

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

Chair: Malcolm Wharton, CBE (MW)
 Directors Present: Mark Jeffreys (MJ)
 Barry Johnson (BJ)
 Lotte Olsen (LO)
 Quintin Cornforth
 (QC)
 Kevan Taylor (KT)
 Claire Williams (CW)
 Christine Blackford (CB)
 Jess Cook (JC)
 John Troiano (JT)
 Alison Wallace (AW)

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

		Action by
40/21	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the Board meeting, particularly AW and JT who were attending their first meeting.</p> <p>MW also welcomed MMP as the BEF's new Head of Participation to the meeting.</p> <p>The Chair requested that thanks on behalf of himself and the Board of the BEF were recorded for Julia Biddle for her contribution to the work of the Board.</p> <p>MW expressed his sorrow on the passing of Tim Holderness-Roddam, noting his thanks and admiration on behalf of the Board for THR's outstanding contribution to equestrian sport, in particular to the BEF Board, Eventing and BEFF. Sincere condolences were offered to THR's family.</p> <p>Finally, MW gave thanks to KT who was attending his last meeting as a Director of the Board. MW expressed his gratitude to KT for his support, not only to the Chair, but the Board as a whole and to the BEF</p>	

	<p>staff. KT returned the thanks to MW, stating it had been an enjoyable challenge and wished the Board well.</p> <p>There were no apologies given for this meeting and the Board Register was confirmed correct.</p>	
41/21	<p>Declarations of Interest, Gifts and Hospitality</p> <p>No interests, gifts or hospitality were declared.</p>	
42/21	<p>Minutes from the Board Meetings held on 23 March 2021:</p> <p>The Board approved the minutes of the previous meeting, subject to the following changes:</p> <ul style="list-style-type: none"> • KT and LO advised that amends to the minutes had been provided to LJ just before the meeting. • To add Paralympics to where the Olympics are referenced in the minutes • Add QC to the list of attendees 	<p>LJ</p> <p>LJ</p> <p>LJ</p>
43/21	<p>Review of the Written Actions from the Board Meetings held on 23 March 2021:</p> <p>Item 1 – SLA and Subscription Working Group: The working group had met on 12 May. It was agreed at that meeting that the subscription work needs to be progressed alongside the SLAs. JE advised that Stephen Jordan (BEF Finance) was undertaking an analysis of costs to include in the SLAs and that potential the BEF will seek to outsource some of the work on the SLAs themselves to enable the project to be progressed.</p> <p>Item 2 – Draft SLAs to be circulated: This item to be included with the above in future actions.</p> <p>Item 3 – MW/JE to meet with the ODs on Meriden: Will be taken forward in due course (post-COVID). MW has spoken with the chairs of both BS and BE to advise that work on this is to be progressed in due course. JE to speak with FOH to work on the collaboration paper.</p> <p>Item 4 - Policy and Procedure and ToR review timescales to be populated into Board work plan: Deadline July 2021</p> <p>Item 5 – Format of the operational plan to be reviewed: JE advised that he is currently reviewing the plan and that he will have for the Board’s next meeting a plan on targets and deliverables.</p> <p>Item 6 – Language in the Board Packs to be EDI compliant: Ongoing</p> <p>Item 7 – LB to brief SJ on the Bad and Doubtful Debts Policy: Completed</p>	<p>LB</p> <p>JE</p> <p>LB</p> <p>JE</p>

<p>Item 8 – Executive to provide recommendation on the use of the deferred income: July 2021</p>	JE/LB
<p>Item 9 - Board to provide comments on Board ToRs and matrix to Lynne via email: July 2021</p>	ALL
<p>Item 10 - Nominations Committee to lead on actions arising from 2020 Board Evaluation report: July 2021</p>	LB
<p>Item 11 – CW to provide background to Horseware ownership: Completed</p>	
<p>Item 12 - IG to speak with JE on the HHSG: JE to follow up with IG</p>	JE
<p>Item 13 - LB/JC to discuss the potential for an EDI reporting tool: It was noted that this will be part of a longer-term piece of work</p>	JC/LB
<p>Item 14 – As per Item 1 and to be incorporated into the narrative on Item 1</p>	LJ
<p>As a side note, MW advised that UK Sport had advised that they were not in favour of Nominated Directors positions on the BEF Board being filled by the Member Body CEOs or Chairs.</p>	
<p>Item 15 – Safeguarding: MW advised he would update the Board in the closed session at the end of the meeting.</p>	MW
<p>Item 16 - H&S Policy and Risk Assessment forms: Work is in progress</p>	LB
<p>Item 17 – Para Classification: Hubs and costs agreed for 2021. Discussions around plans for 2022 to begin mid-May</p>	JE/LB
<p>Item 18 - The Board to review the category of Associate Member Bodies: It was noted that this will be encompassed in the work being done by the Council Working Group on Member Subscriptions. It was agreed that a paper would be produced for the Board to review prior to it going to Council in September.</p>	JE/LB
<p>Item 19 - The Board to consider the feedback from the Culture Walk the Floor survey: JE informed the Board that he and Richard Waygood had met with UK Sport on 24 May and it had been recognised at that meeting that RW had actioned much of the recommendations.</p>	JE/LB
<p>Item 20 – EGB to be advised about BEF’s office move: Completed</p>	
<p>Item 21 - Comms to be drafted for the office move: It was queried as to whether this was now required, as BEF is remaining at the same location.</p>	
<p>Item 23 - LB to update HR policies and processes: On hold</p>	LB
<p>Item 24 - MW and JE to help engage MBs with the EEG projects: To be actioned once the projects are in progress</p>	

	<p>Item 25 - Options for circulation of Board packs to be circulated: Teams was strongly recommended by QC</p> <p>Item 26 - Employee benefits benchmarking exercise to be undertaken: On hold and to be encompassed in Item 22</p> <p>Item 28 - JE to lead on Olympic inclusion with FEI: JE and the Head of Secretariat Jenalynn Ancliff will be attending a course at the FEI in Lausanne in October and will look to build upon the network there. At the meeting with the FEI with MW earlier in May, the FEI had confirmed they believed that equestrian sport would remain an Olympic and Paralympic sport beyond Paris 2024</p> <p>In further discussion around making equestrian sport attractive to a wider audience, BJ offered to introduce JE to the Horse Welfare Board for assistance, as Racing are also keen to develop wider understanding of the social licence of horses in sport. BJ added that Mike Etherington-Smith, who sits on the FEI Eventing Committee, has recently been appointed to the Horse Welfare Board and will be a useful contact across equestrian sport.</p> <p>A question was asked as to whether BEF could either access data around the reach of equestrian sport to determine its participation, or if BEF could produce its own data to support the FEI in putting its case to the IOC for Olympic and Paralympic inclusion of equestrian sport.</p>	<p>LB</p> <p>JE</p> <p>BJ</p> <p>MW/JE/ LB</p>
44/21	<p>Office Accommodation</p> <p>JE advised the Board that planning was going well for the move and that a working group with BE was managing the logistics. Heads of Terms are being produced by the BHS and the move is to be completed by 31 July 2021. The plan is for staff to work in a hybrid fashion.</p>	
45/21	<p>Funding Update and Discussion</p> <p>This was discussed at Item 40/21.</p>	
46/21	<p>Board and Committee Composition</p> <p>MW opened the discussion stating that he did not wish to overload Directors by requiring too much of their time on the Board Sub-Committees. As such, MW proposed to speak with the INEDs outside of the meeting to establish their availability to fill the INED roles on the sub-committees.</p> <p>In the meantime, the following appointments were proposed:</p> <ul style="list-style-type: none"> • MJ to be appointed as Senior INED and WCPMG Chair • CB to be appointed Chair of the EPDMG • LO confirmed to be Chair of the Audit Committee • AW to be appointed Chair of the Remuneration Committee 	<p>MW</p>

	<ul style="list-style-type: none"> • JT to be appointed to the WCPMG <p>The Board unanimously approved the above appointments.</p>	
47/21	<p>Member Body Collaboration Project Update</p> <p>MW advised that he and JE would be meeting with the Chairs and CEOs of the Big 6 to progress this.</p>	MW/JE
48/21	<p>Strategy Implementation and Operational Plans 2021</p> <p>JE advised the Board that the operational plan document that was provided for this meeting was a simplified version and clearer to read than the tracking tool previously provided.</p> <p>Of the seven strategic pillars, a number are in train and progressing well, in particular WCP, Participation and Governance and Integrity.</p> <p>In response to a query from JT on how KPIs were reached, LB advised the Board that, when the strategy was pulled together, consultation was held with the Member Bodies, from which the KPIs were rolled out. It was noted that work is still to be done on the KPIs, but COVID has posed challenges to delivery. CS advised that, when Chair of British Carriage Driving, the BEF had consulted at length on KPIs and these had been to Council to be considered.</p> <p>JE noted that the WCP KPIs are delivered in agreement with the UK Sport targets.</p> <p>MMP advised that the majority of targets in the Participation pillar have been agreed with the Member Bodies, linked to the Sport England projects and developed in the working groups.</p> <p>LO stated that the strategy work needs to sit alongside the SLAs.</p> <p>KT endorsed the comments made by CS and MMP, stating that the strategy needs to be delivered in partnership with the Member Bodies.</p> <p>Further work needs to be done on the operational plan. JE to review ahead of the next meeting.</p>	JE
49/21	<p>Audit Committee Report</p> <p>KT presented the Audit Committee report, beginning with the Draft 2020 Abridged and Full Accounts. KT advised the Board that the Abridged Accounts will be submitted to Companies House in due course.</p> <p>KT advised the Board of the changes to the draft accounts discussed during the Audit Committee meeting held on 11 May.</p> <p>The question was asked if contractors were included in Employee Costs. It was noted that Employee Costs related only to salaried BEF staff, with consultants covered under Supplier Costs.</p>	

	<p>CB noted the significant reduction in minimum lease payments in comparison to 2019 and requested details of the reasons for the reduction. SJ is to be requested to provide a reconciliation of the lease payments due over the next five years as at 31 December 2019 (£123,875) to the lease payments due as at 31 December 2020 (£19,822) identifying the payments due under individual leases as at 31 December 2020 and 2019.</p> <p>The Board agreed to delegate approval of the Audited Accounts to MW and LO to manage the final amendments with the auditors prior to the accounts being presented to the Member Bodies at Council.</p> <p><u>Monthly Management Accounts</u></p> <p>KT took the Board through the management accounts for the first quarter, to 31 March 2021, advising that these had been reviewed by the Audit Committee two weeks prior. At the Audit Committee meeting, it had been agreed that the variance extrapolation column would be a forecast instead and will be changed going forward.</p> <p>It was noted that the accounts were performing better than budget by £35k at the end of March 2021.</p> <p>Savings for the year to date included legal fees, consultancy fees and a £20k underspend in Sport England funding due to COVID impacting delivery.</p> <p>AW noted that staff training was listed in the budget, but had not been spent. JE confirmed that investment in the staff was needed and some is being delivered without cost to the BEF and some training will be delivered with WCP. It was noted that the Safeguarding Officer had undertaken recent training and the Head of Secretariat had been budgeted for a training course, but had not yet attended.</p> <p>On the WCP accounts, there was a substantial underspend on international competition, but this would be used for the Olympics and Paralympics.</p> <p><u>Item 10.4 – Risk Register</u></p> <p>JE presented the Risk Register updates.</p> <p>Item 29 – Calibre of candidates for Board recruitment</p> <p>KT noted that the high calibre of candidates for the recent INED recruitment indicated that this item could potentially be reduced in risk.</p> <p>MW and JE to discuss the Risk Register offline.</p> <p>JE advised that he intended to make the Risk Register a more effective reporting tool.</p>	<p>MW/LO</p> <p>JE</p>
<p>50/21</p>	<p>Nomination Committee Report</p> <p>There was no update on this item for this meeting.</p>	

<p>51/21</p>	<p>CEO Report on Operational Matters</p> <p><u>12.1 CEO Report</u></p> <p>JE presented the CEO report, which was taken as read, with the below points discussed.</p> <p>JE stated that he intended to provide an update report to the Board on a monthly basis to provide the Board with a clearer understanding of the day to day work and projects that were being done.</p> <p>Referencing the Participation report, JE recognised that Jo Underhill had stepped up with great success to fill the gap left in the leadership of the team between David Butler’s departure and MMP’s arrival. It was noted that JU had led on obtaining Tackling Equality Funding and also on the Return to Play with Sport England and DCMS. CW endorsed the comments on JU and added that Melissa Kinrade also should be recognised for taking on additional responsibilities over the same period.</p> <p>CB stated that BEF should have a process of recognising people who have done outstanding work. JE agreed, adding that BEF needed to establish a means to recognise staff beyond financial reward.</p> <p>JC also endorsed JE and CW’s comments on JU and MK.</p> <p>Adding to discussion on the Participation report, MMP advised the Board that Sport England were aware of the drop off in participation due to COVID, for which Sport England were showing flexibility in funding and going forward the latter were working to ensure that sport transitions to deliver effectively post-pandemic.</p> <p>AW enquired about the resilience in the BEF team and asked if any consideration was given to the Kick Start programme, voluntary roles or work experience to provide additional staff.</p> <p>JE advised that some areas of the business were under resourced, meaning the team was fragile in some areas, which posed risk.</p> <p>JE further advised that he was reviewing staffing and establishing where additional resource was most needed.</p> <p>BJ advised that he had enjoyed reading the reports and suggested that the head of a team should present to the Board once a year in place of a written report.</p> <p>On the Secretariat report, JE advised that a Passport Administrator was being recruited, as Felicity Towers was moving to provide part time cover the Para Classification role at British Dressage for their staff member’s maternity leave. FT will continue in the BEF Classification role alongside this. It was noted that there was a period of risk and lack of resilience for the short-term whilst the recruitment was in process.</p> <p><u>12.2 Commercial Paper</u></p>	
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	<p>The Board moved to discuss the draft Commercial paper JE had provided for their initial views. JE advised that there was a willingness with the BEF to move this forward, but that the building blocks had yet to be put into place. Resourcing the project would be a key issue to be addressed and it was mooted that a Commercial working group could be set up to provide resource and capacity to the team. It was noted that consultation needed to be started with the Member Bodies before the project could be moved forward. The federation structure was likely to prove a challenge compared to how most sports were able to deliver commercially.</p> <p><u>12.3 British Horse Council / Defra Update</u></p> <p>JE advised that the key focus of the BHC was on equine digital passports and the corresponding database.</p> <p>In the Queen's speech delivered to Government, equine welfare had been a noted concern. The BHC were working to produce a paper for consultation across the equestrian industry with recommendations around promoting equine welfare.</p>	JE
52/21	<p>Equine Infectious Diseases Advisory Group</p> <p>There was no update for this item at this meeting.</p>	
53/21	<p>Matters for Information</p> <p>The reports were taken as read.</p>	
54/21	<p>Any Other Business</p> <p><u>Meeting Format</u></p> <p>MW asked the Board Directors their thoughts on how the Board should meet going forwards.</p> <p>It was agreed that a hybrid model of at least two face to face meetings per year and the remainder to remain virtual meetings would be preferred. However, it was also noted that the preference would be for all Directors to be remote, or all meeting in person.</p> <p>It was suggested that Board meeting be tied in with other reasons to meet – at an event, or at a Member Body location, so combining the meeting with visible presence of the Board to members.</p> <p>It was also agreed that sub-committee meetings should remain virtual, which will save both time and costs for travel.</p> <p>CS advised the Board that this matter will also need to be discussed by the Council, but added that face to face Council meetings where the Board are not required to conduct formal business may be an option for Board Members to meet informally.</p>	

	<p>JE added that it was also important that the BEF staff had chance to interact with the Board.</p> <p>In summary, MW advised that he would liaise with LB and LJ to take the format proposals forward, with the following considerations:</p> <ul style="list-style-type: none"> • At least two face to face Board Meetings per year • Meetings to be held at a 'site of interest' • To consider the importance of the social interaction between Board Members outside of the meetings 	MW/LB/LJ
55/21	<p>Dates of BEF Meetings in 2021:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <p>Wednesday 28th July 2021</p> <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <p>Tuesday 29th June 2021</p>	

Chair

