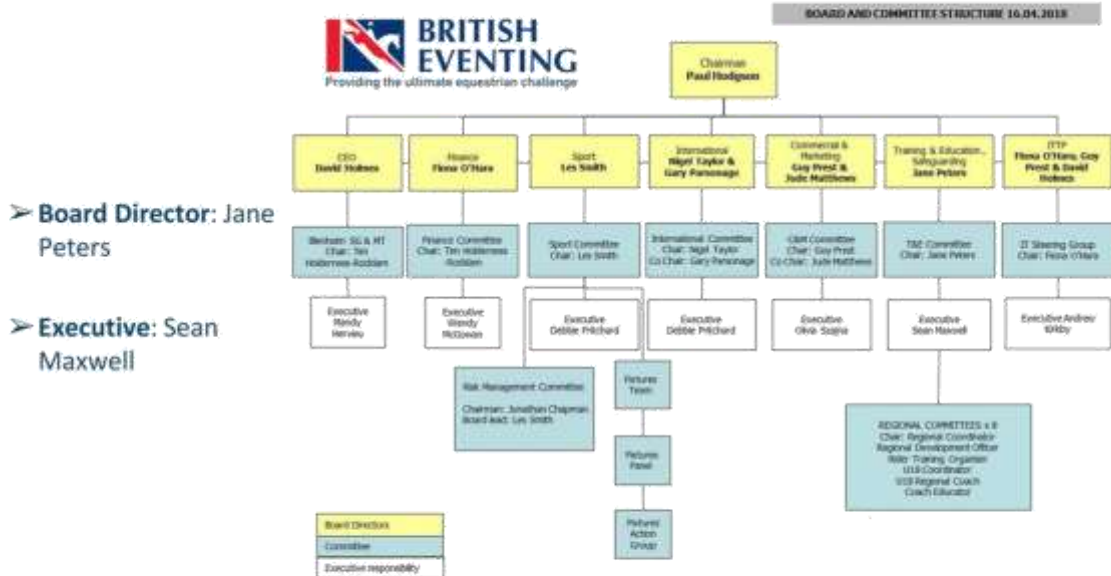




ANNUAL GENERAL MEETING  
4 NOVEMBER 2018

## TRAINING & EDUCATION



# Training & Education

---

## ➤ One of our aims

To develop an inclusive and progressive education programme that will encourage riders, of all ages (from 12th birthday year) and experience, to engage with and enjoy training in all aspects of Eventing in a sustainable and cost effective way.

- Training is planned and organised by a team of part time Regional Development Officers who also support the U18 Regional Volunteers.
- This also includes the training of Officials, Volunteers, Coaches and Coach Development.
- Adult training accounts for 66% of delivery with 34% 12-21 training.

Jane Peters introduced herself. She was elected last year and has been Chairman of T&E Committee for 12 months. Previously she was Chairman of the U18 programme for 8 years and before that she was the U18 Regional Coordinator for the Northern region taking over from Chris McGrann.

The T&E executive is Sean Maxwell, Sean has also been in post for 12 months.

Sean went through the presentation as per the slides, outlining one of the main aims of T&E, the function of the Regional Development Officers and how they support the hardworking U18 Volunteer Team. He also explained why there may be a perception that BE do more for the 18 Programme. U18/12/21 Training is heavily branded (It jumps off the page), giving the perception that there is more available.

He outlined some plans for the future (on the slide) and explained the increased training opportunities via Sport England and BEF funding.

# Training & Education

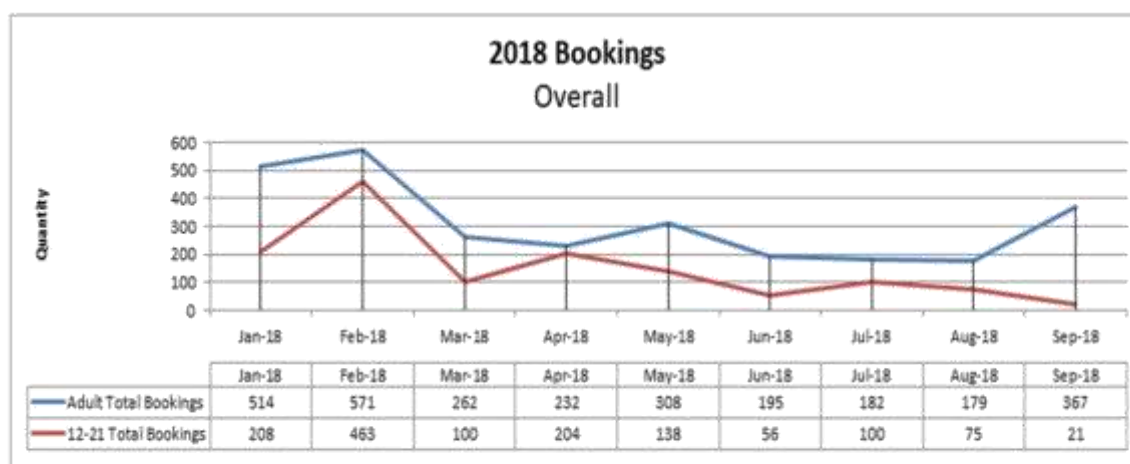
## ➤ Future developments

- Adult Regional Team Challenge at BE90
- Expansion of the under 18 programme
- Increased training opportunities at BE80(T) level via Sport England funding.

# Training & Education

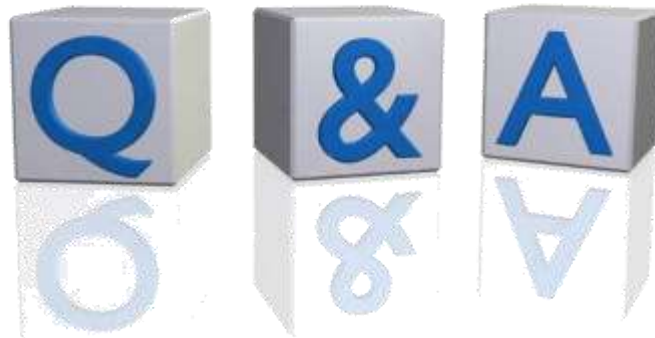
## Adult and 12-21 training

*(Data correct as of 26/10/2018)*



# Training & Education

---



## Questions from the floor

### **Susannah Secret**

Q: Why has the CEO decided to instigate a sacking policy for volunteer coordinators?

A: Jane said that there was no 'sacking policy' by British Eventing. She went on to explain that these roles had a maximum of two four year terms after a review off all committees within BE.

Susannah responded by asking how does getting rid of volunteers benefit the sport? Surely experience is a good thing and they all do a great job. You have open vacancies in Scotland that you can't fill because of this policy. Seven Coordinators and assistants have left the u18 programme since 2017 nearly 50%. Positions remain vacant despite advertising. Why does T&E think this has happened and how are they going to rectify the situation?

A. Jane Peters replied to say two people have stepped down after Frickley this summer as part of the succession planning having been through a hand over process of over 12 months. Other people have left as their personal circumstances, priorities or time available has changed. Their positions generally have been filled successfully by their Assistant U18RCs who have benefited from working alongside the very experienced RCs for some time. Or, as seen in the South East, the RDO has volunteered to cover the role of assistant U18RC.

The only vacancies we have at present are in Scotland where the role is being filled by the RDO and 3 U18coaches. If we cannot recruit new volunteers then relevant support will be put in place to ensure that BE can continue to deliver the U18 programme.

### **David Gatherer**

Q: Why did they give up before the end of their term? They did not have Assistant Coordinators to take over so what is the succession plan?

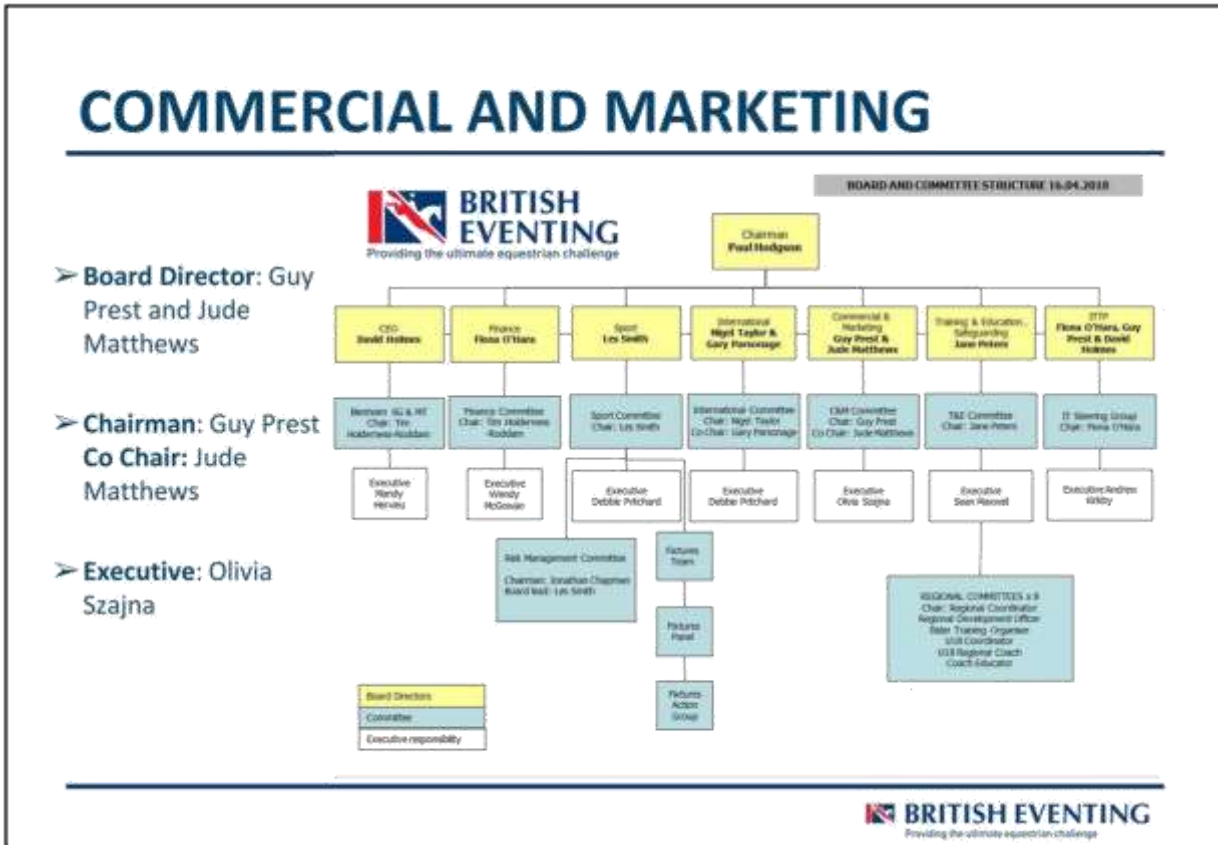
A: Ordinarily we would advertise for the role in the new year to shadow the existing coordinator with a view to the new coordinator taking over after Frickley.

Q. The Appointment of Richard Carruthers - why has this 'conflict of interest' issue been so badly handled. Plenty of others on the board and paid employees of BE have 'conflict' issues but are not required to step down. Why can a solution not be put in place in this situation?

A. The situation has not been handled well and both David Holmes and Jane Peters have apologised to Richard.

There is not just a Conflict of Interest to be managed, the u18 Chairman has to have the confidence of the participants and all of the u18 officials that they can remain completely independent.

# COMMERCIAL AND MARKETING



Guy then invited Jude Matthews and Olivia Szajna to present on Commercial and Marketing.

Jude Matthews introduced herself. She joined the Board in April by appointment following an application process. As a grassroots competitor herself, Jude expressed a feeling of sadness in response to the “them and us” atmosphere that was currently apparent within the sport. She noted that most of the Board are volunteers, and that all are working to make the sport better, and that gossiping and rumours were unhelpful. She acknowledged that communications had been a problem, but that BE were always looking at ways of improving this and that Olivia would cover off some new initiatives as part of the presentation.

She explained she chairs the Marketing and Communications Committee (MarComms), which aims to meet at least 3 times a year. It comprises a number of stakeholders, and she thanked them for their valuable contribution. She said she was aware that there had been challenges over the cost of the Commercial Strategy, however, felt that it is imperative for our sport that it continues to improve professionalism and commerciality. This will ensure the sport remains both sustainable and affordable in the future.



## Commercial & Marketing

---

### ➤ Commercial Strategy

- Research with Two Circles and creation of two Commercial Content Guides
- Commercial Organisers' Forum
- Free 'Sponsorship Proposal Template'
- Improved sponsorship offering
- Introduction of BE Life Online
- Wall calendar launched
- 2018 guaranteed advertising revenue from BE publications **increased 64% year on year**

Olivia explained the investment made in the Commercial Strategy is to increase the value and income across the sport.

British Eventing carried out a Commercial Audit with sports sponsorship agency Altius in 2016. Following on from this piece of work the Board approved a five year Commercial Strategy at the end of 2016, to be spearheaded by Sports Marketing Consultant Rob Pope. The Board recognised the importance of investing into this area long-term in order to grow revenues across the whole sport.

Over the course of 2018 the marketing and commercial team have been working on a number of key initiatives, linked to the five year commercial strategy.

- 1) **Research** - In the third quarter of 2017, BE commissioned top sports research agency, Two Circles to carry out a significant piece of market research into the commercial value of the sport in the UK. Two Circles have previously worked with BE on their Membership survey, as well as a multitude of other sports governing bodies and so were well placed to carry out the work. At the same time, BE also ran a comprehensive commercial event survey to which 84 of the 119 BE affiliated venues responded.
- 2) **Commercial Content Guides** - Following on from the research piece BE has produced two 'Commercial Content Guides' - one for international events and one for national events. Each guide is designed to provide a definitive commercial rationale for encouraging sponsors to choose eventing, by analysing the audiences in terms of size, demographics and commercial behaviours. At the same time, the guides use the research gained to create an entirely fresh and differentiated commercial positioning for eventing versus other equine disciplines. It is envisaged that events will use these guides alongside their own offerings – although personalised versions are also available on request.
- 3) **Event Organisers Forum** - In January 2018 we ran the inaugural event organisers forum, which offered an informative day around a mix of topics including the commercial work that BE has been doing, the challenges the sport faces in the current market, how to best utilise social media and advice on GDPR.

We are now looking at the best way in which to move these forwards, for example via the use of webinars.

- 4) **Sponsorship Proposal Template**- Following feedback around the commercial guide and from the event organisers forum we implemented a sponsorship proposal template for those events who wanted a starting point. The template is entirely customisable and follows the format of the Commercial Guide.
- 5) **Improved offering, systems and servicing of sponsorship** - Significant work has gone into: Streamlining existing sponsorships in terms of how they work logistically and financially, reducing waste spend meaning a better surplus to go back to (for example) a team or event. Feedback from sponsors has been very positive. Also in creating a framework around which sponsorship should now be created or shaped (existing). This has been used to create new offerings such as BE80(T) and refreshing existing priority products including Young Horse and U18.
- 6) **Introduction of BE Life Online** - In order to bridge the gap between the magazine and website, we launched BE Life Online in January 2018. The website gave us the opportunity to write lifestyle content as well as training articles and so on. We have found engagement with the articles very pleasing particularly through our social channels, and have seen over 120,000 page views and 60,000 unique users visiting the site. The next step will be to integrate this into the new British Eventing website long-term.
- 7) **Wall Calendar launched** - New for the 2019 season is our BE wall calendar which we felt would complement our fixtures list well. We ran a competition for the winner's photo to take pride of place on the cover which proved to be popular.
- 8) **Increased revenue from Archant** - Following a review of our contractual arrangement BE has been able to increase guaranteed revenue from our publishers and advertising agency Archant by 64% against 2017 figures. We have managed to guarantee this commitment again for 2019.



## Commercial & Marketing

---

### ➤ Supporter Membership

- Campaign launched in 2018
  - Yard visits
  - Competitions
  - Exclusive Member Pavilions at Magic Millions Festival of British Eventing and SsangYong Blenheim International Horse Trials
- Targeted social media campaign
- 12.2% increase year on year



We have this year focused on expanding our Supporter Membership offering, whilst at the same time being able to add further benefits to other membership types.

Key new initiatives for 2018 included:

- The introduction of yard visits including Piggy French and Nick Gauntlett
- Prize draw to win hospitality at Badminton Horse Trials
- Exclusive Pavilions at The Festival of British Eventing and Blenheim Horse Trials
- On-event experiences which have included guided course walks as well as educational talks, for example with Caroline Moore and Ros Canter at Osberton

As a result we have seen an increase in Supporter Membership by 12.2% year on year.

An exciting development for this year has been the launch of our inaugural BE80(T) Championship at Kelsall Hill. The feedback from competitors and sponsors has been very positive and we are delighted to take this initiative further in 2019 with the launch of Regional Finals, and the Championship moving to Burghley for 2020.

We see the launch of this new Championship as an important benefit to existing members and a valuable recruitment tool for new members.

## Commercial & Marketing



BRITISH EVENTING  
Providing the ultimate equestrian challenge

## Commercial & Marketing

### ➤ BE80(T) Championships

- Inaugural Championships Kelsall Hill 2018
- Regional Finals introduced for 2019
- National Championship moving to Burghley in 2020



BRITISH EVENTING  
Providing the ultimate equestrian challenge

## Commercial & Marketing

---

### ➤ Improving communications

- New website
- Marketing Cloud
- Face-to-face opportunities - Masterclasses
- Membership survey
- Welcome feedback

We understand that there is a great deal of information that British Eventing is sharing on a regular basis and the feeling from some is that we need to be more open and transparent. There are many areas of communication and many stakeholders to support, for example; rules, events, sponsors, owners, riders, training, volunteers, teams/Championships, breeding and so on. We acknowledge that it can sometimes be difficult for members to find the information they are seeking and we are always looking at ways, and welcome feedback, on how this can be done.

We will shortly be releasing the Members' Satisfaction Survey to gather further insight and welcome your ideas. We do take feedback seriously, and as a result of previous surveys we have introduced the BE80(T) Championship, 105 class as well as Arena Eventing.

With the launch of the new website for example users can filter news into various sections. And, with the new CRM database and email system, Marketing Cloud, we will also look at utilising its ability to deliver much more targeted communications based on the communication preferences and criteria (i.e. location, membership type, levels competing at) of our members, to help provide members and fans with relevant communications. We have started this work already and look forward to maximising the tools available in 2019.

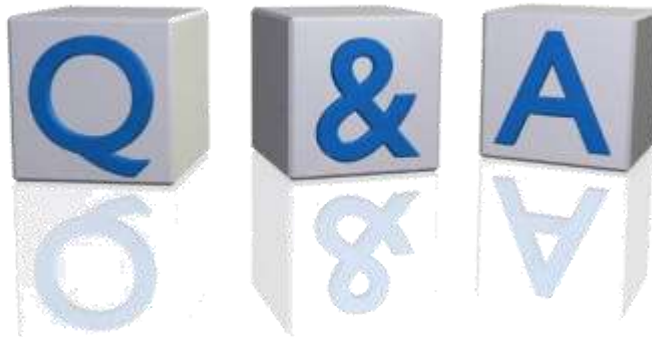
We are also exploring more opportunities for staff and the Board to engage directly with members face to face, at events and have added in opportunities at the Masterclasses for example and will also look at rolling out attendance on-event throughout the eventing season.

Another area we acknowledge is that there is still a lot of mystery surrounding the sport, and demystifying and simplifying the sport is therefore going to be a key focus for 2019.

As always, we would very much appreciate your feedback and ideas on how we can communicate better with you all.

## Commercial & Marketing

---



### Questions from the floor

#### **Jack Myszkowski.**

Q: Thank you for a good presentation. Why do I get three copies of BE Life Magazines?

A: We will look into that this coming week. [after note this has now been resolved]

#### **Sue Stewart**

Q: Thank you for providing the BE Members' Pavilion at Blenheim, but the location could be improved. I took three guests who were not members and feel that an opportunity was missed to interact with them and potentially recruit them as new members. We also heard that we could pay £45 each to watch the WEG coverage, which we declined and watched it at our hotel.

A: Olivia agreed that the location of the Members' Pavilion could be improved, and we will explore options with the Blenheim team. The WEG coverage was not shown in the Members Pavilion as Blenheim had a WEG party planned. **Karen Bartlett** confirmed that Blenheim had hosted a WEG party which was free to enter and £15 for food.

#### **Jan Cottam**

Q: Organisers have reported that events that tag BE into on social media are not getting retweeted or liked enough.

A: BE does retweet and share social media content from events, but we will look into ways of improving this further.

Q: Going back to the finances, Commercial had a big spend, but also had an income, please explain.

A: The income is realised through sponsorship, advertising sales etc. through Archant and merchandise sales.

Wendy McGowan added that the spend included the costs of editing and producing the magazine, executing sponsorship agreements, interacting with sponsors and trade stands and producing all our general communications via emails, social media and so on.

David Gatherer: I thought the question was how much does it bring in versus the spend. Wendy had understood the question to be about the income, but to answer, the spend is £390k with £194k back in to BE with £85K in to the wider sport.

**Clare Chamberlayne**

Q: The figures presented in the Commercial and Marketing slides assume completion of a survey. I did not receive this survey.

A: The members' survey referred to in the presentation has not yet been released. The survey that Clare was referring to was about the possibility of adding extra days of competition at the end of the season, which received over 4000 responses. Why you personally did not receive this survey we need to bottom out but the response rate was extremely high. Clare claimed only 3000 members received the email which is incorrect. The 4000 response rate is actually very high by industry standards.

# CEO Review of Year

---

- Challenges and Achievements
  - External stakeholders - FEI, BEF, UK Sport
  - WEG



David Holmes gave a quick overview of items not covered

David worked with William Fox Pitt on campaigning including lobbying for his election on to the FEI Eventing Committee as Athlete representative.

He is currently working on the European Championship 2023 bid which was issued by the FEI in early October and which needs to be submitted by end of November which is very short notice. This involves applying to funding to UK Sport as well as liaising with FEI and the applying Organiser.

David is working with the BEF following their Review to implement the recommendations from the report this summer. This includes liaising with other BEF Member bodies on agreeing the role of BEF, working on Code of Conduct and other work streams such as safeguarding, equality and diversity, shared services, commercial, strategy and World Class.

David was appointed the Chef de Mission at Tryon after agreement reached with other WEG disciplines and the BEF. Whilst in Tryon working for the entire Team GBR he also covered his BE day job logging onto emails and dialling in for conference calls.

Finally, later this year the BE Board , with the Management Team, will review the Strategic Plan, which sets out our role as a National Governing Body for the sport. It covers developing and growing the sport across all levels with viability and affordability at the heart of the strategy.



# ELECTION RESULTS

---

Wendy McGowan read out the results of the resolution and Director elections.

The results of the resolution to reappoint Saffery Champness as the auditors:

For: 1279

Against: 61

Number of members who voted: 1,409 (11.1%)

Jane Chewins - 56 votes (2% of votes)

Simon Blake - 372 votes (15% of votes)

Suzannah Cotterill - 508 votes (21% of votes)

Christopher Tattersall - 581 votes (24% of votes)

Nigel Taylor - 953 votes (39% of votes)

Christopher Tattersall and Nigel Taylor are duly voted on to the British Eventing Board.

## CLOSING THOUGHTS

---

- The key to the success of our organisation is to balance the needs of our members with making judgments for the benefit of the Sport as a whole
- Thanks to the Board Directors
- Thanks to all our Members - each and every one

Paul Hodgson thanked the “home team” for their attendance and preparation work for the AGM. He wished to recognise the fantastic work done by Guy Prest during his time as a Board Director, and for chairing the meeting today. Guy had been a Board Director for four years, given up his time and imparted vast knowledge. Paul expressed that the Board were extremely grateful for all he had contributed.

Paul summed up that we don’t always agree all of the time but we all should listen and respect each other. The Board has the needs of the members at heard and we will take ideas forward. He went on to thank the rest of the Board for their contributions during the last 12 months.

Finally he thanked all attendees for coming, listening and contributing and wished everyone a safe journey home.

All questions which had been submitted prior to the meeting and not answered would be answered and published in due course.

The meeting closed at 17.10.



## REMAINING QUESTIONS SUBMITTED

**Douglas Weymouth** (not present)

**Q:** Can the Board (or Sport team) update Organisers with the average horse outings for BE80 to Novice over a season. Has the pattern changed in the past few years?

**A:** We do analyse data but it can be distorted due to various factors e.g. the weather. We are currently doing work on trends at different levels which hopefully will be published later in the year.

**Q:** Can the Board undertake a complete review of the Pricing structure for entry, membership, registrations to simplify it going forward especially for newcomers?

**A:** Yes, this is currently being actioned under the Commercial and Marketing Committee

**Q:** Can the Board undertake a review of the Prize Money structure to make it reward winners?

**A:** Yes, this will be going to the Sport Committee.

**Q:** Can the Board undertake a review of the Affiliation Fee structure to make it reflect direct affiliation income and costs i.e. Entry income less prize money x say 5%

**A:** Affiliation structure was reviewed in 2017 and there was no obvious alternative that was fair to all Organisers. However this doesn't stop us re-visiting this again.

**Q:** What scope is there for a Business Affiliation Agreement for those providing multiple venues and events?

**A:** Any agreement cannot be beneficial to one group of organisers and detrimental to another, it must be fair to all.

**Q:** Is there any reason grassroots events should not secure their dates in the same way International events will from 2020-2025?

**A:** Doing so would limit the Fixtures Team's ability to react to changes in the national calendar.

**Q:** Events which rarely maximise entries are increasingly finding entries are arriving late, whilst the late fees are a welcome income, the habit is growing – would a much higher Late Fee work?

**A:** Potentially, it is a matter to be discussed at the Sport Committee. This has already been discussed at length and whilst there might need to be penalties for late entries, there also needs to be rewards for entering early – there's no easy solution and is connected to such matters as withdrawals.

**Q:** Can the Board undertake a pilot study into a Scoring system based on a total positive% rather than penalties points – so much more user friendly?

**A:** It would go against the FEI scoring system and would be much more complicated.

### **Tissie Reason**

**Q:** Will Cross Country courses partially or fully on all-weather surfaces be approved in the future? Not allowed in 2018, they are allowed abroad and surely not allowing them puts our riders at a disadvantage on the world stage?

**A:** This matter is being discussed by the Cross Country Advisory Group

**Q:** Can we continue to rely so heavily on volunteers to run our events? The recent increase in entry fee equals the increase in prize money so there is no increase in the income of an event. So many events have disappeared from the calendar in the last thirty years and in my opinion events will eventually only be run at equestrian centres holding multiple events and the once a year events will disappear. With ever increasing costs and events having to rely on sponsorship to exist, we need to ensure we continue to have our volunteers. When joining, should not Members be asked to provide a volunteer helper at least once every year?

**A:** In response to the prize money element of the question, the prize pot is much smaller than the entry fee income so the same % increase in each does not eradicate an increase in income for the organiser. So for example for a section of 90 or 100, the increase in the prize pot is £6 whilst the increase in the entry fee income is £54.40

### **James Plant**

**Q:** Please could you tell me what is the future investment plan for the ageing ground care equipment that BE owns?

**A:** We are currently in the process of carrying out a review of BE's ground care provision part of this review acknowledges that some of the existing machines are very old and subsequently therefore are more liable to breakdowns, The board agreed an investment plan that we should replace two machines every other year or one per year and we hope that this plan will mean that we can replace the oldest and most used machines and therefore provide a more reliable service.

Need to review present range of equipment and determine whether we have too many agrivators and whether we don't need bigger aerovators. Major overhaul of all equipment needs to be undertaken this autumn, ideally centrally, with equipment then reallocated in the spring of 2019.

**Q:** The machines often return broken and misused could you tell me what training is scheduled for ground care machinery use?

**A:** The review of the ground care machines has also identified that Equipment only to be used by suitably qualified driver with an appropriate tractor on the front. We are proposing that we need to meet with holders to hear their views and suggestions for change on all matters but also in relation to how best to roll out a training plan to address this need. It must be acknowledged that this year was a particularly testing time for organisers when it came to preparing ground for their events, we went from a period of unprecedented rainfall in March and April to a period of unprecedented drought where it is clear that without the provision of the ground care machinery we would have lost a lot more events to the weather and they were absolutely fundamental in ensuring competition continued at BE events through the course of the summer. This period of unprecedented dry weather meant that BE's fleet of groundcare machines were in constant demand and inevitably ended up going from event to event in order to satisfy demand and unsurprisingly picked up maintenance issues and breakages along the way. This unfortunately meant that there were several instances where machines arrived at event which had hired them in a state that was not fit for purpose which was not acceptable. In addition to this as breakages and any issues were not always reported to BE we have had to pick up the costs for a lot of issues and breakages that have arisen which should have been invoiced back to the events when the breakages occurred, just as would happen in any normal hire situation. BE greatly subsidises the provision of ground care equipment

for it's events which it has done for over 15 years however is had been agreed that a review of the hire system and provision of these machines needs to be undertaken to ensure that is as efficient and cost effective for both BE and the organisers but also to ensure that organisers are being provided with the best service possible. This does not however necessarily mean that we are looking to reduce the provision of groundcare machines to events as has been speculated, we remain fully committed in continuing to provide this service. We do however need to address these challenges. This review will also look at future investment in new machinery and whether the portfolio of machinery we currently hold is still considered appropriate to deal with the ground issues that organisers are facing.

**Q:** Training for the frangible pins was rolled out across the country some years ago when is this going to be revisited to the new generation of organisers and course builder?

**A:** Training & Education for CD's and CB's is on the agenda to be discussed at the next XCAG meeting as although the mentoring system works very well with techniques and knowledge being passed on it can't be depended on and the structure of personal development and the requirements to get on which list needs looking at and reviewing.

The Instruction manual for the fitting of frangible pins is very thorough and was reviewed two years ago without any changes. The plan is to make an instructional video to go with the manual.

**Q:** Training for the fitting of MIM's pins has never been rolled out across the country when is this going to be organised

**A:** The MIM clip was tested and approved by the FEI & BE to the fitting instructions supplied by the manufacturer at the time. These instructions have changed several times and are now talking about many different ways of fitting the clip that have not been tested.

The FEI are reviewing the methods of fitting MIM clips and new idiot-proof instruction manuals are being produced.

Jonathan Clissold together with Mark Phillips and an engineer from the USA and another from Australia are on the FEI approval panel for Frangible Devices.

MIM held an Educational Weekend in Sweden two weeks ago and are prepared to do more.

When new manual is approved it will be made available to CD's and CB's and we can include in training days.

BE are meeting with TRL this month to carry out a review of the FEI & BE Standard for Frangible Devices to make sure that it is fit purpose.

