

**Minutes of the Meeting
of the British Equestrian Federation
Board of Directors
held on Tuesday 14th September 2021
at 1100 hrs at The Offices of
The Pony Club, Stoneleigh Park, and via
Zoom**

Chair: Malcolm Wharton, CBE (MW)
Directors Present: Mark Jeffreys (MJ)
Quintin Cornforth (QC)
Claire Williams (CW)
Jess Cook (JC)
John Troiano (JT)
Alison Wallace (AW)

Directors via Zoom: Christine Blackford (CB)
Barry Johnson (BJ)
Lotte Olsen (LO)

In Attendance:	Jim Eyre (JE) Lynne Bailey (LB) Lucy Jones (LJ)	CEO Head of Integrity PA to the Chair and CEO (Minutes)
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Via Zoom:	Chris Smith (CS) Richard Waygood (RW) Lewis Collyer (LC) Gurpreet Dulay Valerie Garriques	Chair, BEF Council Performance Director <i>(Item 79/21)</i> Equestrian Performance Support Manager <i>(Item 80/21)</i> BDO Auditor (Observer) BDO Auditor (Observer)
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71/21	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the Board meeting.</p> <p>The Chair also welcomed the two observers from BDO, who were undertaking a governance and finance audit of the BEF on behalf of UKS. The Board were advised that they would each be asked to arrange a 1 to 1 meeting with BDO in due course.</p>	
72/21	<p>Declarations of Interest, Gifts and Hospitality</p> <p>It was noted that members of the Board met and were entertained at Bicton 5*.</p>	

	MW advised that he would like to arrange more opportunities for the Board to meet at events.	
73/21	<p>Minutes from the Board Meetings held on 28 July 2021:</p> <p>The Board approved the minutes of the previous meeting.</p>	
74/21	<p>Review of the Written Actions from the Board Meetings held on 28 July 2021:</p> <p>MW led the review of actions from the previous meeting.</p> <p>Items 1 and 2 were completed and could be removed from the list.</p> <p>Item 3 – International influence: It was noted that JE would be attending the Secretary Generals’ course at the FEI in October and the FEI General Assembly in November with MW</p> <p>Item 4 – MW to speak with William Fox-Pitt: this now to be actioned by JE</p> <p>Items 5 and 6 were completed and could be removed from the list</p> <p>Item 7 – Operational plan: this was being reviewed and will be tied into the SLAs</p> <p>Item 8 – Use of the deferred income: Invoices from the legal costs to be finalised and investigating the opportunity for a safeguarding app which will take some of the funds</p> <p>Item 9 – Associate members: will be included in the SLA work</p> <p>Item 10 – Annual bonus payments: will be incorporated into the work of the Remuneration Committee</p> <p>Item 12 – Development of the culture in BEF: work is ongoing, and the first Purpose meeting has been held with all staff, as discussed in the CEO report</p> <p>Item 13 – Review of selection processes: the selection policies of all Olympic disciplines are being reviewed and restructured. Further discussion is taking place with the ODs with regard to the ownership of the policies and the burden of costs in the event of a challenge to selection decisions</p> <p>Item 14 – Retirement presentation for Maggie Moreton: on hold until Badminton 2022</p> <p>Item 15 was completed and could be removed from the list.</p> <p>Item 16 – Health and safety policies: in progress</p>	

	<p>Item 18 – Development of SharePoint for Board packs: it was noted that many of the Board prefer a hard copy version of papers, or the ability to print their own</p> <p>Item 21 – EDI reporting tool: this is ongoing work with JC and Mandana Mehran Pour, which will be incorporated into the EDI plan. It is hoped to develop an online tool linking into the BEF website and then an inbox to a relevant email address to enable confidential disclosure of issues. AW to provide an overview of what is being done in football</p> <p>Item 22 – Employee benchmarking: this will be incorporated into the Remuneration Committee work</p> <p>Item 24 – Equine Register: this will be discussed at the Olympic Discipline CEO meeting</p> <p>Item 25 – Service Level Agreements: work is ongoing on the draft documents and consultation will begin in October</p> <p>Item 26 was completed and can be removed from the list</p> <p>Item 27 – the collaboration project to be progressed: the intent at the next OD CEO meeting is to introduce Helen West to the Meriden office.</p> <p>It was suggested that the minute from the previous meeting at 62/21 be altered to: HW was newly appointed as BE CEO and the project is on hold whilst she is learning the current landscape.</p>	
75/21	<p>Board and Committee Composition</p> <p><u>5.1 Recommendations on the Remuneration Committee</u></p> <p>LB summarised the recommendations from the Remuneration Committee held directly before this Board meeting. The matters discussed were as follows:</p> <ul style="list-style-type: none"> • The Terms of Reference to be reviewed • A benchmarking process of employee benefits was to be undertaken • A table of costs and benefit of BEF staff to be drawn up to benchmark against other NGBs • To review performance strategies, alongside learning and development priorities <p><u>5.1 Terms of Reference for the Nominations and Remuneration Committee</u></p> <p>LB put to the Board a proposal to create a joint Nomination and Remuneration Committee and the Board were asked to consider the new Terms of Reference provided.</p>	

	<p>LO raised the concern that with two vacancies on the Board for Nominated directors, the requirement for members of the new committee to have 2-3 years left to serve would mean that there would be no nominated director who could fulfil that requirement, as the only two nominated directors on the Board are both well into their second term of office.</p> <p>LB advised that the reasoning behind the proposal for the Committee structure was to ensure that there would be a majority of independent directors sitting, as required under the Sports Governance Code.</p> <p>CS advised he had no view on the proposal at the current time but asked that a timetable be provided as to when the Committee would be established and, if possible, for the proposed amendments be put to the Council at its next meeting (to follow two days after the Board meeting).</p> <p><u>5.3 Terms of Reference for the Board, Chair and Directors</u></p> <p>The Board were asked to approve the updated Terms of Reference, following amendments suggested during the Board survey in 2020.</p> <p>A concern was raised about the phrase ‘the Board is responsible for managing’ with regard to oversight of the executive, but no further concerns were raised. Some minor typing and formatting errors needed correcting.</p> <p>The Board approved the updated Terms of Reference, subject to the amendments referred to above.</p>	
76/21	<p>UKAD Assurance Framework</p> <p>The Board were asked to volunteer a member to undertake the role of Board Anti-Doping Lead. CW put herself forward and was unanimously supported by the other members.</p> <p>It was agreed that the Terms of Reference for this role would be reviewed by CW and brought to the next meeting for approval</p>	CW/LB
77/21	<p>British Equestrian Federation Fund (BEFF)</p> <p>JT confirmed that he was to be appointed as a Trustee of BEFF, but this was not yet formalised. MW to chase written confirmation from Mark Phillips that JT will be appointed.</p> <p>JT advised that BEFF is not a charity, as it could not apply for charitable status at the time at which it was set up, but it potentially could be granted charitable status now.</p> <p>The Board were advised that the structure of BEFF needs to be revised, as it is currently three entities and therefore not cost efficient. It was noted that the funds had been well invested, but the question remained as to what to use the funds for. JT advised that both current Trustees felt that the funds should be kept to their narrow remit – providing</p>	MW

	<p>support in the event the WCP require money to transport horses to the Olympics.</p> <p>The question was raised as to whether these funds were available to Paralympics. JT agreed to find out.</p> <p>Options on use of the funds included keep them until they were needed, or use the funds to fill in gaps in funding on behalf of owners to help support them and keep them in the sport.</p> <p>JT suggested that, as BEFF carries the BEF name, the BEF Board should have some input into the Trustees.</p>	JT
78/21	<p>Interim Performance Director</p> <p>JE led the discussion on the PD role, advising that Richard Waygood intended to step down from the Interim PD role to return to his Performance Manager role for eventing and coaching.</p> <p>All agreed that RW had performed exceptionally well in the role, but appreciated that his dual commitment to PD and PM meant that he has little time outside of work.</p> <p>It was noted that if RW were going to continue permanently in the PD role, he would need to go through the application process.</p> <p>The plan going forward for recruitment would be:</p> <ul style="list-style-type: none"> A - To find an exceptional replacement B – Find a good replacement that could be mentored in the role <p>It was agreed that the WCP team were solid and it was likely that all current staff would continue to Paris 2024, given the short lead in to the next Games. Succession planning for the whole WCP team post-Paris will need to be considered.</p> <p>JE advised that he was in conversation with UK Sport for assistance in refining the job description for the PD, with the aim to advertise by the end of September. Interviews will take place in November and it was hoped an appointment could be made in December. UKS had also recommended some headhunters who could be engaged for the search including Perrett Laver, who supporting on the recent CEO recruitment.</p> <p>The appointment process will sit with the Nominations Committee and the Chairs and CEOs from the Olympic disciplines will be invited to participate.</p> <p>A debate was had around whether the candidate required an equestrian background, with opinions divided. It was however noted that the role required more administrative support than was currently available within the WCP.</p> <p>It was agreed that the long-term tracking of potential recruits for the future was vitally important.</p>	

79/21	<p>World Class Programme – Tokyo 2020</p> <p>Richard Waygood joined the meeting for this item to provide the Board with a summary from the Olympics and Paralympics.</p> <p>MW offered his congratulations to RW on the results from the Olympics and Paralympics, stating that it was a great foundation on which to build for Paris 2024.</p> <p>RW summarised the challenges around Tokyo, stating that it was the most expensive Games in which to participate, overlaid with the problems brought about by the pandemic.</p> <p>RW stated that the WCP made some good decisions ahead of the Games, which proved to be of great benefit, notably:</p> <ul style="list-style-type: none"> • Ensuring the key messages around owners, athletes, format of the games and the impact on the reserve rider were articulated well in advance • Owners were kept engaged in the process through monthly newsletters, which will help to whet the appetite for Paris • The WCP had to develop a new pathway to the Games – events such as Badminton which would be used as prep and selection runs, were cancelled due to COVID-19. The dressage combinations could not travel abroad for international experience, but Wellington held extra classes to ensure ‘match practice’. The showjumpers were also impacted by lack of travel, but it potentially worked in their favour as the horses were not competed heavily on the global tour in the build up to Tokyo • The decision was made to house the team outside of the athlete village – this reduced the risk of catching COVID from other nations and the hotel accommodation was of better quality all round. The GB athletes also were not reliant on shuttles and shared transport • The decision to quarantine at the National Training Centre rather than in Europe created a unifying atmosphere for the teams, which led to a much more positive experience. The quality of the facilities was also excellent <p>RW stated that Sophie Thomas and the operations team excelled in their organisation and management of primarily getting to Tokyo and then ensuring that the athletes and horses had the best environment from which to compete whilst there.</p> <p>In addition to the challenges of Tokyo and the pandemic, the format of the Games meant that there were fewer opportunities to win medals – no drop scores, fewer individuals per team and the reserves for dressage and eventing were unable to compete unless something went wrong with a team member.</p> <p>The WCP Review will take place in October, giving the opportunity to reflect, celebrate and move forward into preparation for Paris 2024.</p> <p>The Board again offered their thanks to RW and his team.</p>	
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80/21	<p>World Class Programme – New Athlete Portal and Data</p> <p>Lewis Collyer joined the meeting for this item, informing the Board on the work done around data development and the athlete portal.</p> <p>LC took the Board through the development of the new data system, created for the WCP to enable performance data to be used more effectively in support of athlete performance and development. LC worked with the coaches and performance managers to establish how the data could be utilised to inform decisions, creating reports for better analysis of athlete and combination performance.</p> <p>The reports produced can also be used for selection meetings and in line reporting.</p> <p>The athlete portal was built to bring together all the knowledge and information an athlete would require into one accessible place. The information is live and relevant, with a legacy of supporting content.</p> <p>MW thanked LC for his excellent presentation.</p>	
81/21	<p>Audit Committee Report</p> <p><u>11.1 Accounts to July 2021</u></p> <p>LO led the discussion on the management accounts, noting that going forward, the accounts would be produced quarterly to tie in with WCP reporting to UK Sport.</p> <p>It was noted that the figures had been impacted by COVID-19, with some spending not done due to lack of activity in the sector around lockdowns and the transition out of lockdown. JE added that much of the spend in the Talent funding from Sport England tends to be in the autumn and therefore will be reflected in the final quarter accounts.</p> <p>Under the BEF expenditure, there was an underspend in premises costs, where the dilapidation costs were being reviewed with BHS.</p> <p>LO advised that action plans were in place for all trade debtors.</p> <p>AW asked whether it was felt that a budget of £15k was sufficient for EDI. JE advised that engagement with Sport England was ongoing to refine the EDI brief and to increase the budget in this area.</p> <p><u>11.2 Review of Risk Register</u></p> <p>Three risks were highlighted from the register.</p> <p>Item 1 - Impact of Coronavirus: the potential for another wider lockdown in the winter months</p> <p>Item 5 – Brexit: The long-term ramifications of Brexit on the equine industry</p>	

	Item 28 – Potential for a major event happening in equestrianism of which BEF not aware: wording to be developed to encompass a major event occurring and mitigating its impact	
82/21	Nominations Committee Report LB advised that one nomination had been received for the Elected Director vacancy and that British Eventing were due to make a final decision between two remaining candidates for the Nominated Director role.	
83/21		
84/21	CEO Report on Operational Matters The report provided by JE was taken as read but highlighted some points for the Board's further information. <u>14.1.3 Commercial:</u> The Board requested that it be briefed in advance on matters such as the BEF Magazine. JE advised that the development of the magazine had been included in previous reports to the Board but noted the Board's comments. It was agreed that the term of membership' for those who subscribed to the magazine would be reviewed and clear Terms and Conditions around subscription would be drafted. The Board were also advised that the magazine will be produced in hardcopy, to be distributed by the printer at their cost. The magazine will be a platform to draw in sponsors and to talk about matters relating to equestrianism relevant to all participants. The magazine was established quickly to benefit from the impact of the Olympics and Paralympics. <u>14.1.4 Strategy Development:</u> JE informed the Board that an internal and external working group would be formed to develop Equality, Diversity and Inclusion (EDI) and will be led by Mandana Mehran Pour. The establishment of the working groups was delayed by the focus needed to submit the Participation strategy to Sport England for the next funding round. JE advised that the BEF and wider federation were largely ignorant of what the current situation is with EDI in equestrianism, due to a lack of available data. Better data collection is required to understand where and how an impact can be best made. <u>14.1.5 Concussion:</u> JE advised that he feels the BEF should be setting the standards of procedures for the Member Bodies, noting however that the onus would be on Member Bodies to manage their procedures and the safety of their athletes. JE advised that he was working with Pippa Bennett, Chief Medical Officer, to establish a group to lead on athlete health, which will include concussion. John McEwen will lead a similar group	

to be established to lead on equine welfare. Both groups will feed recommendations to the Member Bodies.

It was noted that the establishment of such groups would be considered a benefit to the Member Bodies, demonstrating where the BEF adds value.

CS noted that smaller Member Bodies have a lack of data to make any decisions, but if the BEF could collect data across the Federation, all Members will be able to make more informed decisions.

14.1.6 British Breeding

JE advised that he will join British Breeding as a Director to sustain the link with BEF. It was noted that the Olympic Discipline CEOs had not as yet been added to British Breeding as Directors and this is to be addressed.

14.1.7 Brexit

JE advised that the long-term effects of Brexit were being collated, adding that the profile of competitions held in the UK needs to be raised to retain and attract competitors and visitors to the UK.

AW raised the issue that the Department of Transport was withdrawing the requirement for UK drivers to hold a licence to tow a trailer. It was agreed that JE would speak with BHS on this and also on the matter of trailer MOTs to see where BEF can provide support to improve or maintain safety on the roads. JE also mentioned the concerns around smart motorways and the risk to horseboxes and trailers in the event of a breakdown.

14.1.8 Departmental Reports

JE and LB informed the Board that work was progressing on the Service Level Agreements to establish an alignment of services for each 'tier' of membership and to define what is included in each tier.

On the Participation report, CB advised the Board that Mandana Mehran Pour was doing an excellent job looking at the development of participation. It was noted that there were three concerns around investment in participation:

1. Does the equestrian industry have capacity for an increase in participation?
2. There are more unapproved riding establishments than approved ones (BHS/ARBS) and therefore consideration needs to be given as to where new participants are driven
3. The lack of available data at the current time

The safeguarding risks at unapproved centres was also noted, as such establishments are only subject to veterinary inspections.

It was noted from the reports that communications had performed well over the Tokyo period, but that a more strategic review was required to

	<p>continue development and to ensure that this area was adequately resourced.</p> <p>JC offered to provide the contact details for Run Communications to JE. Run were recently engaged by the Activity Alliance to provide comms support.</p> <p>AW mooted the possibility of raising equestrian's profile by engaging with a wider audience via non-equestrian membership groups, such as the National Trust.</p> <p>MW stated that he felt the quality of the report produced was excellent.</p>	
85/21	<p>Matters for Information</p> <p>The minutes from the Committees were taken as read.</p>	
86/21	<p>Any Other Business</p> <p>There were no other matters of business for discussion.</p>	
87/21	<p>Dates of BEF Meetings in 2021:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <ul style="list-style-type: none"> • Tuesday 23rd November 2021 <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <ul style="list-style-type: none"> • Thursday 2nd December 2021 <p>Board Meetings in 2022:</p> <p>It was agreed that four of the six meetings to be held in 2022 will be at events where the Board will provide a visible presence of the BEF. The remaining two meetings will be virtual. It was agreed for options to be found where the meetings can be held.</p>	JE/LB/LJ

Chair

Malcolm White