



DIRECTORS' STATEMENT, REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2016



**BRITISH
EVENTING**

Providing the ultimate equestrian challenge

britisheventing.com

DIRECTORS STATEMENT

As we all know in British Eventing - The Ultimate Equestrian Challenge, brings with it highs and lows and in 2016 we enjoyed many of both.

At the AGM at Osberton in September we thanked and said goodbye to Suzie Cotterill as a director who had served on the Board for her four year term and welcomed back Les Smith who was elected for a third time having had a break as a director for a number of years. Les now chairs the Sport Committee, taking over the role from Suzie.

The Strategic Plan is the underlying backbone to our operations and we are constantly measuring our success against that Plan on a Page. The Regional structure announced at the end of 2015 was implemented with the recruitment of our part time Regional Development Officers (RDO's) around the country early in the year.

People and Horses

We continue to see growth in the both our membership and competing horses. In 2016 we broke through 16,000 members finishing the year slightly under at 15,989, a growth of 3.2%. Horses with season tickets grew to 11,088 by the end of the season, up 1% on 2015. As well as an increase in full members, we have continued to welcome more owners and supporter members to enjoy the benefits of membership.

Our annual membership survey provides necessary insights in to our offerings and the importance you all place on the varying benefits of membership. Thank you to all those who took the time to complete the survey.

The British Eventing Charitable Foundation has successfully delivered training, both mounted and unmounted, to riders and supporters, increased the number of volunteer training days and help fund the popular U18 Programme and training courses. In support of the charitable activities undertaken by the BECF for the sport, an investment of £155K was made by BE Ltd.

Success

Sadly we were not to see Team GBR on the podium at Rio in the Eventing but we enjoyed medal success with our Ponies winning Team Silver at the European Championships in Denmark and Juniors Team Bronze at theirs in Italy. The Senior Team were second in the FEI Nations Cup series which is held across 9 events throughout the year. Our congratulations go to everyone that represented Great Britain at all the championships last year, including owners, grooms and support teams.

The pilot BE105 classes were rolled out during the year in response to feedback that members would value a level between BE100 and Novice. These classes were well received and the number will grow steadily in the coming years as demand increases and more courses become available.

Modernisation and Innovation

The IT Transformation Project (ITTP) was launched early in the year with a detailed discovery phase in which specifications were agreed following by the detailed development phases. The ITTP is split into four releases, 1.the CRM (database), 2.the EARS (Entries, Admin, Scoring and Results), 3.training and safety applications and finally 4.the website. The first release went live in December, a couple of

weeks later than originally planned. The CRM is built on a platform called Salesforce which is very different to the legacy system that we have run the database on for over a decade and so has taken some time to adapt to at head office. Salesforce is an extremely well respected platform, well supported and regularly updated ensuring we have a system that is future proof for many years to come.

The first release (CRM) did bring some challenges and bugs that we needed to work through. As a consequence of having the website launch as a later release, our current website which talks to our old database needs to sync with Salesforce. Given the complexity of our membership, horse, result and validation records this is not an insignificant task and has taken a little while to settle down. We wish to once again thank you all for your patience whilst we transition to the new platform and continue to implement the remaining releases in the ITTP.

The investment in the ITTP is significant and something we have been increasing our reserves over recent years to fund. A total spend of £516K was expensed in 2016 with a further £159K being added to the Intangible Fixed Assets .

The benefits that our new solution will bring to the sport – both in the short and the long term are enormous. There is an exciting future ahead that this project enables for the sport and our members.

We are continually looking at ways in which we can improve the presentation of the sport. Having results available at events as quickly as possible after each phase of competition we know is something you would all like to see available. Stuart Buntine from BEDE and Miranda Collett, one of our scorers, have been developing 'Live Scoring'. In support of these initiatives in 2015 we paid a grant to each to aid developments and in 2016 a further sum of £10K was paid to Miranda to allow her E-Scoring Lite system to be rolled out to more events across the country. The E-Scoring Lite allows scores to be presented on screens in the scoring tents as soon as they are entered on to the scorer's software. As both systems develop we will continue to consider ways that we may support them.

We saw the launch of the Event Rider Masters, an exciting new series at CIC3* with qualifiers throughout the season culminating in a final at Blenheim. The idea of a series with much higher prize money was introduced to BE by the founders of Eventing Live and in support of the series, BE agreed to assign certain rights to them to allow the series to launch. These contractual negotiations contributed to an increase in our legal and professional fees of 55%. There has been an enormous level of investment by ERM in its first year as it continues to evolve and spread the qualifiers to other countries.

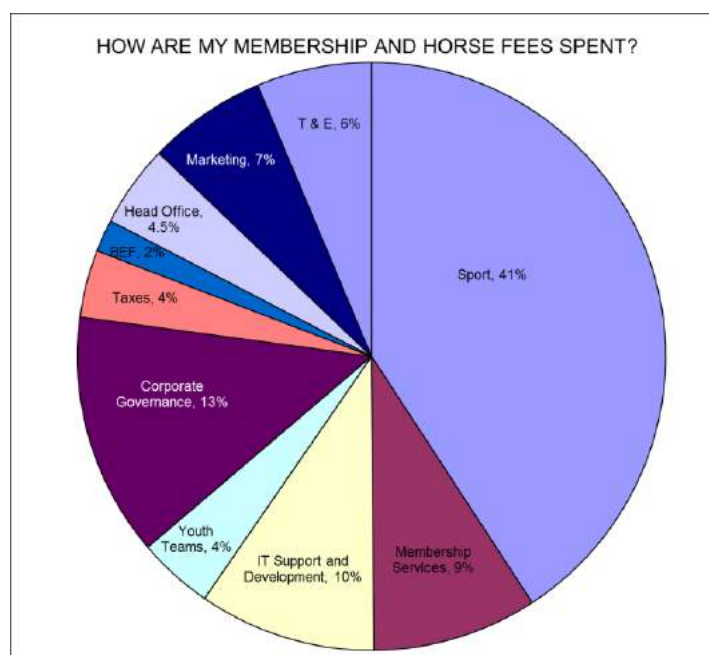
Operational Excellence

Continuing financial sustainability and event viability are essential to ensure the longevity of the sport. During 2016 we have been working on a new Commercial Strategy which will support both. This strategy will introduce new and develop existing ideas to raise the profile of the sport in order to attract new investment. More to follow on this in 2017.

Costs of participating and competing in the sport are always at the forefront of our minds and it's essential that we try to balance the needs of all stakeholders from a financial perspective, even though that's not always possible.

For the third year in a row we did not increase the cost of membership fees and horse season tickets. Competition entry fees did increase in line with inflation as a consequence of the increasing costs being faced by organisers when laying on events. Rising costs of timber, the introduction of the living wage as well as charges associated with adhering to health and safety legislation all impact on organisers expenses. Not increasing entry fees may minimise the impacts for competitors in the short term but will reduce the choice and quality of events in the longer term if events are unviable.

Event viability is also a key consideration in the planning of fixtures and when we have weather related abandonments. The weather was not kind to us at the start of the 2016 season and 18 events were affected by the end of April. Thankfully things improved and we only had a further 6 events affected throughout the remaining 6 months. We continue to subsidise the cost of the abandonment premium by half a percentage point. Insurers absorbed the increase in the Insurance Premium Tax, so instead of the premium added to entry fees going up, it reduced by 0.5% .



The new Event Standards document was trialled in the season. This is a comprehensive document completed by officials, rider reps and organisers after an event to consider what worked well and what could be improved for future competitions. This document will evolve over time but helps to set a baseline by which all BE affiliated events need to adhere.

Our total income remained static at £4.9M for the year. Our income for membership and horse fees rose by 2.3% in line with growing numbers. Unfortunately the Saturday weather impacted the ticket sales at Blenheim and hence a reduction in income of 2.4%. Income from UK Sport supports a number of areas in BE including the Youth Teams, in 2015 receipts from UK Sport were unusually high as we had received grant funding for new event starter kits hence the reduction in 2016 of 31%.

Operationally, expenditure increased in Sport for both safety and event development and support. We have an obligation to contribute to BEFAR (National Equine Anti-Doping & Controlled Medication) costs via the BEF. The amount of testing is increasing and so a rise in costs year on year.

In 2015 we had costs in relation to the website and EARS system which were reported through the Management and Administration charges as well as the increased salary spend whilst there was a handover at CEO level. Input tax loss has increased but with efficiencies elsewhere, before the IT Transformation Project expenditure, there was an operational surplus of £100K.

During the year we transferred £500K to Investec for investment in a medium risk portfolio. These investments achieved interest and dividends totalling £5,558 before management fees. In addition the capital value has increased in value which is reflected in the Other Gains and Losses of £34,745.

The retained loss for the year totals £348,562. On page 7 is an analysis of how the Reserves have been utilised. From the operational surplus, £55K has been added to the Capital Fund. This is in accordance with the Board's policy that these Reserves should be increased in line with inflation when results allow. The movement in the Development Fund reflects the £515,756 ITTP expenditure less the remaining operational surplus of £45K and the other interest and gains of £51K plus the transfer from the Special Members Fund in relation to free issued frangible pins and devices of £18k, all of which result in a utilisation from the Development Fund of £404K

It remains for me to sincerely thank on behalf of the Directors, the thousands of volunteers who give so much time, energy and professionalism and who help in the continued success of eventing in the UK. We must also pay tribute to the organisers and officials of the events who work tirelessly, together with our head office and regional staff, to ensure that our sport remains at the highest standard possible. Thanks also go to the many sponsors and supporters who support our Teams, Series, Championships and Leagues.

Paul Hodgson
Chairman

Company Registration No. 03218925 (England and Wales)

British Eventing Limited

(A company limited by guarantee)

**Annual report and financial statements
for the year ended 31 December 2016**

British Eventing Limited
(A company limited by guarantee)
Company information

Directors	Alexandra Fox Paul Hodgson Timothy Holderness-Roddam David Holmes Guy Prest Giles Rowsell Nigel Taylor Leslie Smith	(Appointed 30 September 2016)
Secretary	Wendy McGowan	
Company number	03218925	
Registered office	British Eventing Limited Stareton Kenilworth Warwickshire CV8 2RN	
Independent auditors	Saffery Champness LLP St John's Court Easton Street High Wycombe HP11 1JX	

British Eventing Limited
(A company limited by guarantee)
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British Eventing Limited
(A company limited by guarantee)
Directors' report
For the year ended 31 December 2016

The directors present their annual report and financial statements for the year ended 31 December 2016.

Principal activities

The principal activity of the company is to be the National Governing Body of the Sport of Eventing in Great Britain.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Suzannah Cotterill	(Resigned 30 September 2016)
Alexandra Fox	
Paul Hodgson	
Timothy Holderness-Roddam	
David Holmes	
Guy Prest	
Giles Rowsell	
Nigel Taylor	
Leslie Smith	(Appointed 30 September 2016)

Auditors

Saffery Champness LLP have expressed their willingness to remain in office as auditors of the company.

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditors

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

By order of the board

Wendy McGowan
Secretary
12 April 2017

British Eventing Limited
(A company limited by guarantee)
Independent auditors' report
To the members of British Eventing Limited

We have audited the financial statements of British Eventing Limited for the year ended 31 December 2016 set out on pages 5 to 26. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on page 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2016 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements, and the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Directors' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Karen Bartlett (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

12 May 2017

Chartered Accountants
Statutory Auditors

St John's Court
Easton Street
High Wycombe
HP11 1JX

British Eventing Limited
(A company limited by guarantee)
Profit and loss account
For the year ended 31 December 2016

		2016	2015
	Notes	£	£
Income		4,888,557	4,889,428
Cost of sales		(3,050,851)	(2,956,380)
Gross surplus		1,837,706	1,933,048
Distribution costs		(229,512)	(281,202)
Administrative expenses		(1,508,023)	(1,658,007)
IT transformation project		(515,756)	-
Operating loss	4	(415,585)	(6,161)
Other interest receivable and similar income		16,365	20,689
Other gains and losses	5	34,745	-
(Loss)/profit on ordinary activities for the year before taxation		(364,475)	14,528
Taxation	6	(2,250)	(13,236)
(Loss)/profit for the year		(366,725)	1,292
Total comprehensive income for the year		(366,725)	1,292
Net transfer from/(to) special members fund		18,163	2,976
Retained profit for the year		(348,562)	4,268

The Income and Expenditure Account has been prepared on the basis that all operations are continuing operations.

British Eventing Limited
(A company limited by guarantee)
Statement of financial position
As at 31 December 2016

	Notes	£	2016 £	£	2015 £
Fixed assets					
Intangible assets	7		211,393		52,614
Tangible assets	9		43,000		52,665
Investments	8		537,459		-
			<u>791,852</u>		<u>105,279</u>
Current assets					
Stocks		25,675		60,594	
Debtors	12	278,036		234,385	
Cash at bank and in hand		2,545,617		3,638,893	
		<u>2,849,328</u>		<u>3,933,872</u>	
Creditors: amounts falling due within one year	13	(1,040,572)		(1,071,818)	
Net current assets			<u>1,808,756</u>		<u>2,862,054</u>
Total assets less current liabilities			<u>2,600,608</u>		<u>2,967,333</u>
Reserves					
Other reserves			234,566		252,729
Income and expenditure account			2,366,042		2,714,604
Members' funds			<u>2,600,608</u>		<u>2,967,333</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the board of directors and authorised for issue on 12 April 2017 and are signed on its behalf by:

Timothy Holderness-Roddam
Director

Company Registration No. 03218925

British Eventing Limited
(A company limited by guarantee)
Statement of changes in equity
For the year ended 31 December 2016

	Other reserves £	Capital Fund £	Dev't Fund £	Total £
Balance at 1 January 2015	255,705	2,195,336	515,000	2,966,041
Year ended 31 December 2015:				
Profit for the year	-	4,268	-	4,268
Movement during the year	(2,976)	-		(2,976)
Balance at 31 December 2015	252,729	2,199,604	515,000	2,967,333
Year ended 31 December 2016:				
Loss for the year	-	55,000	(403,562)	(348,562)
Movement during the year	(18,163)	-	-	(18,163)
Balance at 31 December 2016	234,566	2,254,604	111,438	2,600,608

Movement during the year reflects £18,454 in respect of free issue frangible pins and reverse pinning kits included in safety costs in the profit and loss account. Interest net of corporation tax of £289 has been credited to the account

1 Accounting policies

Company information

British Eventing Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is British Eventing Limited, Stareton, Kenilworth, Warwickshire, CV8 2RN.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

These financial statements for the year ended 31 December 2016 are the first financial statements of British Eventing Limited prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland. The date of transition to FRS 102 was 1 January 2015. An explanation of how transition to FRS 102 has affected the reported financial position and financial performance is given in note 19.

1.2 Income and expenditure

Income and expenses are included in the financial statements as they become receivable or due.

Income is represented by membership subscriptions, horse registrations, trading income and event levies net of value added tax where appropriate. Income is accounted for on an accruals basis and included in the period to which the income relates.

Expenses include value added tax where applicable as the company cannot reclaim it.

1.3 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date if the fair value can be measured reliably.

Assets included within intangible assets represents costs of the IT Transformation Project. No depreciation is charged on these assets until they are complete and in use.

1 Accounting policies (continued)

1.4 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Property refurbishment	over period of the agreement
Plant and machinery	20% - 33% straight line
Fixtures, fittings & equipment	25% straight line
Computer equipment	33% - 50% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to surplus or deficit.

Course Construction

Costs incurred in the design and build of the cross country courses in respect of BE owned events are written off to the income and expenditure account in the year in which the expense is incurred.

1.5 Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

1 Accounting policies (continued)

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in surplus or deficit, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.6 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, those overheads that have been incurred in bringing the stocks to their present location and condition.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

1.7 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's statement of financial position when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1 Accounting policies (continued)

Basic financial assets

Basic financial assets, which include debtors, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

1 Accounting policies (continued)

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Derecognition of financial liabilities

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

1.9 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

Deferred tax

Deferred taxation is provided at appropriate rates on all timing differences using the liability method only to the extent that, in the opinion of the directors there is a reasonable probability that a liability or asset will crystallise in the foreseeable future. The deferred tax balance has not been discounted.

1 Accounting policies (continued)

1.10 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Special Members' fund

In 1999 a one off donation was made by all full membership subscriptions to create a special members fund to be held for the future development of the sport. Interest accrued on the invested fund is credited to the fund net of corporation tax on an annual basis.

2 Employees

The average monthly number of persons (including directors) employed by the company during the year was 41 (2015 - 37).

3 Directors' remuneration

	2016	2015
	£	£
Remuneration paid to directors	101,600	120,457
	<u> </u>	<u> </u>

4 Operating deficit

	2016	2015
	£	£
Operating deficit for the year is stated after charging/(crediting):		
Fees payable to the company's auditors for the audit of the company's financial statements	14,275	14,065
Depreciation of tangible fixed assets	42,326	37,521
Deficit on disposal of tangible fixed assets	-	254
Website costs	-	75,131
IT transformation project	515,756	-
	<u> </u>	<u> </u>

British Eventing Limited
(A company limited by guarantee)
Notes to the financial statements (continued)
For the year ended 31 December 2016

5 Other gains and losses

	2016	2015
	£	£
Fair value gains/(losses)		
Change in value of financial assets held at fair value through profit or loss	34,745	-
	<u>34,745</u>	<u>-</u>

6 Taxation

	2016	2015
	£	£
Current tax		
UK corporation tax on profits for the current period	2,250	9,156
Adjustments in respect of prior periods	-	4,080
	<u>2,250</u>	<u>13,236</u>
Total current tax	<u>2,250</u>	<u>13,236</u>

7 Intangible fixed assets

	Other
	£
Cost	
At 1 January 2016	52,614
Additions	158,779
	<u>211,393</u>
At 31 December 2016	<u>211,393</u>
Amortisation and impairment	
At 1 January 2016 and 31 December 2016	-
	<u>-</u>
Carrying amount	
At 31 December 2016	211,393
	<u>211,393</u>
At 31 December 2015	52,614
	<u>52,614</u>

8 Fixed asset investments

	2016	2015
	£	£
Investments	537,459	-
	<u>537,459</u>	<u>-</u>

8 Fixed asset investments (continued)

Movements in fixed asset investments

	Investments other than loans £
Cost or valuation	
At 1 January 2016	-
Additions	502,714
Valuation changes	34,745
	<hr/>
At 31 December 2016	537,459
	<hr/>
Carrying amount	
At 31 December 2016	537,459
	<hr/> <hr/>
At 31 December 2015	-
	<hr/> <hr/>

9 Tangible fixed assets

	Plant and machinery £	Fixtures, fittings & equipment £	Total £
Cost			
At 1 January 2016	217,419	132,204	349,623
Additions	20,068	12,593	32,661
	<hr/>	<hr/>	<hr/>
At 31 December 2016	237,487	144,797	382,284
	<hr/>	<hr/>	<hr/>
Depreciation and impairment			
At 1 January 2016	187,814	109,144	296,958
Depreciation charged in the year	23,469	18,857	42,326
	<hr/>	<hr/>	<hr/>
At 31 December 2016	211,283	128,001	339,284
	<hr/>	<hr/>	<hr/>
Carrying amount			
At 31 December 2016	26,204	16,796	43,000
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 December 2015	29,605	23,060	52,665
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

10 Subsidiaries

Details of the company's subsidiaries at 31 December 2016 are as follows:

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held	
			Direct	Indirect
British Horse Trials Association Limited	England and Wales	Dormant	Ordinary	100.00

The aggregate capital and reserves and the result for the year of the subsidiaries noted above was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
British Horse Trials Association Limited	-	1

British Horse Trials Association was dormant for the year ending 31 December 2016. The investment in this subsidiary undertaking has a historical cost of £1 which was fully impaired in the year ended 31 December 2007.

11 Financial instruments

	2016 £	2015 £
Carrying amount of financial assets		
Instruments measured at fair value through surplus or deficit	537,459	-

12 Debtors

	2016 £	2015 £
Amounts falling due within one year:		
Trade debtors	29,163	35,331
Other debtors	248,873	199,054
	<u>278,036</u>	<u>234,385</u>

Other debtors include an amount of £21,000 (2015: £33,000) which is due after more than one year.

13 Creditors: amounts falling due within one year

	2016	2015
	£	£
Corporation tax payable	2,250	9,186
Other taxation and social security	57,747	61,896
Trade creditors	139,150	106,635
Other creditors	278,712	280,885
Accruals	562,713	613,216
	<u>1,040,572</u>	<u>1,071,818</u>

14 Members' liability

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.

15 Abandonment Fund

All entries to events include an abandonment insurance premium which is paid into the Abandonment Fund. When events are cancelled, entry fees are refunded from the Abandonment Fund. Any differences between abandonment insurance premiums paid by competitors and those paid under the corresponding insurance policy along with any differences between refunds paid to competitors and claims received from insurance are allocated to the Abandonment Fund.

The Abandonment Fund assets are not treated as part of the general assets of the company. If on winding up or dissolution of the company there remains a balance standing credit to the Abandonment Fund, such balance shall be given or transferred to some other body or bodies, the objects of which are charitable and related to horses.

	2016	2015
	£	£
Abandonment Fund held by British Eventing	<u>143,892</u>	<u>86,203</u>

16 Operating lease commitments

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

2016	2015
£	£
216,937	247,928
<u>216,937</u>	<u>247,928</u>

17 Related party transactions

During the year, British Eventing Limited received payments from directors totaling £52,835 (2015: £55,305). These were in relation to Horse Registrations, FEI Registrations and Memberships.

Payments from British Eventing Limited to directors during the year totalled £57,342 (2015: £52,796). These transactions were in relation to consultancy services, the reimbursement of expenses, sponsorship for appropriate events and administrative work.

18 Control

The company is limited by guarantee and has no controlling party.

19 Reconciliations on adoption of FRS 102

Reconciliation of equity

	1 January 2015 £	31 December 2015 £
Equity as reported under previous UK GAAP and under FRS 102	2,966,041	2,967,333
	<u>2,966,041</u>	<u>2,967,333</u>

Reconciliation of surplus for the financial period

	2015 £
Surplus as reported under previous UK GAAP and under FRS 102	1,292
	<u>1,292</u>

19 Reconciliations on adoption of FRS 102 (continued)

Notes to reconciliations on adoption of FRS 102

Intangible fixed assets

IT Transformation Project costs were previously included within tangible fixed assets under previous UK GAAP. On transition to FRS 102 the assets costing £52,614 are now disclosed within intangible fixed assets.

British Eventing Limited
(A company limited by guarantee)
Detailed trading and income and expenditure account
For the year ended 31 December 2016

	Schedule	2016 £	2015 £
Income			
Subscriptions	1	1,585,630	1,546,957
Registrations		1,028,951	1,007,472
Affiliations and entry levy		407,422	381,792
Three Day Events income	2	1,288,927	1,308,838
Trading income		252,829	273,909
Other income	3	324,798	370,460
		<u>4,888,557</u>	<u>4,889,428</u>
Operating expenditure			
Management and administration	4	1,508,023	1,658,007
IT transformation project		515,756	-
Marketing	5	229,512	281,202
Sport	6	1,416,035	1,359,973
Training and education	7	222,815	209,680
Teams and U18 program	8	146,241	145,236
Three day event expenditure	9	915,422	921,364
Trading expenditure		220,739	215,128
Other expenses	10	129,599	104,999
		<u>5,304,142</u>	<u>4,895,589</u>
Operating loss		(415,585)	(6,161)
Other gains and losses			
Change in fair value of financial assets measured at FVTPL		<u>34,745</u>	<u>-</u>

This page does not form part of the financial statements on which the auditors have reported.

British Eventing Limited
(A company limited by guarantee)
Detailed trading and income and expenditure account (continued)
For the year ended 31 December 2016

	2016	2015
	£	£
1 Subscriptions		
Full members	1,119,252	1,110,690
Professional membership	11,425	8,783
Life members	688	1,609
Joining fees	15,455	14,809
Day tickets	232,189	240,735
Joint membership	17,251	15,531
Corporate membership	11,307	13,485
Syndicate membership	15,123	11,967
Associate/ volunteer/ non competing membership	34,103	32,767
Owners membership	91,915	59,759
Day pass membership	36,922	36,822
	<hr/> 1,585,630 <hr/>	<hr/> 1,546,957 <hr/>
2 Three Day Events income		
Blenheim	912,946	935,838
Burghley	220,981	218,000
Badminton	155,000	155,000
	<hr/> 1,288,927 <hr/>	<hr/> 1,308,838 <hr/>
3 Other income		
Sponsorship/grants:		
General	46,645	20,698
UK Sport	73,300	106,974
Team sponsors	10,435	14,479
Saddlers grant	2,000	2,000
Other		
Sundry income	85,782	130,873
Jumping and Style income	66,297	54,825
Jump Training series income	22,148	22,211
Bridging the Gap income	18,191	18,400
	<hr/> 324,798 <hr/>	<hr/> 370,460 <hr/>

This page does not form part of the financial statements on which the auditors have reported.

British Eventing Limited
(A company limited by guarantee)
Detailed trading and income and expenditure account (continued)
For the year ended 31 December 2016

	2016	2015
	£	£
4 Management and administration		
Staff costs	667,813	752,934
Rent, rates and service charges	86,225	84,088
Depreciation	38,938	37,521
Repairs and alterations	263	-
Insurance	17,807	18,275
Finance charges	47,764	48,288
Computer expenses	129,006	140,853
Software licences	21,675	17,915
Telephone	2,663	3,332
Printing and stationery	40,213	37,310
Postage	32,843	30,028
Membership insurance	110,101	97,541
Membership badges	1,475	-
Meeting expenses	27,940	23,659
Hospitality	4,408	3,903
Legal and professional fees	50,482	32,556
Funding BEF	62,350	61,732
Non recoverable input tax	130,643	119,973
Other	20,940	18,174
Chairman and CEO's discretionary fund	6,946	19,751
Website project	-	75,131
Entries, admin and scoring system scoping project	-	20,269
Membership affinity benefits	7,528	14,520
Loss on disposal of tangible fixed assets	-	254
	<hr/>	<hr/>
	1,508,023	1,658,007
	<hr/>	<hr/>

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British Eventing Limited
(A company limited by guarantee)
Detailed trading and income and expenditure account (continued)
For the year ended 31 December 2016

	2016	2015
	£	£
5 Marketing		
Staff costs	130,175	127,406
Telephone	1,377	1,012
Postage	2,391	3,920
Sports development and events promotion	40,819	18,106
Advertising, publicity and trade stand	42,820	65,897
Sponsorship expenses	-	15,000
General marketing expenses	8,180	16,720
Magazine costs	-	29,986
Hospitality	-	3,155
Website development	3,750	
	<hr/> 229,512 <hr/>	<hr/> 281,202 <hr/>
6 Sport		
Staff costs	276,389	255,432
Telephone	5,839	5,249
Printing and stationery	86,620	73,051
Postage	4,051	243
Meetings	11,254	13,616
Events insurance	91,547	87,769
Dope testing	28,315	15,717
Field staff costs	716,079	726,336
Other expenses	8,353	15,208
Special equipment	2,538	33,675
Events development/ support	105,450	77,045
Safety costs	79,600	56,632
	<hr/> 1,416,035 <hr/>	<hr/> 1,359,973 <hr/>

This page does not form part of the financial statements on which the auditors have reported.

British Eventing Limited
(A company limited by guarantee)
Detailed trading and income and expenditure account (continued)
For the year ended 31 December 2016

	2016	2015
	£	£
7 Training and education		
Staff costs	48,990	38,014
Telephone	1,281	1,136
Meetings	230	671
Other expenses	-	372
Marketing	870	6,793
Regional Training Organisers expenses	15	-
Officials and coaches training and development	15,645	9,872
Rider training and development	350	-
BE Charitable Foundation donation	155,434	152,822
	<hr/>	<hr/>
	222,815	209,680
	<hr/>	<hr/>
8 Teams and U18 programme		
Young riders	49,706	47,829
Juniors	47,880	45,327
U18 program	-	5,637
Ponies	47,505	43,192
Other expenses	1,150	3,251
	<hr/>	<hr/>
	146,241	145,236
	<hr/>	<hr/>
9 Three Day Event expenditure		
Blenheim	915,422	921,364
	<hr/>	<hr/>
	915,422	921,364
	<hr/>	<hr/>
10 Other expenses		
Jump and Style	50,329	45,073
Jump training	24,216	21,214
U18 Self funding expenses	-	(921)
Adult training expenses	442	(11,895)
Bridging the Gap expenditure	17,312	10,228
Grant funding projects	37,300	41,300
	<hr/>	<hr/>
	129,599	104,999
	<hr/>	<hr/>

This page does not form part of the financial statements on which the auditors have reported.

British Eventing Limited
(A company limited by guarantee)
Related party relationships and transactions
For the year ended 31 December 2016

	Payments to British Eventing Limited		Payments from British Eventing Limited		
	Affiliation, abandonment and event fees	Other	Consultancy	Expenses	Other
2016	£	£	£	£	£
Suzannah Cotterill	-	175	-	658	-
Alexandra Fox	-	2,536	-	1,467	-
Timothy Holderness-Roddam	152	160	-	1,619	-
Giles Rowsell	-	-	-	1,769	-
Leslie Smith	-	40	1,769	648	-
Nigel Taylor	22,337	200	-	-	16,069
Paul Hodgson	8,447	548	-	12,724	325
David Holmes	-	-	-	1,408	-
Guy Prest	-	18,240	-	215	18,671
	<u>30,936</u>	<u>21,899</u>	<u>1,769</u>	<u>20,508</u>	<u>35,065</u>
	=====	=====	=====	=====	=====
2015	£	£	£	£	£
Suzannah Cotterill	3,114	200	-	1,104	-
Michael Etherington-Smith	-	-	-	538	-
Alexandra Fox	-	2,090	-	1,317	-
Timothy Holderness-Roddam	-	515	-	2,093	-
Giles Rowsell	-	-	-	1,577	113
Leslie Smith	-	-	-	-	-
Nigel Taylor	19,897	1,310	-	-	14,724
Paul Hodgson	4,724	10	-	6,902	-
David Holmes	-	-	-	1,493	-
Guy Prest	-	23,445	-	-	22,935
Edward Thomas	-	-	-	-	-
	<u>27,735</u>	<u>27,570</u>	<u>-</u>	<u>15,024</u>	<u>37,772</u>
	=====	=====	=====	=====	=====

Other Transactions

Payments to British Eventing Limited in Others include Horse Registrations, FEI Registrations and Memberships. Payments from British Eventing Limited in Others include sponsorship for appropriate Sections at Events, administrative work, insurance, venue hire for training, reimbursement of training bursary vouchers and Chairman's honorarium.

The following are included within the figures shown on page 23.

Alexandra Fox includes the following transactions to her daughters Roo Fox and Georgia Maher:

Payments to British Eventing Limited for other of £222 (2015: £753).

Nigel Taylor includes the following transactions:

Payments from British Eventing Limited to Washbrook are in relation to the Aston Le Walls event run by Nigel Taylor and his wife for sponsorship and for venue hire for training courses, totalling £12,020 (2015: £10,436).

Payments from British Eventing Limited to his sister Anne-Marie Taylor for training courses totalling £4,049 (2015: £4,288).

Timothy Holderness-Roddam includes transactions relating to his wife Jane Holderness-Roddam.

Payments to British Eventing Limited for other of £280 (2015: £515).

Guy Prest includes the following transactions:

Payments to British Eventing Limited are for sponsorship of KBIS of which Guy Prest is the Managing Director. Payments from British Eventing Limited are in relation to insurance cover for Blenheim International Horse Trials and a Stay Behind policy for the Youth Teams. Premiums for the abandonment insurance for which KBIS is the broker are not included in the table as abandonment premiums are accounted for outside of the general assets of the company, as per Note 15 page 17.