



Minutes from the British Eventing AGM held on September 29, 2017 at the British Eventing Young Horse Championships and Osberton Horsetrials, Osberton, Worksop, Nottinghamshire.

Peter Morris, MC, called the meeting to order.

Apologies were received from Giles Rowsell, Fiona O'Hara, Holly Bishop, Sue Stewart and Jane Starkey.

He then handed over to Paul Hodgson, Chairman of the Board.

Paul welcomed all to the meeting. He thanked Giles Rowsell and Tim Holderness-Roddam for their valuable contribution to the Board as their terms come to an end in November. He then set out the agenda for the meeting.

AGENDA

- ▶ Apologies
- ▶ Accept the Minutes from AGM in September 2016
- ▶ Presentations
 - Chairman's Review
 - International - Nigel Taylor
 - ITTP Update - Paul Hodgson
 - BEF Governance - Paul Hodgson
 - Financial Summary - Wendy McGowan
 - Risk Management - David Holmes
 - Q&As
- ▶ Voting Results
 - Ordinary Resolution to reappoint the Auditors- Saffery Champness
 - Announcement of New Director



Paul thanked his fellow Non Executive Board Directors for their invaluable contributions.



Paul explained how the recruitment process for the new World Class Manager Dickie Waygood and World Class Coach Chris Bartle by the BEF and the appointment of the new Senior Team selectors post Rio in collaboration with the BEF had already brought about some very positive changes. The main aims of these new appointments were to instil confidence and trust in riders, owners and staff by fostering a winning culture and cascading down to the other teams representing Britain on an international stage where. He then handed over to Nigel Taylor for an update on the various Team performances in 2017.



Nigel went through the presentation highlighting the successes achieved this year with all the teams.

European Championships

Ponies/Juniors/Young Riders

- ▶ **PONIES – TEAM SILVER**
 - Team members Georgina Herring, Saffron Osborne, Connie Gill And Saffron Cresswell
 - Individual Gold – Georgina Herring
 - Individual Silver – Saffron Osborne
- ▶ **JUNIORS – TEAM SILVER**
 - Team members Bubby Upton, Phoebe Locke, Richard Coney And Imogen White
 - Individual Gold – Bubby Upton
- ▶ **YOUNG RIDERS – TEAM BRONZE**
 - Team members Alex Kennedy, Katie Bleloch, Felicity Collins And Sam Ecroyd
 - Individual Silver – Alex Kennedy



European Championships

CIC2* Team

- ▶ **TEAM SILVER**
 - Team members Indiana Limpus, Nicola Hill, Steve Garrod, Lauren Mclusky, Simon Ashworth and Victoria Leabeater
 - Individual bronze – Indiana Limpus



European Championships

Seniors

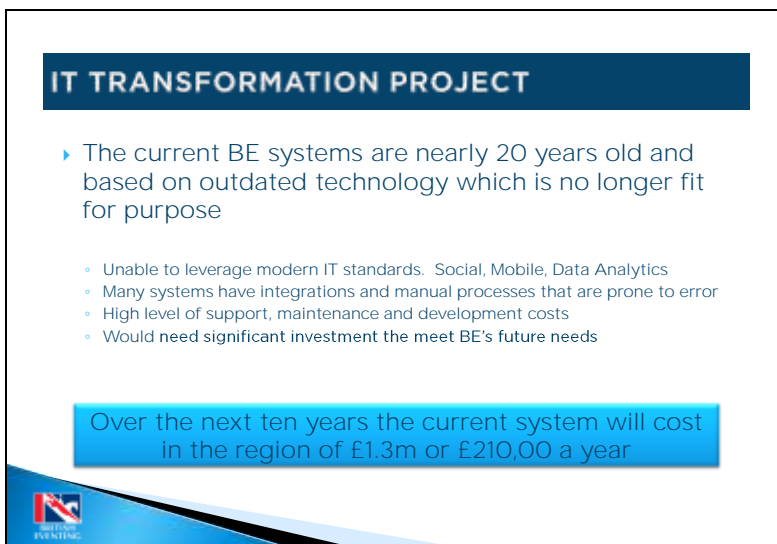
- ▶ **TEAM GOLD**
- ▶ Team Members – Oliver Townend, Ros Canter, Nicola Wilson And Tina Cook
- ▶ Individual Bronze – Nicola Wilson
- ▶ Individuals – Gemma Tattersall and Piggy French



Nigel gave an anecdote on his conversations with Dicky and Chris on this year's team and the expectations on their performances. He quoted conversations the selectors had with them about setting targets for Tokyo 2020 Olympics – with the exciting expectation by both Dickie and Chris that the team target was team gold and 3 individual medals!

Nigel then handed back to Paul


The IT project is BE's single biggest investment and Paul stressed how this system has to be fit for purpose. A previous attempt at 'simply' updating the website had exposed the 20 year old technology of BE's database that a new website needed to utilise, making it cumbersome and soon outdated for any future technological advances. The Board made the decision to update all the systems. This included developing the existing Entries system with an entries administration, scoring and results capability. This whole system is now known as EARS. Paul referred back to the original presentation made at the 2015 AGM explaining the budgeted costs for the project which is shown in this slide again.



IT TRANSFORMATION PROJECT

- ▶ The current BE systems are nearly 20 years old and based on outdated technology which is no longer fit for purpose
 - Unable to leverage modern IT standards. Social, Mobile, Data Analytics
 - Many systems have integrations and manual processes that are prone to error
 - High level of support, maintenance and development costs
 - Would need significant investment to meet BE's future needs

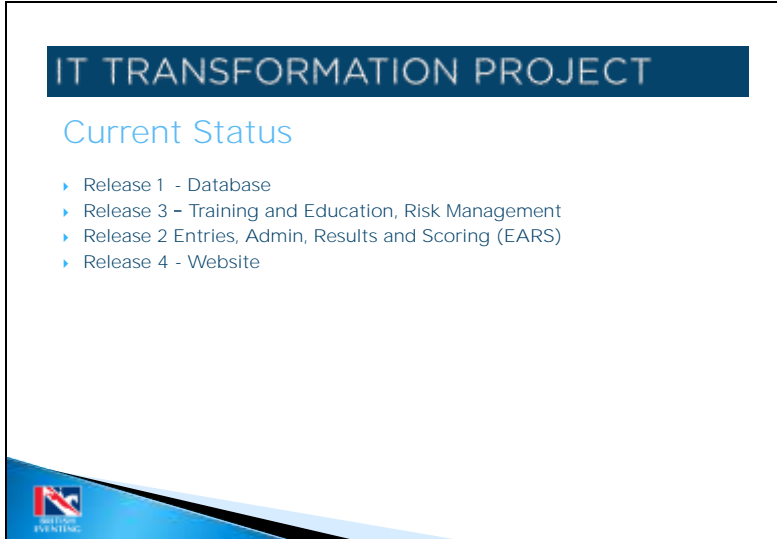
Over the next ten years the current system will cost in the region of £1.3m or £210,000 a year



The sequence of releasing the 4 phases of the project are:

- Release 1 - BE's new database went live on 5 December 2016 - Delivered
- Release 3A – the Risk Management tool went live in April 2017. This is the software that TA's use to log fence details of all courses for the vital risk management research BE does. Delivered
- Release 3 – the Training and Education element is ready and handover completed in Aug 2017 – However this release will become functional once the new website goes live. Delivered.
- Release 2 – We have been working with a group of scorers and entry secretaries to develop the system to make it as good as it can be and meets the needs of the sport. Reliability and use-ability are key factors. Some changes along the way had to be made which has led to extensions of the time needed to develop this release. There have been some additional costs and we are currently negotiating with Make Positive on additional costs. This discussion also includes timelines to achieve delivery of the platform for field testing prior to being able to be used by events. In development.


- Release 4 – This is the last phase and the one that our members will see. We are finalising the final scope of the website with Make Positive and work on this will be started soon. Starting development.



IT TRANSFORMATION PROJECT

Current Status

- ▶ Release 1 - Database
- ▶ Release 3 - Training and Education, Risk Management
- ▶ Release 2 Entries, Admin, Results and Scoring (EARS)
- ▶ Release 4 - Website



Paul then explained the additional costs involved. He stressed that this is the organisations biggest investment ever and that this project must be fit for purpose. The original budget of £1.361mil is an investment over 10 years. Necessary changes to the original design, especially around EARS, means there has been an additional investment of £90K. The Project Team and Make Positive are in discussion on further necessary changes on R2 EARS and R4 Website but costs will be kept to a minimum.



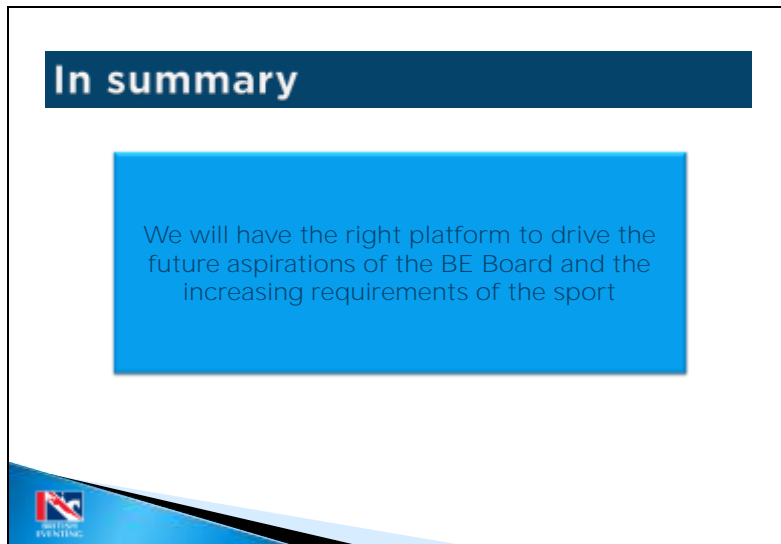
IT TRANSFORMATION PROJECT

Costs

- ▶ Original Project Budget:£1,361K
- ▶ Current Approved Project budget: £1,451K
- ▶ Additional costs:£90K
 - Change requests for timetabling improvements, CRM developments and safety application
- ▶ Current negotiations with MP on R2 and R4 may lead to additional costs but this will be kept to a minimum



Paul stressed the original and ultimate aim for this project.

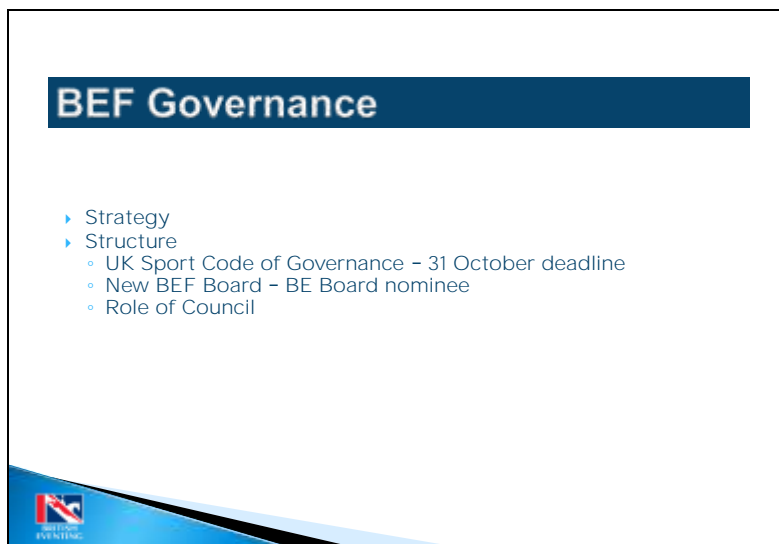


In summary

We will have the right platform to drive the future aspirations of the BE Board and the increasing requirements of the sport



Paul next informed the member on how the internal changes at the BEF have impacted on BE and the other member bodies. UKSport have set a non-negotiable deadline by which time the BEF Governance structure had to change. If the deadline isn't met, BEF's (and our) funding is under serious threat. This just didn't apply to the BEF but all Olympic/Paralympic NGB's from Athletics to Hockey to Rowing to Fencing and all the others. During this period of change the BEF CEO left her role in June 2017. The member bodies have done a great deal of work together to achieve consensus on the necessary changes required to meet the UK Sport deadline and compliance. The main change is to the BEF Council which will become advisory to the BEF Board which will be restructured with Independent/Nominated and Elected Directors and will significantly improve stakeholder representation and consultation in decision making. BE has made a nomination for the new BEF Board to the Interim Nominations Committee – which the Board were required to do given the short timeframe for nomination. Whilst this BEF Nominations Committee process is underway BE can't disclose the name it has submitted suffice to say it is an experienced and knowledgeable representative. Going forward BE will advertise and interview for such posts as is the case now with all Appointed Directors for the BE Board.



Finally, Paul wanted to thank all the people that make the sport what it is as well as the dedicated staff at British Eventing.

He then handed over to Wendy McGowan

Wendy reported on the 2016 accounts and the retained loss made that year. British Eventing did make an operational surplus in 2016 of a £100,000 which was invested back into the IT project. Besides the IT Project, BE's biggest investment year on year remains the sport itself through BE officials, ground care investments, insurance etc. She highlighted the total claims made from the 12 abandoned events.


Financial Highlights

2016 Financial Report

- ▶ Published back in May
- ▶ Increased Members and Horses
- ▶ Retained loss – Year 1 IT Transformation Project

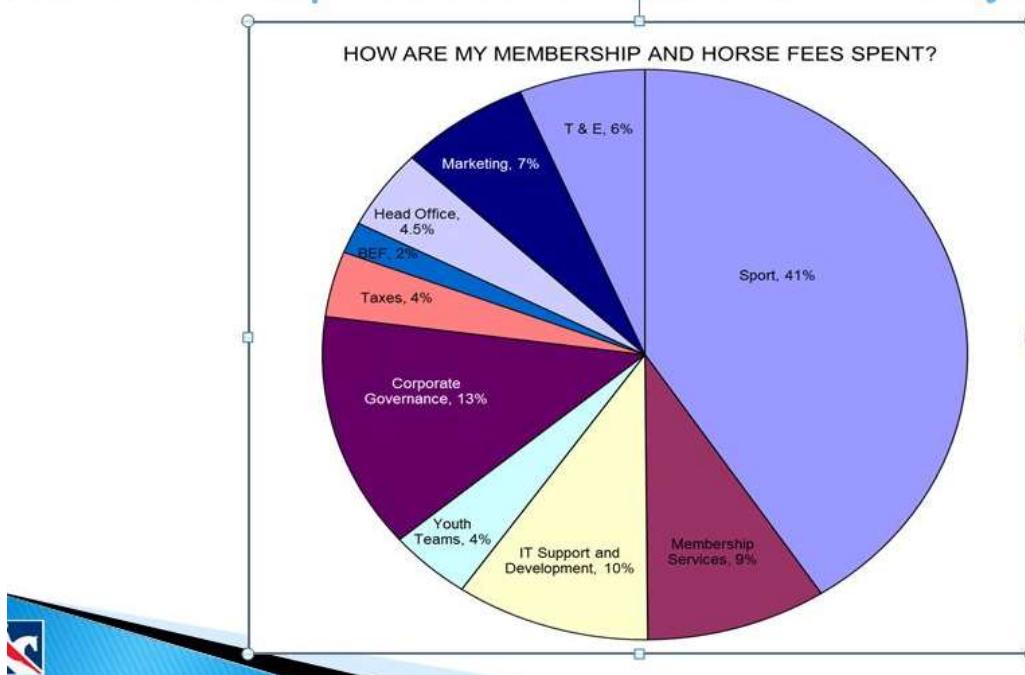
2017

- ▶ Continued investment in the IT Project will result in a loss
- ▶ Continue to invest in the sport through the support offered to Events – Net Cost £420K
- ▶ 12 Events have been affected by abandonment with claims currently totalling £300K



This shows the breakdown of how membership and horse income was spent in 2016, which as you can see, the sport is still the biggest and together with membership services accounts for 50% of this income.

Membership and Horse Income Analysis 2016



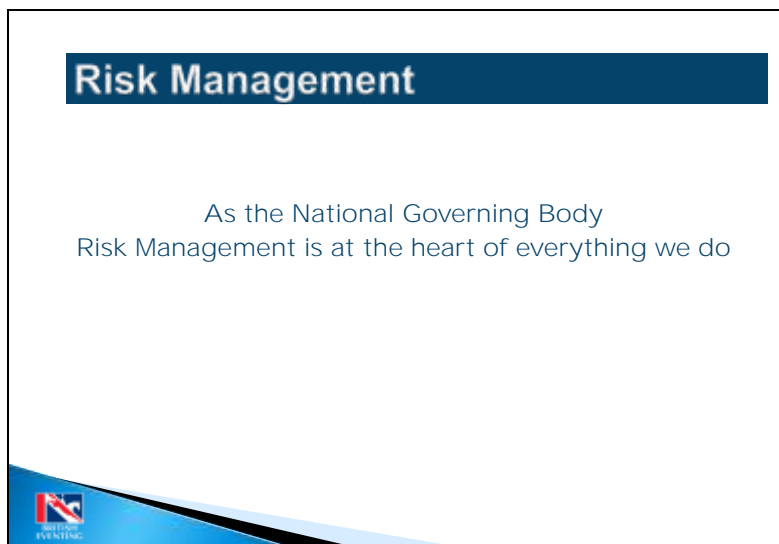
Wendy then handed over to David Holmes, CEO

David wanted to touch on Risk Management which is at the heart of what we do. He explained how BE is both proactive and reactive in managing risk in our sport. He gave examples of both:

Proactive: Rider training/Officials Training/Rules/qualification systems/MERs/Course Designers Accreditation system/Safety data

Reactive: Frangible technology/medical rules and processes/on event governance

Chris Farr, BE's Sport Operations Manager informed the members on some of the other research work going on, especially around concussion (a tool is being tested in other sports to assess concussion on the touch line) as well as BE's research in equine vision.



David then handed back to Peter Morris.

Before opening up for questions, Paul thanked Alex Fox for her contribution to the Board. Alex is standing for election and so may remain on the Board after this AGM.



Questions were invited from the audience:

Q: John Lawrence: A previous IT project was written off for £300,000. This IT project is at £1.3mil plus £90,000 over spend to date. What is happening with this project which appears to be a nightmare hanging over the sport?

A: The previous Web project exposed the fragility and incompatibility of the old BE database which was unsustainable with technological advances in IT and member's future expectations. BE had to invest in a new database system, an entries and scoring administration and a website which will serve the sport for at least the next 20 years - plus it will be much better adaptable to changes. The Board agreed to use part of BE's reserves to invest in this project, the reserves have been built up over the years to invest in the sport as well as having a surplus in case of a major disaster (similar to Foot and Mount in 2001) The £1.3 million is BE's investment over 10 years. Wendy McGowan confirmed that BE still retains £2million in reserves.

Q: Chris McGrann: why is there such a lack of members at the AGM.

A: BE specifically comes to an event to encourage/enable members to come. Perhaps it could almost be seen as a good sign in that when things are going relatively well, people simply do not come. BE would welcome suggestions about how to improve engagement with the AGM by the membership.

Q: Ryck Turner. IT projects are inherently complex and are always over budget and time. What governance and management does BE have in place from the lessons learned on the failed Website project.

A: There is a governance structure in place, starting with the Project Board, comprising of David Holmes, Wendy McGowan, Andrew Kirkby (BE's Information Officer) and Nisha Punj, the Project Manager. Nisha is contracted to manage this project and was selected as she has extensive Salesforce experience (Salesforce is the new BE database platform) as well as having collaborated with Make Positive, the developers. Above the Project Board sits the Project Steering Group which has David Holmes, Wendy McGowan, Guy Prest (BE Board Director) and recently Fiona O'Hara (BE Board Director, recently co-opted) as well as outside IT expertise from Leadent Solutions. Above that is the Board itself.

Q: Alec Lochore. If this project was a fixed price contract, why is there an overspend?

A: The original specification for the project was extensive but with the development of the systems, and especially EARS where there was no cooperation from one outside provider, there are inevitable changes to the scope of the project. BE is committed to develop the best in class, which means if changes need to be made, they need to be made. A fixed cost project = a fixed original specification. Changing or adding to the specification incurs additional cost.

Q: Alec Lochore What bit of EARS was not working.

A: Andrew Kirkby, BE Chief Information Officer said that BE had to face amalgamating 3 different systems into a single system, whilst still maintaining the flexibility of the 3 systems. When Make Positive delivered a system for testing it simply was not good enough when BE did its own internal quality testing.

Q: Cathy Butler, EHOA chairman. Can the meeting be informed of the BEF Board nomination BE has made?

A: the BEF Nominations process has been under pressure due to the UK Sport compliance deadline of October 31. The current BEF process unfortunately does not allow us to disclose who the Board have put forward for the BEF Board. The BEF Board will be restructured to have better member representation. It will be comprised of 1 Chairman and 3 Independent Directors, 4 Board Directors nominated by the Founding Members (BE, BD, BS, BHS) and 4 Directors nominated by the BEF council. Paul stressed that the BE nomination will not be a 'BE Representative' but will be a BEF Board Director. BE have nominated a highly experienced and knowledgeable name for the role.

Q: Peter Cattell. What has BE done to try and influence the FEI on the proposed new competition formats.

A: David Holmes said how these format proposals flowed from the Olympic 20/20 Agenda set by the IOC. Lots of consultation and meetings have taken place during 2017, the most recent in Strzegom during the Europeans and Burghley Horse trials. The FEI will go ahead with the new star system, with the introduction of the new 105cm class to 1 star. These new formats will most probably not be introduced until 2019 but exactly how its all going to work is an unknown at the moment. BE are awaiting receipt of the final proposal which will be put to the FEI General Assembly in November for acceptance.

Q: Peter Cattell. Will the World Games still be the pinnacle for our sport?

A: Chris Farr explained how the BE Sport Committee has discussed this, trying to prepare for the introduction of the new formats, but as long as the FEI have not decided on the detail, we don't know.

Q: Alexander Petternell: Is there a way that local riders can get special 'local' ballot stickers to secure a priority at an event, especially if the owners live nearby as well?

A: Chris Farr explained that judicious use of the Ballot Stickers and Super Ballot stickers should go along way to secure a run at a preferred event. He warned however that multiple riders, in the event of a ballot will be limited to 3 rides. He also reminded everybody that balloting is actually limited to a few events each season, and is not as prevalent as it appears. In setting a policy BE must balance the needs of all its members from single horse amateurs to professionals.

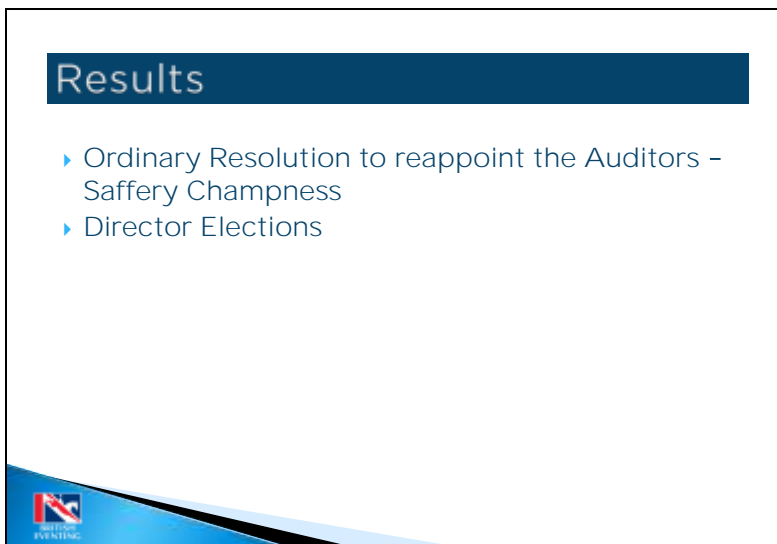
Q: John Chambers. Only 19% of the horses competing in the 5 Year Old Championships are British bred. What is BE doing to support British breeding.

A: Paul Hodgson said that this was noted and would be taken away as the session has run out of time.

Peter Morris closed the Q&A

Paul then announced the outcome of the voting

- Saffrey Champness were re-appointed as the auditors
- A total of 960 votes were cast and Jane Peters had taken the most votes so is duly elected as the new Board Director. Voting outcome will be published on the BE Website



Results

- ▶ Ordinary Resolution to reappoint the Auditors - Saffrey Champness
- ▶ Director Elections

The slide features a dark blue header with the word 'Results' in white. Below the header, two bullet points are listed in blue text. The slide has a white background with a blue and black decorative graphic at the bottom left corner, including a small logo.

Paul Hodgson then closed the meeting.

