

**MINUTES OF THE MEETING
OF THE BRITISH EQUESTRIAN FEDERATION
BOARD OF DIRECTORS
HELD ON MONDAY 4TH APRIL 2022
AT 10.30 AM
EQUESTRIAN HOUSE AND ZOOM**

Chair: Malcolm Wharton CBE (MW)
Mark Jeffreys (MJ)
John Troiano (JT)
Lise-Lotte Olsen (LO)
Therese Miller (TM)
Christine Blackford (CB)
Alison Rankin Frost (ARF)
Jess Cook (JC)
Roly Owers (RO)

Virtual Attendees: Claire Williams (CW)
Quintin Cornforth
(QC)
Chris Smith (CS) Chair, BEF Council

In Attendance:	Jim Eyre (JE) Lynne Bailey (LB) Mandana Mehran Pour (MP) Ruth Dancer (RD) Richard Waygood MBE (RW) Lucy Jones (LJ)	CEO Head of Integrity Head of Participation <i>(To end item 23/22)</i> Managing Director, White Griffin <i>(For item 21/22 only)</i> Interim Performance Director <i>(For item 27/22 only)</i> PA to the Chair and CEO (Minutes)
----------------	---	---

Apologies: Alison Wallace (AW)

		Action by
19/22	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the Board meeting noting the apology from AW, who was on holiday. MW advised that AW had provided some notes on the meeting papers, which he would raise at the appropriate points in the meeting.</p>	
20/22	<p>Declarations of Interest, Gifts and Hospitality</p> <p>There were no declarations.</p> <p>The Board were reminded of the request to return updated Conflict of Interest forms to be registered.</p>	ALL

<p>21/22</p>	<p>Sustainability Presentation: Ruth Dancer, MD White Griffin</p> <p><i>RD and CS joined the meeting.</i></p> <p>RD gave a presentation to the Board on environmental sustainability. It was agreed the slides would be circulated after the meeting for the Board’s assistance.</p> <p>RD advised that White Griffin were a project management company and that her own background was primarily in sport.</p> <p>The Board were advised that RD had undertaken a sustainability project for the British Horseracing Authority (BHA), from which some of the learnings in the industry would also be relevant to the BEF and its stakeholders.</p> <p>RD led the Board through the presentation, highlighting the key pillars of sustainability, namely: carbon footprint, resources, biodiversity and behaviour.</p> <p>RD asked the Board to consider what sustainability meant to the BEF and where it could make an impact, citing three potential areas</p> <ol style="list-style-type: none"> 1. Compliance with legislation and understanding what legislation may be coming that will have an impact on equestrianism in the future 2. Managing the risks and opportunities of what will be impacted in the sector on a day to day basis 3. Leading the way for the industry and in the sport sector, particularly in areas such as biodiversity, which has not yet been fully utilised and was an avenue that could be explored for the equine sector. <p>The Board discussed what UK Sport and Sport England had outlined in their strategies that would be fed through the sporting sector and the potential that funding may be available for National Governing Bodies to assist in implementing sustainability projects.</p> <p>The Board asked how the work on sustainability should begin and in what area. RD advised that companies such as White Griffin are engaged to review the sector and break it down into segments which are easier to address. Once the issues have been identified, it would then be for the BEF to determine the direction they wish to go in, for example, biodiversity, natural asset projects, or carbon in-setting. RD advised that the key to success in this area would be to take the overall target of sustainability in smaller pieces over the long-term. An assessment of the industry and a deep-dive review into equestrian would allow the BEF to determine where project should focus.</p> <p>The Board agreed that the BEF would need to help the Member Bodies to identify issues, empower them to act and to support their projects. Event management was seen to be a key area where an impact could be made, however, the Board also recognised the need to consider the participants in Member Bodies that are not event driven, such as riding schools.</p>	<p>LJ</p>
---------------------	---	-----------

	<p>The question was posed as to whether the BEF could benefit from involvement with the new EEF Sustainability working group.</p> <p>JE was tasked with discussing the topic with the executive to start an outline of the work to report back to the Board with a recommendation for next steps.</p> <p><i>RD left the meeting.</i></p>	JE
22/22	<p>2022 Objectives</p> <p>JE took the Board through the draft slides outlining the objectives of the executive in each of their areas, noting that there was little on equality, diversity and inclusion in the BEF strategy currently.</p> <p>JE advised that he was working on the commercial aspects, with the potential to have a dedicated commercial resource in place, subject to approval of funding from UKS.</p> <p>JE stated that he was due to hold a session with Winnie Murphy on the communications aspect, to develop the aim to be the ‘voice of equestrianism’ and added that the intention was to recruit additional resource to the comms team to support this.</p> <p>It was noted that the Board need to hold a discussion as to where the BEF was positioned and to judge how the business was operating against the strategy, with a review of what the focus should be as a priority to BEF.</p> <p>JE added that the KPIs need to be developed to show more clearly where the objectives were against targets, and it was suggested that the colour code be used here. JE advised that the executive would develop a similar document for each of their team members to track progress.</p> <p>The Board agreed that this area should be covered in the proposed strategy day to be arranged.</p> <p>A question was asked about the incorporation of inclusive communications. JE confirmed that this would be part of the overall communication strategy.</p> <p>The Board had a discussion on the merits of using the term ‘social licence’ as opposed to ‘horse welfare.’ Whilst opinion varied, it was agreed both terms had a place and a use.</p> <p>JE was asked to provide the updated slide deck used for the presentation to the Board and to ensure that this topic was included in the agenda for the next meeting for a 20 minute discussion session.</p>	<p>JE</p> <p>JE</p>

		JE
23/22	<p>Participation and Sport England Update</p> <p>MP presented to the Board a summary of the full investment from Sport England for the next three years for the talent funding and five years for the participation funding.</p> <p>MP also advised that further investment would be available through the funding period, such as through the Together Fund. It was noted that the RDA had been awarded a further investment directly, which was outside of the funding provided to BEF.</p> <p>MP advised that Sport England intended to add funds for investment into sustainability projects, but the amount was as yet unknown. It was the intention of the BEF to work with the Member Bodies to review projects and look at what could be eligible for any new investment opportunities.</p> <p>In talking through her presentation MP highlighted the plan to connect better with the talent pathway to make this more open and diverse. MP indicated that this would include ensuring the welfare of all participants and noted that Sport England were more open to investing in equine welfare than in previous funding rounds.</p> <p>MP advised that the submission to Sport England included seven key goals, all of which would be achieved working with and in consultation with the Member Bodies, who would ultimately deliver the projects.</p> <p>The Board suggested that the SLAs need to include a requirement on the Member Bodies to meet governance standards for the betterment of equestrianism. MP advised that Sport England had indicated that they would invest in the proposed Safe to Ride campaign due to be launched this year.</p> <p>A request was made from the Board to ensure that the language was updated to ensure it was inclusive and appropriate.</p> <p>MP advised that the targets were ambitious for BEF as a lean organisation and requested the Board's support in advocating and garnering support from the Member Bodies.</p> <p>A question was asked about the engagement and understanding of the Member Bodies in these plans. MP advised that she had engaged with all of the Member Bodies, but it was noted that some of the smaller Member Bodies were more variable and challenging to engage.</p>	<p>LB</p> <p>MP</p>

	<p>It was noted that a key part of the process would be in the reporting back to Sport England, to ensure that the latter saw the progress against targets as an assessment of the investment.</p> <p>MP advised that Sport England were developing a new way for reports to be submitted, although this was still in development, but it was likely to be more detailed than in previous rounds. MP added that there would also be an organisational plan that would sit within this, to include the KPIs in the BEF's objectives document.</p> <p>LO asked that the breakdown in Sport England funding be provided for the Audit Committee's review to enable financial monitoring.</p> <p>MP spoke about the equality, diversity and inclusion project that was in progress and thanked the Board for responding to the Sport Structures survey.</p> <p>The EDI project encompasses the whole Federation, but in two parts. The first is for BEF internally, the second is supporting the delivery of perception-based research.</p> <p>MP advised that the internal assessment was complete and that a draft report had been shared by Sport Structures with JE, LB and MP. The final report would be shared with the Board when available. This would be followed with a session with the Board and staff to shape the BEF vision and would result in recommendations to help write the ED&I framework for equestrianism.</p> <p>MP advised that she would be raising this topic at the BEF Council meeting to be held on 7 April and would be asking the Member Bodies to undertake a similar internal exercise, if they could, with financial support available if needed.</p> <p>On the second part relating to perception, MP advised that research would be undertaken to analyse the perception of equestrianism from all backgrounds within the sport and with a focus on the perception of the sport from ethnically diverse communities and low-socio economic communities from non-participants.</p> <p>MP advised that the Invitation to Tender for the research project had been made public and that the Member Bodies had provided feedback to shape the document.</p> <p>MP to share the link to the tender document with the Board.</p> <p><i>MP left the meeting.</i></p>	<p>JE/MP</p> <p>MP</p>
<p>24/22</p>	<p>Feedback on the UK Sport Sporting System Strategy</p> <p>JE and LB updated the Board on the meeting held with UKS on the sporting system to discuss the expectations UKS had of the BEF.</p>	

	<p>An overview of the strategic view of sports and common themes across all sports, such as equality and diversity, leadership and mental health were discussed.</p> <p>UKS advised that there was a change in emphasis as to how they would assess organisational health and national governing bodies in general going forward, progressing from what was more of a tick-box exercise to a broader review.</p> <p>It was also noted that a central integrity unit was being set up to provide support for initial investigations for NGBs, which would ease the financial burden. It was noted that the John Donnelly initiative which would assist NGBs in running investigations and complaints excluded selection appeals.</p>	
25/22	<p>Update on Equine Welfare Advisory Group</p> <p>JE advised that he was working with RO and John McEwen (WCP Chief Vet) to set up a small group of experts in equine welfare to evaluate the threats posed to equestrianism and equestrian sport. The group would discuss issues and share with the BEF Board and would provide advice to Member Bodies and participants, including developing crisis comms where needed.</p> <p>The group would be working in tandem with the FEI, looking closely at social licence and the perception of the sport. It would also be working with BHA to encompass all areas of equine welfare.</p> <p>The intention would be to appoint Madeline Campbell, a highly credible and well respected vet as the Chair of the group.</p> <p>It was suggested that the group review real life case studies to develop plans for action.</p> <p>The next steps were for JE to speak to Madeline Campbell and finalise the terms of reference for the group for the next Board meeting</p>	JE
26/22	<p>For Approval: BEF Annual Report 2020/21</p> <p>The Board were asked to review the draft annual report The Board commended the hard work that had been put into producing the annual report and approved the document subject to the changes suggested.</p>	
27/22	<p>WCP Presentation – Richard Waygood</p> <p><i>RW joined the meeting for this item.</i></p> <p>At the beginning of this item, MW congratulated RW on behalf of the Board for the work he had been doing and in achieving superb results with the World Class Programme. MW thanked RW for his efforts. RW accepted the thanks.</p> <p>RW went on to provide the Board with a verbal summary of the current position of the WCP, advising that the new Performance Director, Helen Nicholls, as due to start at the beginning of May.</p>	

	<p>RW also advised that the new Chief Medical Officer, Anna-Louise Mackinnon, was joining the programme from 11 April and was a great appointment to the programme.</p> <p>The risks posed to the WCP were noted as horsepower, Brexit and inflation. Horsepower in particular would be influenced by the owners, who had little reward for their investment in the sport, bar participation in the journey.</p> <p>As an example of the rising costs faced by the WCP, RW advised the Board that travelling the Para Dressage team to Deauville for a competition earlier in the month cost 50% higher than the same trip done prior to the pandemic and Brexit.</p> <p>RW advised that the Showjumping selection policy was nearing completion and would be ready for publishing, subject to Board approval, shortly.</p> <p>RW confirmed that at future Board Meetings, a representative from the WCP would attend to present to the Board on their area of expertise.</p> <p>RW ended his presentation by thanking the Board for their support over the past two years.</p> <p><i>RW left the meeting.</i></p>	
<p>28/22</p>	<p>CEO Report</p> <p>The Board noted that there was nothing on the development of the Service Level Agreements reference in the papers. JE advised that these were being developed as Partnership Agreements and that LB was working initially with BHS in the first instance. A decision was also to be made by the Council as to whether the Member Bodies would look to continue Member Subscriptions in the current format, or to move to the tier system that had been developed in recent months.</p> <p>JE recognised that costs were going up in all areas around equine ownership and that this would have an impact on participants.</p> <p>MW asked if smaller Member Bodies were challenged with meeting the demands of governance and asked whether there was merit in the smaller Member Bodies merging to assist with resource, centralise services and collaborate. It was recognised that this was a discussion for another time.</p> <p>RO acknowledged the work that CW and BETA had achieved for the support to Ukraine and advised that British Equestrians for Ukraine (BEU) had raised £130k to that point, with little marketing support. RO advised that there was a perception that the funds were not being spent quickly enough, but it was noted that support would be required in the long-term to the equine sector in Ukraine. RO advised that a change in direction of communications may be needed to show where the money was being spent.</p>	

	<p>JE advised that the FEI and Ukraine Equestrian Federation had been accused of focusing too much on supporting sports horses. BEU were keen to ensure that its funds were used to support all equines.</p> <p>CW advised that Ukraine had been overwhelmed by the support provided by the British, but agreed that long-term support needed to be implemented, such as a requirement for 1000 tonnes of fibre based feed to replace the feed that would have been produced in Ukraine itself prior to the conflict. It was noted that it was logistically easier to use the funds to purchase goods in mainland Europe, rather than ship from the UK.</p> <p>A question was asked about the sanctions around Russian and Belarussian participants. JE advised that conversations had been held with DCMS to request guidance for specific cases.</p> <p><u>Risk Register</u></p> <p>JE highlighted the following items on the risk register:</p> <p>5. Implications of Brexit: JE noted that issues were ongoing and progress to resolve these would be slow</p> <p>18. Biosecurity: It was noted that this was still a very real issue, with it taking some time for full compliance with the FEI Horse app was the norm</p> <p>19. Olympic and Paralympic programme changes: the rumoured threat to eventing taking place in LA in 2028 was noted</p> <p>34. Unaffiliated events: It was noted that these posed a potential challenge to the Member Bodies, but that there was nothing that could be done to stop direct competition from a legal perspective. The concern around the potential that safety standards would not be followed at unsanctioned events and the risk this posed to the reputation of the sport as a whole was noted. The risk to protection of the Member Body IP was also recognised. The Board did note that the difference in cost between competing in unaffiliated competitions versus affiliated would be a driving factor as to why some chose to participate in unaffiliated events. The Board advised that if any Member Bodies required support against an unaffiliated competitor, BEF would need to undertake more research prior to giving such support.</p> <p>It was agreed that time would be spent at a future meeting reviewing the red risks in particular. JE to update and review the document before the next meeting.</p>	
29/22	<p>Health & Safety</p> <p><u>Update on Health and Safety</u></p> <p>There were no health and safety issues to report to the Board.</p> <p>LB advised that the BEF would be signing up to the health and safety platform Peninsula, which will assist in ensuring the BEF is compliant in this area.</p>	

	<p><u>Review and approval of the Stress Management Policy</u></p> <p>LB confirmed that she was the responsible person delegated under the policy.</p> <p>LB advised that the health and safety policies had been reviewed and this was a policy that had not previously been in place. An HR hub was in the process of being built for the staff and, once in place, will provide information on such areas and will have a dedicated mental health section.</p> <p>The Board approved the policy.</p>	
30/22	<p>Impact of Revised Cyber Essentials requirements</p> <p>LB advised that Jenalynn Ancliff had been working with our IT support to ensure that BEF was compliant in cyber security and to ensure that BEF would continue to be certified as such.</p> <p>Further information would be provided in due course.</p>	LB
31/22	<p>Review of minutes and actions from the Board Meeting held 4 February 2022</p> <p>The Board approved the previous minutes as a record of the meeting. There were no questions were raised with regard to the previous actions.</p>	
32/22	<p>Memorandum of Understanding for Cooperation across the Federation for the Purpose of Safeguarding Children and Adults</p> <p>LB advised the Board that the MOU had been reviewed and there were no significant changes made to the document, with the exception of the sharing agreement.</p> <p>A question was asked as to why there was not a separate document for children and adults. It was noted that the document would be the same for both, however, further work was in progress with the Ann Craft Trust on safeguarding adults, which may lead to changes being made in the MOU in due course.</p> <p>It was noted that the data sharing agreement only referred to children and that this needed joining up. A question was also asked if it would be more appropriate to have any dispute resolved through arbitration rather than the courts.</p> <p>The Board had no further questions and approved the revised agreement.</p>	
33/22	<p>Para Classification Rules</p> <p>In response to a question on where the rules document goes for check and challenge, LB advised the Board that the national classification rules were based on the FEI rules with changes only be made where required to bring the rules within the national framework. The Board had signed off the first</p>	

	<p>National Classification Rules and there were only minor changes being made. In terms of a review, the national rules are prepared by LB and Felicity Towers and then reviewed by the classifiers, who have relevant experience.</p> <p>A question was raised as to whether the specialist appointed to the BEF Hearing Body would be appropriate to review the rule. TM and LB to discuss outside of the meeting to clarify.</p> <p>The updated document was approved.</p>	TM/LB
34/22	<p>WCPMG Terms of Reference</p> <p>MJ advised the Board that the Terms of Reference had to be subject to an annual review and the changes were being presented to the Board for approval. MJ outlined the specific changes, noting the amended structure of management group attendees, a definition of the quorum and proposed changes to selections.</p> <p>The updated Terms of Reference were approved subject to the authority of selection being updated to reflect the Board's decision. It was also requested that the bullet points be made consistent.</p>	MJ/LJ
35/22	<p>Matters for Information only</p> <p>It was agreed that the revised PDMG minutes would be provided for the next meeting.</p>	MP/LJ
36/22	<p>Any other business</p> <p><u>Internal Board Evaluation</u></p> <p>LB advised that the process for the annual internal Board evaluation was due to begin shortly and further details would be circulated in due course. The feedback from the Board Members in relation to the general board evaluation would be collated by LB and individual evaluation forms would be collated by MJ as Senior INED, to discuss with MJ. Recommendations and feedback would then be provided to LB to report back to UKS, as required for governance purposes.</p> <p><u>Other matters</u></p> <p>The Board requested that a WhatsApp group be set up for its use, to enable more frequent communication between its members.</p> <p>A question was raised about British Breeding, where it was noted that the Olympic Discipline CEOs were not formally appointed as directors, as was agreed in 2017, when British Breeding took on the equine development from BEF. The Executive were asked to establish the status of British Breeding and report back.</p>	<p>ALL</p> <p>JE/LJ</p> <p>JE/LB</p>

	LO, as Audit Committee Chair, requested that the Board approve the proposal to go out to tender for an auditor, as the current auditors' agreement would finish at the end of 2022. The Board agreed the proposal and also agreed that HBO should be invited to tender along with other prospective providers and authorised LO to write to HBO to confirm this.	LO
37/22	<p>Dates of BEF Meetings in 2022:</p> <p>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</p> <ul style="list-style-type: none"> • 23 June 2022, Equestrian House <p>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</p> <ul style="list-style-type: none"> • 29 June 2022, Equestrian House and hybrid meeting 	
38/22	<p>Board Closed Session</p> <p>The Board held a closed session at the end of the meeting.</p>	

Chair

Malcolm W. G. G.