



DIRECTORS' STATEMENT, REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2017



**BRITISH
EVENTING**

Providing the ultimate equestrian challenge

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DIRECTORS STATEMENT

As we reflect back on 2017 its fair to say that we enjoyed many successes as well as having to rise to a number of challenges.

At the AGM in September at Osberton we welcomed Jane Peters to the Board after a very close fought Director election. We thanked Alex Fox for her many years of service to the Board and the sport not only during the four year term which ended in September but also for the years prior, during which Alex was Chair of the Board. We also said goodbye and thank you to Tim Holderness-Roddam and Giles Rowsell who had both served two terms on the Board and retired as appointed Directors in October and November respectively.

We are now approaching the mid-way point of the Strategic Plan 2016-2020 which underpins the work that we do both at head office and also in the wider sport:

People and Horses

We enjoyed growth in many categories of memberships including Full, Owners and Supporters. We ended the year with total members at 16,035, just under 1% above that in December 2016.

The training offered by the British Eventing Charitable Foundation (BECF) has been extremely popular again. Nearly 4,500 members and non-members of all ages participated in the many courses up and down the country. As well as delivering training courses the BECF also funds the popular U18 Programme together with volunteer training and coach development. In support of these charitable activities BE paid to the BECF £104K in the year.

Success

During the summer we were all delighted to see all our teams on the podiums at the European Championships. The Junior and Young Rider teams led the way bringing home team silver and individual gold and team bronze and individual silver respectively from their championships in Ireland with further success a week later for the Ponies in Hungary with a team silver and individual gold and silver medals.

We now support the CIC2* who competed at the CIC2* European Championships in Belgium and who to came home with medals; a team silver and individual gold.

The Senior team of Ros Canter, Tina Cook, Oliver Townend and Nicola Wilson rounded off the successful summer by becoming European Champions with an individual bronze medal for Nicola. Huge congratulations to not only the riders and owners but to the support teams who work tirelessly all year towards these championships

We are working very closely with the UK Sport National Lottery-funded World Class team within the BEF with increased cooperation and alignment of initiatives in support of talent development across both organisations.

Modernisation and Innovation

The IT Transformation Project (ITTP) continued through 2017. By way of a reminder, 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. Having gone live in the December 2016, we started the year in earnest with the new Salesforce CRM platform which took a little while to settle down and iron out the imperfections. This is now supported through Managed Services with Makepositive. We are still syncing the data between the old database and Salesforce as the website currently uses this data and will do so until the new website goes live

During the season we also released the safety application as part of Release 3 which is used by our Technical Advisers to record fence data and any falls for analysis at the end of the year.

Release 4, the website, was planned to be the final release once all others were complete and its development has been delayed as a consequence of Release 2. Priorities have now been realigned so that Release 4 will be developed ahead of EARS in order that we can deliver the core project this summer.

The most significant challenges on the project centre on Release 2, EARS. Whilst some functionality has been developed by Makepositive, further work is required around the user experience and improvements required around the timetabling and sectioning tasks completed as part of the entries management. Some testing was completed on the Scoring App which is being rolled out as part of this Release and bugs found have been fed back to Makepositive. The Scoring Working Group have been involved throughout the process and we have one of their number as the technical expert on the Project Board.

We appreciate that the delays have been frustrating for members however this project is complex and the tasks should not be underestimated. The delays have also resulted in an increase in the project budget as a number of change requests to improve what has been developed were negotiated and the overall delay has extended the period that other resource is required on the project.

During this financial year a further £169,334 was added to the Intangible Fixed Assets in relation to the costs for those parts of the project which are revenue generating and therefore capital, bringing the total to £380,727. Costs expensed on the ITTP through the profit and loss totalled £283,935. The reserves over recent years were built up to contribute to this significant investment.

We once again supported the E-Scoring initiatives with a grant to Stuart Buntine of Sport Results Solutions. Members will have enjoyed E-Scoring across many events during the season thanks to the continued work of Stuart and Miranda Collett with organisers around the country.

Operational Excellence

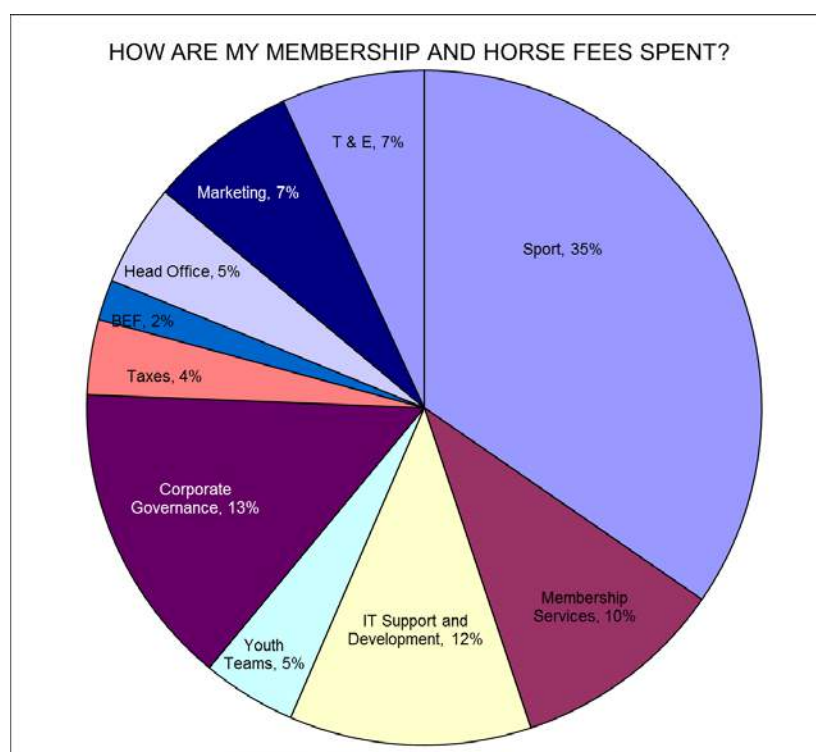
In 2016 we launched the Commercial Strategy as we recognise that financial stability and event viability are essential for the long term success of the sport. The focus of the strategy is for British Eventing to be an enabler for the wider sport to improve commercial income. With that in mind much of the effort in 2017 was in support of a number of international events as we launched initiatives to increase their ticket sales and widen the appeal of the sport beyond our traditional supporters.

It was also a year in which we carried out essential research with the aid of Two Circles, a data driven sports marketing agency. This research analysed data from 70,000 ticket purchasers, 350,000 tickets and 450,000 digital users to gain a deeper understanding of the audience engaged with our sport

across the country. Two Circles regularly work with other sporting national governing bodies and their conclusions confirmed how passionate and loyal the eventing fan base is and that its qualities and profile is unique to our sport. This research enabled the publication of the Commercial Content Guide which is aiding events when approaching sponsors and partners for investment.

The investment around the Commercial Strategy has resulted in costs in the year of £145,770 for the research and consultancy fees and a further £15,743 in support of events' commercial developments.

We remain focussed on maintaining the cost of participating in eventing as much as is possible. Balancing the needs of all stakeholders from a financial perspective needs careful consideration. Once again we held the costs of membership subscriptions and horse season tickets. Entry fees increased by 1.5%; this was against a back drop of organisers experiencing increases from their contractors between 1.8% and 3.5%. Organisers are very conscious of keeping the sport affordable but events must remain viable if we are to maintain the quality and range of venues currently enjoyed.



We continue to subsidise the abandonment premium to competitors and despite claims in 2016 totalling over £600K the rate was held by insurers. The weather was much kinder to us in 2017 with only 13 events being affected by bad weather.

Total income rose by 6.7% to £5,219,323: £4,077,808 for BE and £1,141,515 from the international event at Blenheim Palace, which is the only event owned by BE. Income from membership and horse season tickets rose by 2.8% and the sponsorship and commercial income was also up year on year by 18%.

Operational expenditure increased in management and administration with the additional support costs for the first year of the new CRM system together with increased licence costs for Salesforce. Staff and officials received a below inflation salary increase of 1% at the start of 2017.

The £1,141,515 income from Blenheim was a significant increase from the previous year as a result of a new title sponsor in SsangYong and higher ticket sales. This allowed the event to increase prize money for competitors, make some exciting changes to the cross country course with the new jumps on the South Lawn in front of the Palace and provide improved facilities for owners and visitors. As a result the events expenditure also increased to £1,129,881.

Safety costs have risen in the year as a result of our working with EquiRatings to analyse competition data as a safety initiative which the Board consider is significantly important in its attempt to reduce risks within the sport. Further announcements on how this will be rolled out across the sport will follow in due course. The introduction of the Arena Eventing series explains both the increase in Other Income and Expenditure

The conscious decisions of the Board to invest in both the ITTP and the commercial strategy from reserves has resulted in us reporting a loss for the year of £249,649, an improvement from that reported in 2016. Normal business operations continue to perform well. Without the costs of the ITTP and commercial strategy the return is a surplus of £180,056.

Page 8 of the Financial Statements details the movements in Reserves. The Development Fund, a fund which was created to record surpluses which had been built for future investments, has now been fully utilised on the ITTP Project. The costs of the frangible pins which are issued free of charge to events and the EquiRating costs have been deducted from the Special Members Fund with the balance of the loss deducted from the Capital Fund.

On behalf of the Directors, we firstly wish to thank all our members for their support in the continued success of eventing in the UK. This could not be delivered of course without the thousands of volunteers who give so much time, energy and professionalism and so our sincere thanks go to them. We also recognise the dedication of 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. Finally, but by no means least, we thank also 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 2017**

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

Directors	Paul Hodgson David Holmes Fiona O'Hara Jane Peters Guy Prest Leslie Smith Nigel Taylor	(Appointed 5 June 2017) (Appointed 29 September 2017)
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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The directors present their annual report and financial statements for the year ended 31 December 2017.

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:

Alexandra Fox	(Resigned 29 September 2017)
Paul Hodgson	
Tim Holderness-Roddam	(Resigned 27 October 2017)
David Holmes	
Fiona O'Hara	(Appointed 5 June 2017)
Jane Peters	(Appointed 29 September 2017)
Guy Prest	
Giles Rowsell	(Resigned 30 November 2017)
Leslie Smith	
Nigel Taylor	

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
10 April 2018

Opinion

We have audited the financial statements of British Eventing Limited (the 'company') for the year ended 31 December 2017 set out on pages 6 to 20. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2017 and of its deficit 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.

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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions 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.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on pages 1 - 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

2 May 2018

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 2017

		2017	2016
	Notes	£	£
Income		5,219,323	4,888,557
Cost of sales		(3,336,778)	(3,090,941)
Gross Profit		1,882,545	1,797,616
Distribution costs		(186,666)	(189,317)
Administrative expenses		(1,735,444)	(1,508,128)
IT transformation project		(283,935)	(515,756)
Operating loss	4	(323,500)	(415,585)
Other interest receivable and similar income		17,750	16,365
Other gains and losses	5	56,101	34,745
Loss on ordinary activities for the year before taxation		(249,649)	(364,475)
Taxation	6	-	(2,250)
Loss for the year		(249,649)	(366,725)
Total comprehensive income for the year		(249,649)	(366,725)
Net transfer from special members fund		46,174	18,163
Retained loss for the year		(203,475)	(348,562)

The profit and loss 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 2017

	Notes	£	2017 £	£	2016 £
Fixed assets					
Intangible assets	7		380,727		211,393
Tangible assets	8		27,112		43,000
Investments	9		601,758		537,459
			<u>1,009,597</u>		<u>791,852</u>
Current assets					
Stocks		94,138		25,675	
Debtors	12	346,841		278,036	
Cash at bank and in hand		1,844,930		2,545,617	
		<u>2,285,909</u>		<u>2,849,328</u>	
Creditors: amounts falling due within one year	13	(944,547)		(1,040,572)	
Net current assets			<u>1,341,362</u>		<u>1,808,756</u>
Total assets less current liabilities			<u>2,350,959</u>		<u>2,600,608</u>
Reserves					
Other reserves			188,392		234,566
Income and expenditure account			2,162,567		2,366,042
Members' funds			<u>2,350,959</u>		<u>2,600,608</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 10 April 2018 and are signed on its behalf by:

Paul Hodgson
Director

Company Registration No. 03218925

British Eventing Limited
(A company limited by guarantee)
Statement of changes in equity
For the year ended 31 December 2017

	Other reserves £	Capital Fund £	Dev't Fund £	Total £
Balance at 1 January 2016	252,729	2,199,604	515,000	2,967,333
Year ended 31 December 2016:				
Profit 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
Year ended 31 December 2017:				
Loss for the year	-	(92,037)	(111,438)	(203,475)
Movement during the year	(46,174)	-	-	(46,174)
Balance at 31 December 2017	188,392	2,162,567	-	2,350,959

Other reserves movement during the year reflects £19,305 in respect of free issue frangible pins and reverse pinning kits and £27,000 in respect of EquiRating Limited costs for the development of the ERQI risk management tool. These costs have been included within safety costs in the profit and loss account. Interest net of corporation tax of £131 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.

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 at bank and in hand 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 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the statement of financial position as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to the income statement so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the lease asset are consumed.

1.12 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 44 (2016 - 41).

3 Directors' remuneration

	2017 £	2016 £
Remuneration paid to directors	94,416	101,600

British Eventing Limited
(A company limited by guarantee)
Notes to the financial statements (continued)
For the year ended 31 December 2017

4	Operating loss	2017	2016
		£	£
	Operating loss for the year is stated after charging/(crediting):		
	Fees payable to the company's auditors for the audit of the company's financial statements	14,700	14,275
	Depreciation of tangible fixed assets	30,792	42,326
	IT transformation project	283,935	515,756
		<u> </u>	<u> </u>
5	Other gains and losses	2017	2016
		£	£
	Fair value gains/(losses)		
	Change in value of financial assets held at fair value through profit or loss	53,079	34,745
	Gain on disposal of fixed asset investments	3,022	-
		<u> </u>	<u> </u>
		56,101	34,745
		<u> </u>	<u> </u>
6	Taxation	2017	2016
		£	£
	Current tax		
	UK corporation tax on profits for the current period	-	2,250
		<u> </u>	<u> </u>

As at 31 December 2017, the company had tax losses of £54,324 (2016 - £nil) available to carry forward against future taxable profits. No deferred tax has been provided on these losses on the basis that it is not probable that they will be recovered against future foreseeable taxable profits.

British Eventing Limited
(A company limited by guarantee)
Notes to the financial statements (continued)
For the year ended 31 December 2017

7 Intangible fixed assets

	ITTP Development
	£
Cost	
At 1 January 2017	211,393
Additions	169,334
	<u>380,727</u>
At 31 December 2017	<u>380,727</u>
Amortisation and impairment	
At 1 January 2017 and 31 December 2017	-
	<u>-</u>
Carrying amount	
At 31 December 2017	380,727
	<u><u>380,727</u></u>
At 31 December 2016	<u><u>211,393</u></u>

8 Tangible fixed assets

	Plant and machinery	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 January 2017	237,487	144,797	382,284
Additions	8,375	6,529	14,904
Disposals	-	(1,344)	(1,344)
	<u>245,862</u>	<u>149,982</u>	<u>395,844</u>
At 31 December 2017	<u>245,862</u>	<u>149,982</u>	<u>395,844</u>
Depreciation and impairment			
At 1 January 2017	211,283	128,001	339,284
Depreciation charged in the year	15,425	15,367	30,792
Eliminated in respect of disposals	-	(1,344)	(1,344)
	<u>226,708</u>	<u>142,024</u>	<u>368,732</u>
At 31 December 2017	<u>226,708</u>	<u>142,024</u>	<u>368,732</u>
Carrying amount			
At 31 December 2017	19,154	7,958	27,112
	<u><u>19,154</u></u>	<u><u>7,958</u></u>	<u><u>27,112</u></u>
At 31 December 2016	<u><u>26,204</u></u>	<u><u>16,796</u></u>	<u><u>43,000</u></u>

9 Fixed asset investments

	2017	2016
	£	£
Investments	601,758	537,459
	<u>601,758</u>	<u>537,459</u>

Movements in fixed asset investments

	Investments other than loans £
Cost or valuation	
At 1 January 2017	537,459
Additions	66,483
Valuation changes	53,079
Disposals	(55,263)
	<u>601,758</u>
At 31 December 2017	601,758
Carrying amount	
At 31 December 2017	601,758
	<u>601,758</u>
At 31 December 2016	537,459
	<u>537,459</u>

10 Subsidiaries

Details of the company's subsidiaries at 31 December 2017 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
British Horse Trials Association Limited	Abbey Park, Stareton, Kenilworth, Warwickshire	Dormant	Ordinary	100	

10 Subsidiaries (continued)

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 2017. 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

	2017	2016
	£	£
Carrying amount of financial assets		
Instruments measured at fair value through profit or loss	601,758	537,459

12 Debtors

	2017	2016
	£	£
Amounts falling due within one year:		
Trade debtors	62,747	29,163
Other debtors	284,094	248,873
	346,841	278,036

Other debtors include an amount of £7,000 (2016 - £21,000) which is due after more than one year.

13 Creditors: amounts falling due within one year

	2017	2016
	£	£
Corporation tax payable	-	2,250
Other taxation and social security	47,362	57,747
Trade creditors	164,688	139,150
Other creditors	247,267	278,712
Accruals	485,230	562,713
	944,547	1,040,572

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 Commitments

At the year end the company was committed to costs of £188,564 in relation to the IT transformation project.

16 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.

	2017	2016
	£	£
Abandonment Fund held by British Eventing	120,635	143,892
	<u> </u>	<u> </u>

17 Operating lease commitments

Lessee

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

2017	2016
£	£
185,946	216,937
<u> </u>	<u> </u>

18 Related party transactions

During the year, British Eventing Limited received payments from directors totaling £32,632 (2016 - £52,835). These were in relation to Horse Registrations, FEI Registrations and Memberships.

Payments from British Eventing Limited to directors during the year totalled £121,382 (2016 - £57,342). These transactions were in relation to consultancy services, insurance, the reimbursement of expenses, sponsorship for appropriate events and administrative work.

19 Control

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

British Eventing Limited

(A company limited by guarantee)

**Management information
for the year ended 31 December 2017**

British Eventing Limited
(A company limited by guarantee)
Detailed trading and income and expenditure account
For the year ended 31 December 2017

	Schedule	2017 £	2016 £
Income			
Subscriptions	1	1,626,090	1,585,630
Horse season tickets		1,061,032	1,028,951
Affiliations and entry levy		400,961	407,422
Three Day Events income	2	1,513,505	1,288,927
Trading income		196,432	187,220
Sponsorship and commercial income	3	194,115	164,431
Other income	4	227,188	225,976
		<u>5,219,323</u>	<u>4,888,557</u>
Operating expenditure			
Management and administration	5	1,708,741	1,469,190
IT transformation project		283,935	515,756
Marketing and communications	6	186,666	189,317
Sport	7	1,365,276	1,433,349
Training and education	8	153,109	205,190
International teams	9	146,789	146,552
Three day event expenditure	10	1,129,881	915,422
Trading expenditure		185,905	149,783
Sponsorship and commercial expenditure	11	204,295	111,046
Other expenses	12	151,523	129,599
Depreciation	13	26,703	38,938
		<u>5,542,823</u>	<u>5,304,142</u>
Operating loss		(323,500)	(415,585)
Other gains and losses			
Gains on sale of fixed asset investments	3,022		-
Change in fair value of financial assets measured at FVTPL	<u>53,079</u>	<u>34,745</u>	
		<u>56,101</u>	<u>34,745</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 2017

	2017	2016
	£	£
1 Subscriptions		
Full members	1,117,675	1,119,252
Professional membership	14,159	11,425
Life members	-	688
Joining fees	13,735	15,455
Day passes	263,703	232,189
Joint membership	17,529	17,251
Corporate membership	11,852	11,307
Syndicate membership	15,100	15,123
Non competing membership	34,330	34,103
Owners membership	99,999	91,915
Day pass membership	38,008	36,922
	<hr/> 1,626,090 <hr/>	<hr/> 1,585,630 <hr/>
2 Three Day Events income		
Blenheim	1,141,515	912,946
Burghley	216,990	220,981
Badminton	155,000	155,000
	<hr/> 1,513,505 <hr/>	<hr/> 1,288,927 <hr/>
3 Sponsorship and commercial income		
General sponsorship	55,232	22,895
Team sponsorship	18,489	10,435
T & E Sponsorship	1,500	23,750
Advertising income	53,196	29,982
Horses for sale	8,226	11,760
Merchandise & publication income	57,472	65,609
	<hr/> 194,115 <hr/>	<hr/> 164,431 <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 2017

	2017	2016
	£	£
4 Other income		
Grants		
UK Sport	-	73,300
Saddlers grant	2,000	2,000
Other		
Sundry income	63,900	44,040
Winter series income	141,363	88,445
Bridging the Gap income	19,925	18,191
	<hr/> 227,188 <hr/>	<hr/> 225,976 <hr/>
5 Management and administration		
Staff costs	705,098	652,123
Rent, rates and service charges	85,425	86,225
Repairs and alterations	-	263
Travel and expenses	16,532	15,690
Insurance	36,268	17,807
Finance charges	51,492	47,764
General computer expenses	269,143	129,006
Software licences	90,164	21,675
Telephone	2,480	2,663
Printing and stationery	23,280	42,137
Postage	35,645	32,843
Membership insurance	105,590	110,101
Membership cards & badges	250	1,475
Meeting expenses	26,912	27,940
Hospitality	4,387	4,408
Legal and professional fees	48,561	50,482
Funding BEF	62,975	62,350
Non recoverable input tax	116,997	130,643
Other	13,430	11,249
Chairman / CEO's discretionary fund	6,735	6,946
Membership affinity benefits	1,854	7,528
Corporate ID	1,401	3,567
Awards	4,122	4,305
	<hr/> 1,708,741 <hr/>	<hr/> 1,469,190 <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 2017

	2017	2016
	£	£
6 Marketing and communications		
Staff costs	129,785	130,175
Telephone	1,438	1,377
Postage	622	2,391
Championships	4,837	3,006
Advertising, publicity and trade stand	27,811	39,859
General marketing expenses	8,508	7,879
Hospitality incl. owners marquee and members pavilion	13,665	880
Website	-	3,750
	<hr/>	<hr/>
	186,666	189,317
	<hr/>	<hr/>
7 Sport		
Staff costs	479,960	498,231
Telephone	5,837	5,839
Printing and stationery	83,685	86,620
Postage	753	4,051
Meetings - incl. committee expenses	6,193	11,254
Events insurance	78,694	91,547
Dope testing	27,868	28,315
Event officials, incl training and development	500,867	511,862
Other expenses	7,645	8,353
Specialist equipment	4,262	2,538
Events development/ support	48,194	105,450
Safety costs	121,318	79,289
	<hr/>	<hr/>
	1,365,276	1,433,349
	<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)
Detailed trading and income and expenditure account (continued)
For the year ended 31 December 2017

	2017	2016
	£	£
8 Training and education		
Staff costs	42,651	47,147
Printing, stationery, telephone & postage	690	1,281
Meetings	4,467	230
Other expenses	10	1,843
Marketing	414	870
Regional Training Organisers - expenses	-	15
Coach development	(2,115)	(1,980)
Rider training and development	2,552	350
BE Charitable Foundation donation	104,440	155,434
	<hr/> 153,109 <hr/>	<hr/> 205,190 <hr/>
9 Teams		
Young riders	48,114	49,706
Juniors	36,876	47,880
CIC2*	14,083	311
Ponies	44,636	47,505
Team travel insurance	3,080	1,150
	<hr/> 146,789 <hr/>	<hr/> 146,552 <hr/>
10 Three Day Event expenditure		
Blenheim	1,129,881	915,422
	<hr/> 1,129,881 <hr/>	<hr/> 915,422 <hr/>
11 Sponsorship and commercial expenditure		
Contractor costs	145,770	30,668
General sponsorship	1,714	-
Commercial development & events promotion	15,743	9,422
Merchandise & publications	41,068	70,956
	<hr/> 204,295 <hr/>	<hr/> 111,046 <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 2017

	2017	2016
	£	£
12 Other expenses		
Winter series	135,453	74,545
Regional training expenditure	300	442
Bridging the Gap expenditure	15,770	17,312
Grant funding projects	-	37,300
	<hr/> 151,523	<hr/> 129,599
13 Depreciation		
Office equipment and IT	12,937	17,790
Ground care equipment	13,766	21,148
	<hr/> 26,703	<hr/> 38,938

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 2017

	Payments to British Eventing Limited		Payments from British Eventing Limited		
	Affiliation, abandonment and event fees	Other	Consultancy	Expenses	Other
2017	£	£	£	£	£
Alexandra Fox	-	2,144	-	1,281	-
Timothy Holderness-Roddam	90	353	-	2,645	-
Giles Rowsell	-	-	-	1,637	-
Leslie Smith	-	200	3,140	2,160	300
Nigel Taylor	21,503	-	-	-	10,222
Paul Hodgson	7,837	18	-	19,241	-
David Holmes	-	-	-	2,903	-
Guy Prest	-	487	-	-	76,381
Fiona O'Hara	-	-	-	-	-
Jane Peters	-	-	-	1,472	-
	<u>29,430</u>	<u>3,202</u>	<u>3,140</u>	<u>31,339</u>	<u>86,903</u>
	<u><u>29,430</u></u>	<u><u>3,202</u></u>	<u><u>3,140</u></u>	<u><u>31,339</u></u>	<u><u>86,903</u></u>
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
Edward Thomas	-	-	-	-	-
	<u>30,936</u>	<u>21,899</u>	<u>1,769</u>	<u>20,508</u>	<u>35,065</u>
	<u><u>30,936</u></u>	<u><u>21,899</u></u>	<u><u>1,769</u></u>	<u><u>20,508</u></u>	<u><u>35,065</u></u>

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

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 25.

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

Payments to British Eventing Limited for other of £130 (2016 - £222).

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 £9,146 (2016 - £12,020).

Payments from British Eventing Limited to his sister Anne-Marie Taylor for training courses totalling £1,076 (2016 - £4,049).

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

Payments to British Eventing Limited for other of £443 (2016 - £280).

Guy Prest includes the following transactions:

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, of which Guy Prest is the Managing Director, 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 16 page 19. Insurance premiums of £44,600 for personal accident insurance have also been paid to KBIS during the year.

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