

**MINUTES OF THE MEETING  
OF THE BRITISH EQUESTRIAN FEDERATION  
BOARD OF DIRECTORS  
HELD ON MONDAY 3<sup>RD</sup> OCTOBER 2022  
AT 10.30 AM AT BRITISH SHOWJUMPING  
NATIONAL TRAINING CENTRE  
AND VIA TEAMS**

Chair: Malcolm Wharton CBE (MW)  
Mark Jeffreys (MJ)  
Alison Wallace (AW)  
Lise-Lotte Olsen (LO)  
Alison Rankin Frost (ARF)  
Jess Cook (JC)  
Roly Owers (RO)  
Quintin Cornforth (QC)  
Claire Williams (CW)  
Therese Miller (TM)

Virtual: John Troiano (JT)

In Attendance: Jim Eyre (JE) Chief Executive  
Lynne Bailey (LB) Head of Integrity  
Helen Nicholls (HN) Performance Director  
Mandana Mehran Pour (MMP) Head of Participation  
Lucy Jones (LJ) PA to the Chair and CEO (Minutes)

Apologies: Christine Blackford (CB)  
Chris Smith (CS) Chair, BEF Council

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<b>71/22</b>	<p><b>Welcome and Apologies</b></p> <p>The Chair welcomed everyone to the Board meeting, confirming apologies from CB and CS. The meeting was confirmed as quorate.</p> <p>MW offered his thanks to Iain Graham, who had provided a short presentation and tour of the British Showjumping National Training Centre prior to the main board meeting. MW also offered thanks to Iain for use of the facility to host the Board. MW will write a note on behalf of the Board.</p> <p>There was an issue on the formula sheet for absences (resolved).</p>	MW
<b>72/22</b>	<p><b>Declarations of Interest, Gifts and Hospitality</b></p> <p>The additions to the interest register provided prior to the meeting were noted and there were no further items declared.</p>	

73/22	<p><b>Financial Reporting – Audit Committee</b></p> <p><u>Management accounts</u></p> <p>LO led the Board through the management accounts for the period to 30 June 2022, noting that some areas were a little behind budget but (SE funding) but the funds were only drawn down as needed.</p> <p>On the income page, LO highlighted the concern around the FEI income, which had been negatively affected by changes in the exchange rates. It was noted that this income line could be at risk in the current financial climate. This item was to be further discussed when reviewing the updated budget.</p> <p>It was confirmed to the Board that the reserves policy required £10k to be added annually.</p> <p><u>Sport England Funding</u></p> <p>LO advised that at the time the accounts were prepared, there were Sport England funds that needed to be spent before the end of September 2022.</p> <p>MMP and JE explained that the underspend for 2022 was committed for projects that were signed and confirmed (164k). This included the project with AKD around equality and diversity, the research in for the urban project with the Sport and Recreation Alliance and two Member Body projects that have changed or could not be delivered on time. Sport England had been informed of the latter.</p> <p>MMP advised that the spend on the insight work had been delayed – this was for the environmental sustainability project, the Accessibility Mark review and the coaching project. MMP added that Adam Hughes was also working with the Member Bodies to develop their own projects. It was noted that some were progressing, but others lacked the staff resources to deliver pm new projects. Adam was therefore looking at other ways the BEF could support these Member Bodies.</p> <p>The Board asked how the Member Bodies were receiving funds from Sport England. MMP advised that in the past, the relationship between the Participation team and Member Bodies had been purely transactional, with funds being paid over without much reporting of progress on projects. The BEF had also previously imposed projects. Now the team were building relationships with the Member Bodies and working with them to develop new KPIs and targets that were appropriate to the individual Member Body.</p> <p>MMP advised that the team were supporting the Pony Club and RDA in a pilot for the delivery of projects to help with resources.</p> <p><u>2023 Budget</u></p> <p>The Board were provided with a budget for 2023 that had been updated since the previous meeting.</p>	
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	<p>Included was the 5% increase in Member Subscriptions and a higher contribution from the Sport England funding to cover Marketing and Comms staffing. The FEI income line was noted as a risk.</p> <p>On the FEI income, it was noted that if the budget assumed a £35k in gross income, the budget would break even, however the variations in the foreign exchange rate posed risks to this line. JE was asked to consider how to approach this to protect the income stream, potentially by increasing the costs to the FEI membership.</p> <p>The Audit Committee minutes were taken as read.</p> <p>The Board asked to see the WCP annual budget at the next meeting.</p>	
<p><b>74/22</b></p>	<p><b>Nominations and Remunerations Committee Report</b></p> <p><i>(HN and MMP left the room for this discussion)</i></p> <p>AW provided the update to the Board on the discussions of the Remunerations Committee. In summary, Aw stated that the NRC had discussed the staff pay approach and policy, with the aim to provide a benchmark for roles as appropriate. The aspiration was to pay a good and fair rate to all staff. An extensive meeting took place to debate this and what to do around a pay review in the current climate. AW added that the NRC had also had the benefit of understanding the staff's position on the current climate from the internal working group feedback.</p> <p>It was noted that in the 2022 accounts, there was a £28k underspend in staff related costs and a further underspend of £4k from the seconded staff line.</p>	
<p><b>75/22</b></p>	<p><b>Strategic Objective: Performance</b></p> <p><i>(HN joined and MMP re-joined the meeting)</i></p> <p>HN advised the Board that the World Championships had largely been a success, but there were learnings arising from both Herning and Pratoni.</p> <p>At Herning, the Para Dressage team finished fourth, not medalling for the first time. The positives were that they had qualified for Paris 2024 and this performance provided a benchmark against other teams in preparation for Paris.</p> <p>HN advised that Pratoni had been a rollercoaster. The success of Yasmin Ingam at 20 years old becoming World Champion was a great achievement on debut at a senior championship. The team however finished fourth having been in gold medal position prior to the showjumping final round. HN stated that the team had left with mixed feelings – again delighted with the qualification, but disappointed not to win a team medal. HN added that this would hopefully provide the push to drive towards Paris.</p>	

	<p>With all teams qualified for the Games, a young team had been sent to the Nations Cup Final in Barcelona and came 5<sup>th</sup>. All were pleased with the result and the young riders had gained important experience at 5*.</p> <p>MW asked how the WCP reviewed selections. HN advised that for 2022 selections had been aimed at qualifications, not necessarily to win medals. The objectives were set around this, but the WC team were looking at the criteria for 2023 to make sure that selection is right. The UK Sport selection criteria would be used to review the BEF selections and external support would also be sought.</p> <p>HN advised that UK Sport require consistent progression in programmes, but the targets for 2022 had already been exceeded.</p> <p>HN stated that a quick feedback survey had been sent around following the championships and the WCP had received an overwhelming response. The feedback was constructive and incredibly positive from the owners. MW agreed that the WCP had done a superb job for the owners at Herring. HN advised that a mid-cycle check in was being done with all staff in January – a check and challenge process.</p> <p><u>Paris Accommodation</u></p> <p>HN presented her slides on the accommodation options for Paris 2024, advising the Board that that it was expensive to secure suitable accommodation. As per Tokyo, the athlete village was some distance from the equestrian site, was quite basic and the only transport would be via the central hub. It was important that athletes and staff were located close to the equestrian venue. In addition, accreditations were likely to be limited, so the support staff (some of whom would not have accreditation) need to be with the athletes outside the venue, due to limited numbers allowed access onto the venue itself.</p> <p>The Board approved the proposed accommodation for Paris for the Olympic teams.</p> <p>It was noted that the search was still on going for the Paralympic team, as a whole property was not required due to smaller numbers. HN advised that French hotels were also posing some problems around accessibility.</p> <p>Finally, HN advised that Team GB House was to be located in the centre of Paris and would be a drop in facility for those who wished to use it.</p>	
76/22	<p><b>Strategic Objective: Participation</b></p> <p>MMP led the update on Participation projects and KPIs. MMP advised that her team had met with the Member Bodies in the last year to review what each organisation was doing and where planning and delivery could be improved. The recommendations that came out of those consultations formed the basis for the bid to Sport England for the 2022 – 2027.</p>	

Objectives

MMP presented the slides included in the Board papers, noting the importance of understanding our national landscape to enable development of projects.

The Urban project – work was being done with 15 urban riding centres to understand their operational models with the aim to replicate these in other locations.

Supporting growth – this would be driving Member Body initiatives and targeting those projects, as well as working in specific geographical areas to increase participation. MMP spoke of a specific example of a project in Yorkshire – the RDA funding had been rechannelled to employ someone in Yorkshire to help grow participation in that area. The pilot was to explore collaboration with the Member Bodies to have a positive impact on participant numbers and work with other groups in the area.

The Participation team wanted the focus to be beyond England and were therefore collaborating with horsescotland on projects and using funding to investigate projects across all the home nations.

MMP advised that the team were in the process of shortlisting for an agency that would review the disability sport model and Accessibility Mark to improve this to make access to equestrian sport more equitable.

On engagement and advocacy, MMP advised that when she came to the role, there was little understanding of what the Member Bodies were doing to enable the BEF to assist them in their projects. Through building the relationships with the Member Bodies a structure had been developed to enable closer relationships. MMP advised that a principal function of the Participation team was to support the smaller Member Bodies to increase participation, grow their sport and help to achieve their ambitions.

The Participation team was also working with external partners such as Street Games who have access to underrepresented groups in order to provide opportunities to explore equestrianism with the Member Bodies. This could bring more resources and investment into equestrian sport.

MMP advised that at the next meeting, the Board would be presented with a more formal plan of action around capacity in riding centres.

MMP presented the KPI section of her presentation, advising that these were being developed alongside the objectives. There were three key themes:

1. People – participants riding horses or learning
2. Places – clubs, centres, branches
3. People – workforce

MMP advised that the total number of people participating in equestrianism was going to be measured through the Active Lives/ BETA surveys. The BETA survey aims to target the 1.8million participants in the wider equestrian

	<p>community, i.e. beyond the Member Bodies. The figures would be broken down by various demographics. There were KPIs around Member Body member numbers withing the demographics. It was noted that the current year was focussed on data collection and this data would be used to set targets.</p> <p>On places, MMP advised that the BEF would be working with the BHS and ABRS to help the riding centres develop a better business model.</p>	
<b>78/22</b>	<p><b>Operational Plan and Risk Register</b></p> <p>It was noted that there were no changes to the Operational Plan since it was last reviewed by the Board.</p> <p>JE highlighted areas of the risk register for the Board’s attention, advising that the SLT had met a few weeks prior to review the register in detail. The Board agreed that the format was much clearer than the previous document.</p> <ul style="list-style-type: none"> <li>• Strategic item 4: Bio-security – the excellent work done by Celia Marr (EIDAG Chair) and BEVA around the equine influenza vaccine shortage was noted.</li> <li>• Financial mitigations – TM asked if there was more that could be done around expenses shared with Member Bodies or any plans around commercial income. JE advised that this would be discussed in detail at the Away Day in January.</li> </ul>	
<b>79/22</b>	<p><b>CEO Report on operational matters</b></p> <p>The CEO report was taken as read. JE highlighted the following items:</p> <ul style="list-style-type: none"> <li>• Eventing was a potential risk for inclusion in the Olympics in the future, but the feedback from the IOC President, Thomas Bach, following his attendance at Pratoeni was positive.</li> <li>• JE advised that 12 proposals had been received in response to the Environmental Sustainability tender, which would be shortlisted for interview. The EEF had expressed interest in the work proposed and the CEO for Horse Sport Ireland had approached JE to propose a joint project. An approach had also been made by an insurance company about sponsorship.</li> <li>• JE advised that staff development was underway with Cleartrack for an 18 month programme.</li> <li>• JE advised that British Eventing were experiencing a number of issues with administration, which had been highlighted as concerns by the FEI. JE stated that he and Jen Ancliff were undertaking a review of the issues raised by FEI. TM and JE to discuss outside of the meeting.</li> <li>• LB advised that she was meeting with CS at the end of October/early November to discuss the Articles.</li> <li>• JE advised that a Comms strategy was being developed for the Board to review at the away day.</li> </ul>	

<p><b>80/22</b></p>	<p><b>Report on standing agenda items (where applicable)</b></p> <p><u>Equality, Diversity and Inclusion</u>  Work was beginning on the Diversity and Inclusion Action Plan (DIAP) and education plans were being developed for the both the Member Bodies and BEF staff and board. The DIAP is due to be completed by October 2023. MMP confirmed that the Member Bodies were engaged and interested in the DIAP work.</p> <p>MMP advised that, as part of the Together Fund from Sport England, work was being done with a group to determine if it is possible to measure equine therapy impact. Equine therapy is currently unregulated.</p> <p><u>Safeguarding Report</u>  LB advised that there were a growing number of reports being submitted, particularly from the Pony Club. Many of these issues were around bullying, showing that Member Bodies were acknowledging that the lower level cases needed to be reported, as well as the higher level ones.</p> <p>Member Bodies had also approached LB after the Council update to discuss safeguarding in more detail.</p> <p>LB flagged that there were issues around resources – most sport NGBs rely on volunteers and this had been flagged as a concern in the Whyte Review.</p> <p>TM advised that the safeguarding definitions were being improved for clarity by the Safeguarding Action Team and Case Management Team.  In response to a question as to what happens when a case concludes, LB advised that the CMG review and file the case, but it is retained should the people involved be flagged up in the future. Keith Oddy reviewed the trends in cases each year and the CMG are able to develop lessons learned and potentially see the trends that are likely to come up going forwards, such as around team selections, bullying and exclusion of children for various reasons.</p>	
<p><b>81/22</b></p>	<p><b>Review of minutes from the Board Meeting held 4 August 2022</b></p> <p><i>(HN left the meeting)</i></p> <p>The Board approved the previous minutes as an accurate record of the meeting.</p>	
<p><b>82/22</b></p>	<p><b>Review of the actions arising from previous meetings</b></p> <p><b>Item 12 – Board as ambassadors for BEF:</b> Will be picked up at a later date as part of the stakeholder work</p> <p><b>Item 14 – BEFF:</b> JT advised that the Trustees were due to meet shortly and this would be discussed then</p>	

83/22	<p><b>Written Resolutions for matters approved since the last meeting</b></p> <p>The resolutions were noted.</p>	
84/22	<p><b>Matters for Approval – Remuneration Policy</b></p> <p>JC requested that ‘accessible’ be added to fair and inclusive at point 6.2.</p> <p>The policy was approved subject to above amendment.</p>	LB
85/22	<p><b>Matters for Information – Minutes from Working Groups and Committees</b></p> <p><u>CDAT Minutes</u>  TM asked if coaches were being provided with safeguarding training. LB advised that she was presenting on the Whyte Review at the next CDAT meeting.</p> <p><u>Member Subscriptions Working Group</u>  It was noted that each year, a lot of time was spent reviewing the Member Subscriptions, which could be better used.</p>	
86/22	<p><b>Any other business</b></p> <p><u>WCPMG</u>  MJ advised the Board that the WCPMG at its last meeting had discussed building a review element into the group to check and challenge on its effectiveness. MJ asked the Board if there was any further information that it would require reporting back from the WCPMG for the Board’s oversight, or if there was anything the Board would suggest building into the review.</p> <p>MW suggested seeking an external view on what is being done – from a person with relevant experience in equestrian sport.</p> <p><u>Member Subscriptions</u>  TM asked that the Board receive more feedback from the Member Subscriptions Working Group.</p> <p><u>Social Licence and Welfare</u>  RO raised two points for the Boards’ information. Firstly, he brought to attention the recent RSPCA, Dog’s Trust and Blue Cross’s call for the ban of greyhound racing and its relevance to social licence for the use of horses in sport:</p> <p><a href="https://www.countryside-alliance.org/news/2022/9/tim-bonner-rspca-calls-for-greyhound-racing-ban?utm_source=ActiveCampaign&amp;utm_medium=email&amp;utm_content=RSPCA+calls+for+ban+on+greyhound+racing&amp;utm_campaign=Weekly+Newsletter+29%2F09%2F22&amp;vgo_ee=yhqzUOOhS00nfPKBrAe4FfyTcRE7wzX9XwY4F3xK82w%3D">https://www.countryside-alliance.org/news/2022/9/tim-bonner-rspca-calls-for-greyhound-racing-ban?utm_source=ActiveCampaign&amp;utm_medium=email&amp;utm_content=RSPCA+calls+for+ban+on+greyhound+racing&amp;utm_campaign=Weekly+Newsletter+29%2F09%2F22&amp;vgo_ee=yhqzUOOhS00nfPKBrAe4FfyTcRE7wzX9XwY4F3xK82w%3D</a></p>	JE



	<p>The second point raised was that the World Horse Welfare Conference was due to take place on 10 November, to which the Board were all invited to join.</p> <p><u>Board Away Day</u>  MW shared the draft agenda for the Board Away Day taking place in January. MW asked for recommendations for a speaker for the dinner and also for any feedback on the proposed sessions. The Board were advised that the outcomes of the day would help to formulate the strategy for 2024 and actions in the specific topic areas.</p> <p>It was agreed to add a session to the Thursday afternoon (pre dinner) and to have 5 sessions on the Friday.  Actions:</p> <ul style="list-style-type: none"> <li>• MW/JE/LB to propose two additional topics for the new sessions</li> <li>• LJ to amend the draft itinerary</li> </ul> <p><u>BEST</u>  MW advised the Board that the British Eventing Support Trust was holding a ball in London on Saturday 10 December. It was agreed that it was not appropriate for the BEF as an organisation to purchase at table, however, a number of the Board expressed an interest in attending personally. MW to share details of the event with the Board.</p>	<p>ALL</p> <p>MW/JE/LB LJ</p> <p>MW</p>
<p><b>87/22</b></p>	<p><b>Dates of BEF Meetings in 2022:</b></p> <p><b>Board Meetings will commence at 1030 hrs unless otherwise directed as follows:</b></p> <ul style="list-style-type: none"> <li>• 6 December 2022 (Equestrian House)</li> </ul> <p><b>BEF Council Meetings will commence at 1030 hrs unless otherwise directed on:</b></p> <ul style="list-style-type: none"> <li>• 1 December 2022 (hybrid – Equestrian House)</li> </ul>	

Chair

*Malcolm White*