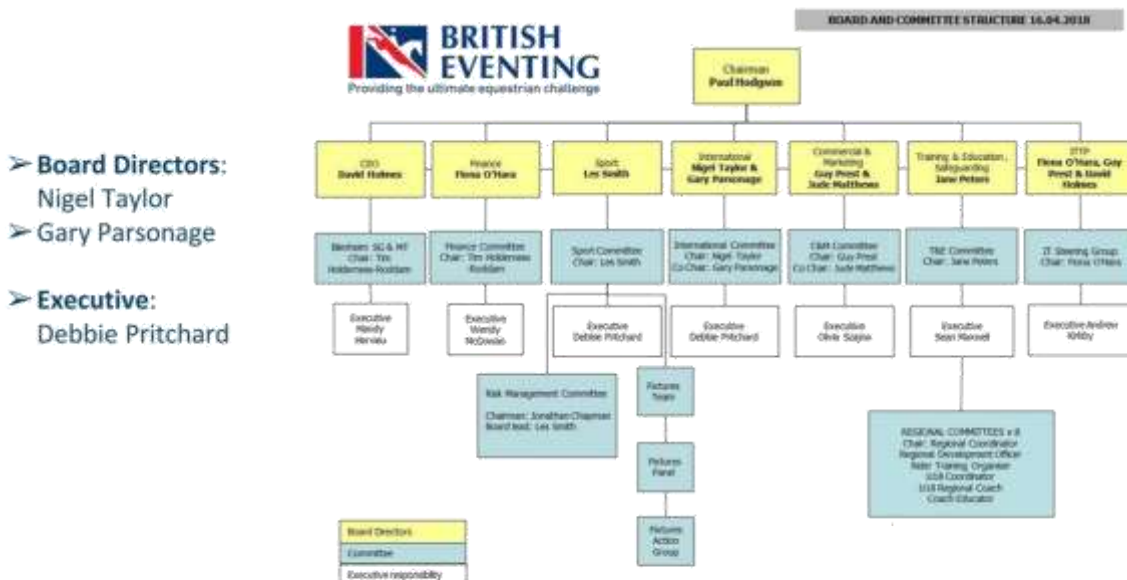




INTERNATIONAL



International

- Achievements
- WEG
- EU CH P/J/YR
- Nations Cup
- CIC**
- Working closely with World Class

Nigel Taylor explained that he has been on the Board of Directors for four years and that today would be his last day, unless he was re-elected for a second term of office. Nigel ran through the achievements of the selected riders and teams during 2018 and extended thanks to Owners and Selectors, Grooms and all associated staff and helpers for all the work they do behind the scenes.

The Senior Selectors were present: Jeanette Brakewell, Gill Watson and Sarah Bullen. Nigel said that going forward the new '3 in a team' will make medal achievements more difficult to get.

Gary Parsonage had joined the board in April 2018 and his main focus had been international youth teams. Gary too thanked all the "back room staff", selectors, vets, physios, coaches, owners and parents who are all contributors to the success of the teams. Gary took the opportunity also to thank the Sponsors for their financial support and the BE office staff for their dedication.

International



Questions from the floor

Ben Nichol

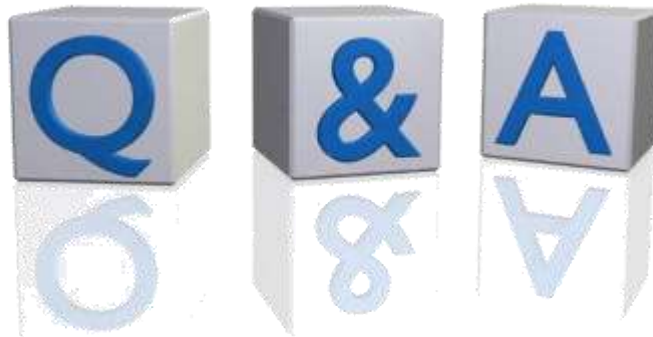
Q: Details of the Junior Development Programme had been communicated at the beginning of the year but further emails had been sent implying that this programme would no longer exist due to lack of funding. Why was this?

A: The Directors were unaware of this. David Holmes said that at the most recent international wash up meeting this was part of all the planning for 2019.

[After note to the meeting: The reason the trip to Waregem with the Junior Nations Cup Team did not happen is that there were insufficient riders who expressed an interest in going and since the trip is self-funding unfortunately it could not go ahead.

Similarly the Development Squad itself is self- funding and for similar reasons it has not been able to go ahead this year.]

Osborne House



Paul Hodgson explained the background behind the decision of the Board approving Osborne House. The concept started in 2016 aiming to show case eventing in a new way: this was the three phases over approx. 3 hours, morning and afternoon over 2 days with 4 sections of circa 20 horses so 80 horses in total. The proposal followed the fixtures process and was turned down by the Fixtures team due to congestion in the calendar and the effect this would have on other affiliated events viability.

A Business case [not in person by Stuart Buntine of Bede or Diane Bown] was then presented to the Board, and as this was non- standard, and it was different it should be considered a potential Sports Development project. Osborne is an iconic location on the Isle of Wight with a captive audience and English Heritage (owners of Osborne House) supported the concept, but it was date specific.

The Board approved this concept at risk. It decided to support the event as a Special Project and it was to be given a Special Affiliation agreement. It was run under our Rules and our Officials were sent. These were not charged for this year and should have been but would be in future years.

The Board recognised that there could be impact to other Events on their Intermediate entries and so agreed to action an 'Event Support' budget to support these events. A base line total budget of Event Support of 10K per annum was agreed and this was to be applied to those potentially affected using a formula based on previous entries in that class over the past 3 years. In 2018 this was paid out two Horse trials as Event Support. It was not paid to Burgham which was full and prepared excellent courses and ground. A lesson learnt from this year is that another factor should have been applied as entries were also down this year due to the hard ground and the drought, so too much was paid out AND there was significantly less actual runners at Osborne than the 80 planned - in the end it was less than 50.

All new Events, let alone a new show case concept within a new English Heritage site, will always have challenges. We recognise the days changed which was to not effect a Northern event which

ended up being full to capacity. Then, it almost did not run as English Heritage tried to remove the approval only days before, due to management changes within English Heritage.

Was it a success? Yes – the concept was proven.

Should it have an MER – no- as a non-standard event with a compacted format and non-standard shortened dressage test and shortened Cross Country. But it received very favourable Press feedback and the prize money was attractive with Oliver Townend taking away around £17K.

The organisers BEDE brought in a new big sponsor London Capital and Finance who went on to sponsor Osberton Horse Trials and are committed to next year.

Should BE support this? The Board took a risk in order to develop our Sport – compare this fact to a business : We are a £4million turnover Sport. We decided as a part of our Sport Development to invest 0.25% of our annual turnover. It ties in with our Commercial and Marketing strategy to reach out and extend our reach and increase revenue into the Sport.

BUT - Decisions taken risk having a cost and impact and consequences; The Board did override the Fixtures process and this did upset several of our potentially affected Events such as Chomondeley, Wilton and Burgham. We did place our Officials (namely the RCs , TAs and Stewards) in a difficult position as it caused friction in the field. We should have made clearer our rationale, decision and explanation for this Special Project running under a Special Affiliation agreement. We do understand that Organisers affiliation agreement align to our fixtures protocol.

Overall was it a success, and it did show case our Sport– Yes; Will we be reviewing the terms for next year – Yes; Was there increased prize money - Yes ; Was a new Sponsor brought in who is paying above the market standard for 2 star – Yes; And could it have been communicated better to our Officials and Organisers – Yes

Paul invited questions from the floor.

Questions from the floor

Suzie Cotterill

Q: Please justify the expenses paid to the Chairman and Chief Executive for attending Osborne House.

A: Paul stated that expenses were claimed but his time is not charged for in his role as Chair. It was felt appropriate to visit the event with Sport Development in mind.

Q: You have said that you will be reviewing the event support available to those events which run against Osborne House. BE has a contract with their affiliated events, and an alteration to that contract would need agreement by both parties.

A: Paul explained that the Board had taken a decision to overrule the Fixtures Policy and Protocol and affiliation agreements are reviewed annually. The Board had agreed to use the event support budget for this purpose.

Martyn Johnson

Q: Fairness is key. As an organiser I signed the affiliation agreement, part of which is the Fixtures Policy and Protocol. I think the Fixtures Team do a great job and I felt it was wrong for the Board to interfere with this process.

A: Paul agreed that the decision was taken “at risk” to overrule and the Board will think long and hard before doing it again. Paul apologised for the impact that the Board’s decision had had on BE events and the Regional Coordinators and BE Staff and confirmed that there would be fewer competitors at Osborne House next year.

Martyn Johnson said he felt the Board have missed the point. He runs a 3* event which he thinks BE considers an important competition within the eventing calendar, certainly in terms of sport development and he would like to see the Board supporting and promoting the top affiliated events. He doesn't think the Board understood the Fixtures Process and the impact of the decision they were making.

Alec Lochore

Q: Is there a 3 year contract with the event?

He also commented that lower entries is not the point. Riders were taking horses either there or another event.

A: Paul confirmed Osborne House is in the calendar for another 2 years.

Guy Prest explained how the Board were pushing the boundaries for the Sport but Martyn Johnson countered that by saying organisers of affiliated events work very hard to try and put on high quality events.

Suzi Cotterill

Q: Will the support for affected events continue.

A: Nigel Taylor confirmed this was the case.

Peter Brace

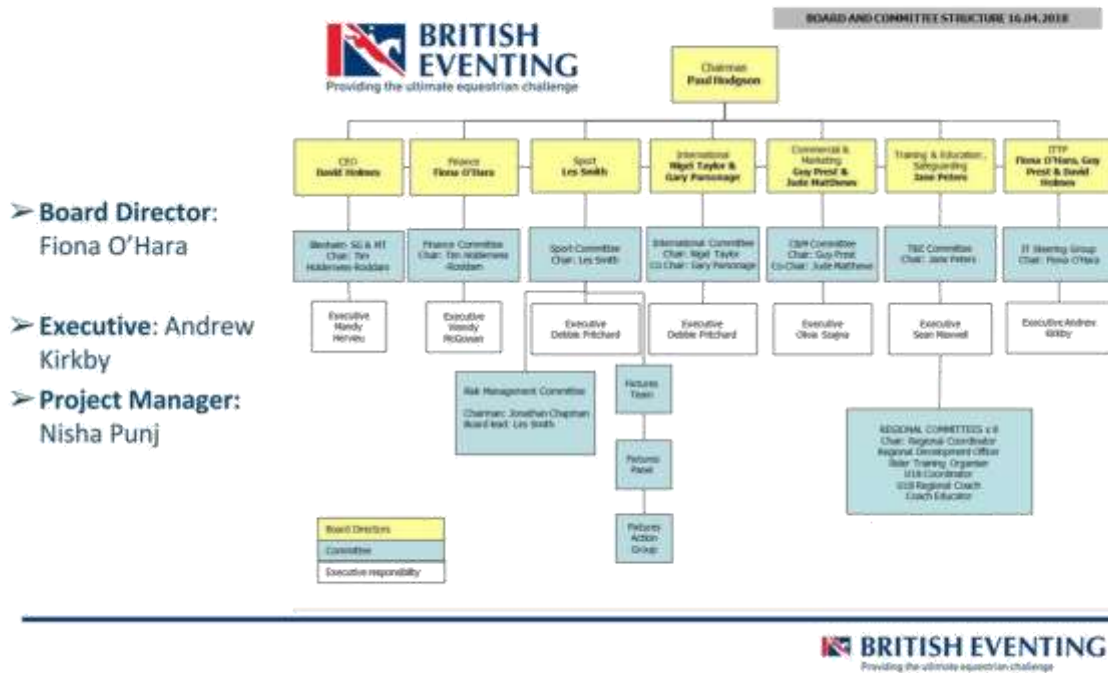
Q: How many attended

A: 5,500.

Philip Bown said that (as the husband of one of the organisers) he feels the sport does need to try and do new things and have some imagination in how it presents itself.

Martyn Johnson said he was not against innovation but it was badly handled, the fixtures process is there for a reason. **Amanda Leonard** said that the issues could have been avoided if the Board were better prepared. **Diana Bown** stood up to explain how she and Stuart Buntine were trying to do something new and innovative for the sport but that the impact and upset it had caused was troubling to her.

IT Transformation Project



Fiona O'Hara came onto the Board in 2017 and 'took on' the IT project as this is her business expertise. She explained that the decision to invest in IT by the Board was because there was no choice. All the components were needing to be invested in. She explained the tender process and how BE came to the decisions to use Salesforce as a platform. Fiona stressed that BE IT project is very complex as it is a complete overhaul of all of BE's IT needs as well as systems that BE has not done before. Third party systems were old technology and could not be utilised going forward. The budget is now at £1.99Mil including the negotiated rebate from the contractor.

There are 4 reasons for the overrun

1. Scope – Makepositive (the contractor) and BE underestimated the complexity of the project but this is not untypical.
2. Makepositive oversold their capability for the project. Fiona stressed that in her many years of experience she has never seen behaviour and lack of professionalism like theirs before.
3. The contract could have done with more 'teeth' but that is easy to say in hindsight.
4. Given the challenges – the project needed a lot of experience which BE did not have at the time. She is glad to be able to help.

Fiona then requested to use part of the presentation to add further context into why we needed to invest in IT and challenges experienced with the IT project.

IT Transformation Project

➤ Why we needed to invest in IT?

- **Database:** 20 years old, built on old technology, expensive to maintain.
- **Website:** Built on old technology, not mobile or tablet friendly, limited in its growth.
- **Scoring & Admin:** Providers of the three systems considering retirement, long term solution required for the Sport.

Fiona talked through this slide recapping on the three areas of our IT infrastructure: the Database, Website and Scoring and Entries Administration, and why we needed to invest in each of these.

IT Transformation Project

➤ Process adopted for selection of Software and IT partner

- ✦ In 2015: Tender process completed. BE worked with an independent IT consultancy: Leadent Solutions.
- ✦ BE Board selected Salesforce as the platform of choice and makepositive as the IT services partner.
- ✦ Governance model in place.
- ✦ Invested in a Discovery phase and PoC of the new Website.

Fiona also used this slide to add further context into the start of the project in 2015, and what BE did differently. Focussing on the Governance model and supplier Tender process which Fiona shared was carried out in a correct process and she would not have done anything differently here.

IT Transformation Project

➤ Project Challenges

- ✦ Overall scope of work and approach under estimated.
- ✦ Performance issues and resourcing changes with supplier.
- ✦ EARS system interface improvements identified.
- ✦ Delays:
 - Missed requirements retrofitted into plan.
 - Re-order of Releases.
 - Re-negotiation of contract and re-structure of project delivery.
 - BE contracting directly with Bright sites.

Finally Fiona closed her introduction using this slide again to offer further context on the project challenges, and further insight into the delays.

Fiona then thanked the group and handed over to Nisha Punj (Project Manager)

IT Transformation Project

➤ What has been delivered so far

- In **2016**:
 - Head office CRM system live.
 - Data sync process to maintain synchronisation of data between systems.
 - Proof of concept for new Website.
- In **2017**:
 - Safety data application live. Trained and supported by BE IT/Sport team
 - Remaining CRM functionality handed over to BE ready for UAT.
- In **2018**:
 - Internal UAT of Scoring application by R2 Project team.
 - Scoring system trialled at Bovington and Aston.
 - Marketing team populating Website with content.
 - SF developer recruited to complete EARS Admin work in house.



Nisha thanked Fiona, greeted the AGM group and kicked off the presentation.

Nisha explained that the team had shared a detailed update on the Website.

Nisha explained that Fiona had covered the some of the initial slides on why we needed to invest in IT, what we did differently in starting this project and some context into our challenges over the last two years.

Nisha then shared a recap from 2016 highlighting areas of the project that had been delivered. During this slide Nisha covered,

The launch of the CRM Database and the need for a data sync process to maintain data between the old and new systems, highlighting that the sync process was complex and would need to be in place until we launched the new Website.

Why the team invested in a proof of concept (PoC): ensuring we had confidence over the choice of technology but also the process of moving data between the new CRM system and Website.

Nisha also updated the group on the Safety application launch, and the successful rollout to our TA's covering: Training and Support from the BE IT and Sport team. Jonathan Clissold was also a key part of this project.

Nisha also explained that the remaining CRM: Sport and T&E functionality had been delivered by our supplier, however due to direct cross over with the new Website could only be tested when the Website had completed development, which is now in progress.

IT Transformation Project

➤ What's coming next

- **Website**

- Following successful UAT, our intention, to sign off and start final migration on the 21st Dec.
- Website to launch on the **3rd January 2019.**

- **Scoring Application**

- MP to resolve all outstanding system bugs.
- BE to complete testing and prepare for Comms, Training and Documentation in readiness for **March 2019.**

- **Admin**

- Completion of system enhancements and user acceptance testing.
- System ready to trial from **March 2019.**

Nisha then shared an update from the start of 2018 covering the following areas,

Scoring application: explaining following a long pause whilst the contract and commercials were discussed from August 2017, MP finally restarted development in May 2018.

The plan was to work through enhancements and bug fixes that were identified in August 2017, however it was only in September this year that MP developed the system ready for the R2 team to start internal testing. The R2 team consisting of: BE IT, BE Sport Team, Sue Thompson and Lesley Hagerty.

The team achieved trials at Bovington and Aston le Walls, our intension was always to trial the system at more events this year, however as always constrained with time, but also it was important we trialled when the R2 team had greater confidence in the system sending a positive message on progress to our stakeholders.

Nisha explained as part of the challenges shared in restarting EARS a decision was made by the Board for the completion of EARS to be taken in-house. A developer started in October who has been working on getting up to speed ready to get the Admin functionality completed in readiness to start testing ahead of the trial next season.

Finally Nisha touched on the Website and that the Marketing team had been busy populating the new Website with content in readiness for final user testing and go live.

Nisha explained, following a recap of project, the important part was now to focus on what happens next, sharing timelines for the completion of EARS and the new Website.

Nisha explained the project team are now at the point of testing all functionality associated with the new Website. Both suppliers have delivered all new functionality, and the critical part is for the BE team, using external stakeholder support to test this functionality during the User acceptance phase which is currently in progress. Our intension based on the success of the testing is to sign off the Website ready to start the technical migration on the 21st December.

Nisha explained the migration process is to move all new functionality over to the new Website and existing Salesforce CRM system, together with all data. This process of code and data migration is planned to start on the 21st and will continue over the Christmas break. During this period the old Website will be read only and no changes will be made via the database and or Website. Once this activity completes, then the new Website is expected to launch on the 3rd January 2019.

Nisha then updated the group on the EARS work stream summarising that once we close out all issues with our supplier, the Scoring application will then be subject to further user testing, training and system/user documentation. Our aim is to have the Scoring system ready to start the trail from the start of March 2019.

Nisha explained the Admin functionality had been discussed on the previous slide, to recap our focus is to complete all enhancements that were identified last year and close out any bugs. In readiness for internal testing to start next year ahead of planned completion ready to trial again from the start of March 2019.

IT Transformation Project

➤ Budget

- Initial Budget: **£1.361M.**
- Revised Budget 2016
 - Changes to the system added a further £89K.
 - Revised budget: **£1.45M.**
- Revised Budget 2018
 - More complexity in requirements.
 - Performance issues with IT partner leading to delays.
 - Re-negotiation of contract and re-structure of project delivery.
 - Revised forecast: **£1.99M.**

Nisha explained that Wendy had shared a very detailed update of Project Finances, however recapped using this slide on the budget lines, and the revised forecast we were now tracking to. Nisha explained the detail behind reasons for the increase had been covered in earlier updates, but for the group recapped on some of the key points: complexity, contractor and contractual issues.

IT Transformation Project

➤ Screenshots: New Website and Scoring System

Nisha then took the group through a series of screenshots on the Website and Scoring system.

Nisha shared that the screenshots are work in progress, not the final product and subject to further testing and content build. The Screenshots were to give the group of feel of what we have been working on and what's to come. Some of Scoring screenshots were taken from the trial at Aston.

IT Transformation Project

New Website: Homepage



BRITISH EVENTING
Providing the ultimate equestrian challenge

IT Transformation Project

New Website: Content Page



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British Eventing Scoring 0.1.3

ASTON-LE-WALLS (5) 26-10-2018

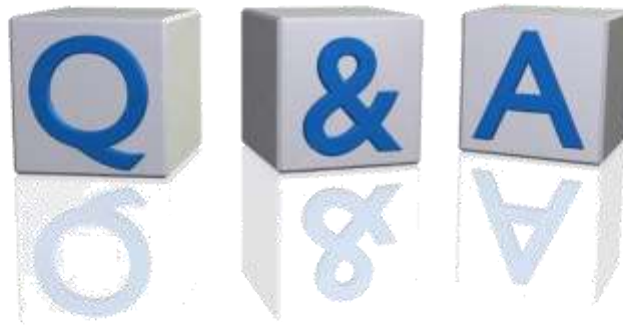
437 entries

Section
All Sections ▾

	NO	SEC	CLASS	STATUS	HORSE				
View	83	B	N	Accepted	GRENAD				
View	134	M	BE100	Accepted	HANDEL				
View	135	C	N	Accepted	LINUS V				
View	753	P	BE90(T)	Accepted	WALTERSTOWN LAD				
View	133	C	N	Accepted	FISH DENES				
View	119	C	N	Accepted	TIGER ATTACK				
View	616	M	BE100	Accepted	CATHERSTON OSIANA				
View	757	P	BE90(T)	Accepted	CATHERSTON OAKLEY				
View	177	D	N	Accepted	DROGER JONES				
View	260	F	BE100	Accepted	SHADOW BEAR				
View	308	H	BE100	Accepted	BILLY BARTLETT				
View	766	P	BE90(T)	Accepted	CARRIGHILL PJ				
View	362	H	BE100	Accepted	MILLENNIUM MUST				
View	481	J	BE90	Accepted	ARKANSAS ROYAL LADY				

BRITISH EVENTING
Providing the ultimate equestrian challenge

IT Transformation Project



Nisha thanked everyone for their time and opened the floor to questions.

Questions from the floor

Jack Myszkowski

Q: What contingencies have you in case things don't go to plan?

A: We will not launch the system if it is not working properly. We have the existing system to fall back on in the short term.

Cathy Butler

Q: When the project started, the brief was incorrect. It is important going forward that the ongoing maintenance costs and expertise are fully understood and commitment is needed that the costs won't escalate if this is brought in house.

A: Fiona O'Hara corrected Cathy on her statement the scope was incorrect and stressed that the project was underestimated. The original contract with Makepositive included ongoing maintenance. We are now looking at offering this support from the in house team. We are reviewing the existing expertise and skill set within the team and may decide that it is more appropriate to tender for a managed project. Cathy warned not to compromise expertise against the budget as an assurance to the membership. Fiona agreed with this.

John Johnston

Q: What exactly are you getting for the £2m that you haven't already got? Why couldn't you just buy one of the existing scoring systems?

A: The technology is now too old and will soon be obsolete. If we didn't do this you wouldn't be able to enter events for a start.

Lucy Cunliffe

Q: Please can you give assurance that there will be support for the new system outside of office hours and at weekends?

A: Yes, this is planned.