday 30th March 2021</p>	

Chair

Malcolm White