

**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Tuesday 23rd March 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)
 Quintin Cornforth (QC)

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

		Action by
20/21	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the Board meeting, particularly QC, who was attending his first meeting as a Director and JE as incoming CEO.</p> <p>MW also offered a vote of thanks to IG on behalf of himself and the Board for IG's amazing work as Interim CEO.</p> <p>MW also offered congratulations to CW for receiving the Colin Spedding Award for her work during the pandemic.</p> <p>There were no apologies given for this meeting and the Board Register was confirmed correct.</p>	
21/21	<p>Declarations of Interest, Gifts and Hospitality</p> <p>No gifts or hospitality were declared.</p>	
22/21	<p>Minutes from the Board Meetings held on 26 January 2021:</p> <p>The Board approved the minutes of the previous meeting, subject to the following changes:</p>	

	<ul style="list-style-type: none"> Page 6 – The minutes to be updated to note that the second paper was not progressed on BEF structure. <p>It was asked that the Board be advised if the minutes have been circulated prior to initial review by the Chair.</p>	LJ
23/21	<p>Review of the Written Actions from the Board Meetings held on 26</p> <p>Item 1 – Board Away Day Actions: included in the pack</p> <p>Item 2 – FOH to provide a timescale on delivery of her paper: JE to speak with FOH.</p> <p>Item 3 – Draft operational plan: included in the pack</p> <p>Item 4 – H&S Policy to be provided to the Board when completed: noted and to be moved to amber</p> <p>Item 6 – MW and IG to speak with Jane Nixon: Jane Nixon has confirmed she will continue to represent BEF on equine welfare</p> <p>Item 7 – Para Classification Update is as per the action notes. Planning for hubs in 2021 has started, so will prompt British Dressage to engage in conversation</p> <p>Item 8 – Associate Members: as per the current action</p> <p>Item 9 – Culture Walk the Floor Survey: to be reviewed in May</p> <p>Item 10 – MW to speak with Phil Nunnerley regarding the office move: discussion on hold until after this Board meeting</p> <p>Item 11 – Comms to be drafted for the office move: awaiting Board decision</p> <p>Item 12 – Annual Bonus Review: included in the pack</p> <p>Item 13 – Updating of HR policies: ongoing</p> <p>Item 14 – EEG Projects: as per the current action</p> <p>Item 15 - JC presenting to the Council on the EEG: JC presenting on 30 March</p> <p>Item 16 – Review and approval of 2021 budget: included in the pack</p> <p>Item 17 – Review of overhead costs: included in the budget review</p> <p>Item 18 – Board pack circulation SharePoint can be ‘clunky’ and abbreviates papers to a unique number rather than a file name</p>	<p>JE</p> <p>LB</p> <p>JE/LB</p> <p>ALL</p> <p>MW</p> <p>JC</p>

	<p>Item 19 – Employee benefits benchmarking: target date July 2021</p> <p>Item 20 – MW to speak with William Fox-Pitt: to be addressed later in 2021</p> <p>Item 21 – Olympic Inclusion JE/RW/IG met with Tim Haddaway on 19th March. TH suggested to IG to reignite efforts with the FEI around Olympic formats to drive action on this</p> <p>Item 22 – Additional attendees of WCPMG meetings Name to be corrected to Tom Sawyer and it was confirmed Tom and Gordon Burton would be joining the WCPMG.</p> <p>Item 23 – Retirement presentation for Maggie Moreton Jane Nixon to be added</p> <p>MW advised the Board that IG would continue to oversee the Olympics and Paralympics and will hold the title ‘Secretary General’ until after the Paralympics. JE to attend the 2021 Europeans.</p> <p>KT asked for the Board to offer thanks to IG and the British Showjumping Board for providing IG’s services to oversee the WCP until post-Tokyo without charge to the BEF. MW to write to the BS Board and Chair.</p>	<p>LB</p> <p>MW</p> <p>IG/JE</p> <p>LJ</p> <p>LJ</p> <p>MW</p>
24/21	<p>Office Accommodation</p> <p>MW presented the paper found at Appendix E1-5 for the Board’s consideration. The following points were noted:</p> <ul style="list-style-type: none"> • It was going to be difficult for all Board Members to participate in visits to proposed accommodation and therefore the Board should accept the recommendations of the BEF representatives who have undertaken to view properties • It was noted that the Board were being asked to decide about the next two years, with a plan for 2023 onwards, but without a guarantee that the long-term plan for Meriden would be viable • The Board acknowledged that there was potential for the two year arrangement at BHS to go beyond that period, should the Meriden plan not be achieved in that time <p>MW stated that BS had been more than generous to offer Meriden both in the short-term and long-term, adding that it was imperative that BEF and BE made a commitment to BS for 2023. He advised the Board that Meriden was not considered the correct move in the short-term, as the proposed area within the BS office was small, meaning it would be difficult for 12 staff to be in using the space and BS would need to build a new CEO office themselves for use during the two year share, adding to costs.</p>	

	<p>The Board discussed the merits of standard or bespoke SLAs requiring an overarching framework and also considered whether smaller Member Bodies required an SLA.</p> <p>JC stated that the items referring to Governance in the SLA should include EDI.</p> <p>CS suggested circulating Section 4 to all Member Bodies rather than the full SLA document in order to begin conversations and obtain the Member Bodies' agreement. The draft SLA also to be shared with the Council working group.</p>	
26/21	<p>Board Away Day</p> <p><u>Item 7.1 Board Evaluation Report 2020</u></p> <p>LB provided the Board with a summary of the external evaluation undertaken. LB advised that no decisions were required, but there were actions arising out of the evaluation to be addressed and that the Nominations Committee would be required to lead.</p> <p>KT thanked LB for composing the report.</p> <p>The Board were provided with a copy of the Board Work Plan, which outlined the planned work schedule for 2021. The policy and procedure reviews and Terms of Reference Reviews are to be added into the schedule.</p> <p>The Board also discussed the upcoming Board evaluation. It was agreed that this would take place in April, with the Board Members to be provided with evaluation forms to complete ahead of their one to one meeting with MW. KT will undertake MW's evaluation at the same time.</p>	<p>LB</p> <p>LB</p> <p>ALL</p>
27/21	<p>Member Body Collaboration Project Update</p> <p>JE to speak with Fiona O'Hara, Chair of British Eventing, on the paper she was drafting for the collaboration project.</p>	<p>JE</p>
28/21	<p>Strategy Implementation and Operational Plans 2021</p> <p>The Board were asked to consider the operational plan tool as a means to measure progress of the strategic plan and to provide feedback.</p> <p>It was noted that the document was difficult to read and the key for the table needs to be circulated.</p> <p>CS posed the question as to whether the different parts of the table could tie into the SLAs and across the work with the Member Bodies.</p> <p>JC requested that the language in the board pack be made EDI compliant.</p>	<p>JE/LB</p> <p>JE/LB</p>
29/21	<p>WCP Staff Presentation</p>	

	<p>Ashleigh Wallace, Lead Human Physio and Athlete Health, presented to the Board, providing an outline of her role, the structure of the team she leads and the work they are undertaking to prepare the team for Tokyo.</p> <p>Ash spoke of the four pillars fundamental to the programme: Governance, Communication, Education and Provision. Notably, Ash placed emphasis on the protocols and standardisation introduced across the programme and the details notes that are kept for the benefit of tracking each individual and to provide details to UK Sport.</p> <p>Ash described how the HSSM teamwork with the ESSM team to take a look at the whole – rider and horse performing together – to make better decisions and to impact on performance. The programme has also moved from being reactive to proactive in its engagement with riders.</p> <p>Ash also outlined the Performing Well programme that had been launched to support rider mental health.</p> <p>Extensive work has been undertaken to prepare riders for conditions in Tokyo, and also to prepare their support staff, to ensure the team are in the best possible condition to deliver.</p>	
30/21	<p>Audit Committee Report</p> <p>KT presented the Audit Committee Report,</p> <p>The Board unanimously approved the 2021 Budget at a Surplus of £10k.</p> <p><u>Item 11.4 – Risk Register</u></p> <p>IG presented the Risk Register updates.</p> <p>Item 1 – Impact of COVID-19 IG advised that equestrianism was easing out of lockdown, with the Scottish also now able to be up and running within restrictions. IG advised the Board that Defra had removed covered arenas from the list of outdoor facilities that could be used from 29 March – BEF were challenging Defra on this.</p> <p>Item 2 – BEF Health Declines IG advised that steps had been put in place to secure the health of the BEF and IG and JE would be having a handover period for continuation.</p> <p>Item 5 – Safeguarding It was noted that the current case was ongoing.</p> <p>Item 15 – BEF does not achieve its reserves It was suggested that this item should drop in risk, but to be agreed by the Audit Committee.</p> <p>Item 16 – Potential loss of staff</p>	

	<p>The Board raised a concern as to how the BEF's programme, in particular the WCP, could continue to be driven forward when there was uncertainty in funding.</p> <p>Item 23 – BEF unable to secure a headline sponsor It was noted that this sits with the WCPMG and that the ODs are working with BEF to find ways to meet funding targets.</p> <p>Item 28 – Potential for a major event happening To include in the mitigation the need to use sector networks to ensure that the BEF are kept aware of what is happening in the industry.</p> <p>Item 40 – Incidence of Fraud To be linked to the Anti-Bribery and Fraud policy</p>	
32/21	<p>Nomination Committee Report</p> <p>Discussion was held on wording in the reviewed Board Terms of Reference and Board of Director Terms of Reference.</p> <p>It was agreed that the Board Members would review the documentation and send to LB via email their comments, for the documents to be approved by written resolution. The Board also to provide feedback on the Board Skills Matrix.</p> <p>LB to highlight in the documents the suggested amendments for ease of review.</p>	<p>ALL</p> <p>LB</p>
32/21	<p>CEO Report on Operational Matters</p> <p>IG presented the CEO report, which was taken as read, with the below points discussed.</p> <p><u>Item 13.2 - Brexit</u></p> <p>IG advised the Board that the lack of competition in Europe due to EHV1 was helping the situation at Calais, but horses were still stuck in Spain from the Sunshine Tour due to Defra not wishing to do the derogation.</p> <p><u>Item 13.3 – Team Supplier Contracts</u></p> <p>Confidence from team suppliers to renew for the Paris cycle showed the forward steps taken since the unrest caused in 2017 and the uplift was assisting towards the co-funding element of the Paris funding.</p> <p><u>Item 13.4 – WCP and Tokyo</u></p> <p>IG noted his thanks to the WCP team and advised that a strong team was in place to take the programme forward. MW to recognise the team formally via letter.</p> <p>IG confirmed the recent announcement that no international spectators would be permitted to attend the Olympic Games. BEF are awaiting news from the BOA and BPA as to how this affects the accredited</p>	

	<p>personnel and riders' families, with the possibility the decision could impact on the Owners hoping to travel.</p> <p>It was also noted that the lack of international competition and the COVID impact on home events was presenting a lack of opportunity for selection.</p> <p>IG advised that EHV1 may also have a further impact, although the UK had not been affected in the same way as the continent due to the protocols put in place following the outbreak in Spain. IG further advised the Board that the FEI veterinary group are concerned about the West Nile Virus becoming more widespread.</p> <p><u>Item 13.5 – HHSG</u></p> <p>IG to speak with JE on this group and views to be fed back from the Board.</p>	
33/21	<p>Participation Update</p> <p>The Workforce Strategy document was produced by David Padgen, Participation Officer and was presented by LB at the meeting.</p> <p>The Board noted that it was an important piece of work, with huge potential to bring the professional aspects of the sport and the Member Bodies together to achieve a common goal.</p> <p>The Board were supportive of the proposal and provided its approval to take the project forward, noting the following:</p> <ul style="list-style-type: none"> • Equestrian Sport needs to be changed to 'equestrianism' to ensure it is inclusive • Member Bodies should be asked for their input as soon as possible. LB advised that DP was keen to do this and to take a very collaborative approach. • The Board will appoint one of its members to chair the project, but the appointment would be made once the INED recruitment was completed. 	<p>DP</p> <p>LB</p> <p>MW/LB</p>
34/21	<p>Integrity and HR Matters</p> <p>LB presented the report, advising that at the Safeguarding Action Team meeting, the MOU with the Member Bodies had been reviewed and will be reviewed again internally.</p> <p><u>Item 15.6 – Staff Survey Report</u></p> <p>LB presented the report from the staff survey 2020, noting that some of the feedback from the staff was being addressed via the UK Sport Walk the Floor report.</p> <p>It was mooted that the staff should form a working group to put forward ideas as to what support they require from line managers, however, it was agreed that JE will take a view once he has had chance to meet and speak with staff individually.</p>	<p>LB/CB /QC</p>

35/21	<p>Equine Infectious Diseases Advisory Group</p> <p>The report provided for the meeting was taken as read.</p>	
36/21	<p>Policy Approvals</p> <p><u>Item 17.1 – 2021 Rule Book</u></p> <p>LB advised the Board that there were some minor amendments to the Rule Book from the 2020 version and a big piece of work was done on the Anti-Doping Rules in compliance with WADA and the FEI Rules.</p> <p>The Board unanimously approved the amendments for the 2021 Rule Book.</p> <p><u>Item 17.2 – BEFAR Stewards</u></p> <p>The Board were asked to approve the appointment of the two British Dressage Nominations to join the BEFAR Stewards Panel. This was unanimously agreed.</p> <p>The Board also confirmed that Chris Smith would remain on the Stewards list, as his position as Chair of Council did not pose a conflict of interest.</p> <p>Finally, the Board approved the BEFAR Stewards for 2021.</p> <p><u>Item 17.3 - British Showjumping Agreement</u></p> <p>The Board were asked to approve the agreement between BEF and BS for BS to continue to provide support to BEF's Finance Team. The Board were advised that Stephen Jordan did not require the administration support provided for under the previous agreement and this has been removed from the current one. A new software package was also being investigated to remove some of the manual admin processes.</p> <p>The Board approved the agreement, which was to be signed and sent to Iain Graham for his signature.</p>	MW
37/21	<p>Matters for Information</p> <p>KT advised the Board that the Audit Committee minutes included in the Board pack had been subsequently updated, therefore these were not the final version.</p> <p>On the EEG minutes, JC advised attendees that she had met with Rose Grissell of the British Horseracing Authority (BHA) with the BEF Participation Team to discuss moving forward with projects arising from the EEG. The group were looking at a method for reporting abuse and discrimination. It was noted that such a tool would have potential use across the Member Bodies. JC advised that she would be discussing EDI at the next Council meeting and the presentation delivered at the National Equine Forum 2021 would be circulated for all to view. LB/JC to speak about the potential for a reporting tool.</p>	LB/JC

	<p>JB advised that the EPDMG would be meeting again once the new Head of Participation had started in the role, but that JB was speaking with the Participation Team in the interim.</p> <p>IG advised that the International Influence group was due to meet soon.</p>	
38/21	<p>Any Other Business</p> <p>There were no other matters raised for discussion.</p> <p>MW thanked all attendees for their time and input.</p>	
39/21	<p>Dates of BEF Meetings in 2021:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <p>Wednesday 26th May 2021</p> <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <p>Tuesday 29th June 2021</p>	

Chair

Malcolm White