

FIXTURES / STRATEGIC FIXTURES CALENDAR		
	QUESTIONS	ANSWERS
1	<b>Please can someone explain why Chatsworth was not able to run another day when there were sufficient numbers to fill a day and would allow members the decision of 'where to compete'?</b>	<a href="https://www.britisheventing.com/news/statement-on-chatsworth-international">https://www.britisheventing.com/news/statement-on-chatsworth-international</a>
2	<b>What was the Strategic Fixtures Calendar process?</b>	<p>Some two years ago, it was identified by the sport and organisers that we needed to look at a long term strategy for rebalancing the fixtures calendar, to continue to provide opportunities and value to the membership and optimise event viability for organisers.</p> <p>The rebalancing was to be started through a number of areas:</p> <ol style="list-style-type: none"> <li>1. Event standards for all classes – initially Novice and above and their international counterparts – in consultation with the BEOA</li> <li>2. Application process for all international and championship fixtures to spread the opportunity to venues who were growing despondent that there was limited or no opportunity to grow and develop – in essence to release ourselves from a ‘dead man’s shoes’ scenario</li> <li>3. Fixed 6 year terms for such classes to ensure continued investment from organisers and securing venues. Our current system is an annual agreement.</li> <li>4. Two or more international classes together at the same event to improve offering to the membership and viability for the organiser.</li> </ol> <p>After the International and Championship Calendar is determined – work would then start on the rebalancing of national classes at Novice , Intermediate and</p>

		Advanced as we currently do on an annual basis, ensuring we have the correct balance of classes across the country to suit as much as possible the needs of all our membership groups.
3	<b>How did the application process work for the Strategic Fixtures Calendar?</b>	<p>Application forms and the associated manual were sent to all registered organisers from the 2017 and 2018 season, offering them the opportunity to apply for International and Championship fixtures from CCI2* short up to CCI4*L and all BE Championships.</p> <p>Every applicant had the opportunity to discuss the process with their relevant RC, should they so wish, to determine their most appropriate course of action.</p> <p>It was very clear that a venue was unlikely to receive more than one International or championship fixture – as one of the aims was to spread the opportunity to our organisers who deliver our sport.</p>
4	<b>Why has Bicton lost its FEI status for April and lost its promised 4* status? And why can it not run at the same time as an event in Northumberland?</b>	<p>It was stated at the start of the International Fixtures' Process that events would more than likely only be allocated one fixture, though they could apply for fixtures on different dates. On any one given weekend there were multiple applications for those particular levels of classes, so it is not that Bicton has had anything taken away, but that in the overall new procedure they have been allocated one international fixture that they applied for. The April fixture they applied for was allocated to another event that applied for it. Ultimately they were only going to be allocated one fixture which they have.</p> <p>In relation to the Fixtures Process and the outcome of the process we will be doing a review, will take in the findings of the panel, as well as the demand from members. We aren't making any changes to the calendar until that review concludes, but if changes are necessary we will make them. Please be patient whilst we conduct this rigorous review; more communications will be released as soon as it is available.</p>

5	<b>How did the scoring work? Did different questions have different weightings?</b>	<p>Applications were split into 2 sections; sport (60%) and commercial (40%), and were discussed and reviewed by the Fixtures Team and Commercial teams respectively.</p> <p>Allocation of assessment scores was based on historical event information both (formal and informal), history of delivery, and knowledge of the events by the Fixtures Team.</p> <p>The strengths, weaknesses, opportunities and threats for each application were considered and were an important part of the assessment process.</p> <p>All scores within the applications were relative to all applicants within that week number. The scores for applications were at the request of organisers, to remain confidential. Organisers can publish their scores if they so wish.</p> <p>All scores were checked, analysed and scrutinised on several occasions.</p>
6	<b>Who was on the Stakeholder Panel?</b>	<p>All assessments of applications were presented by week number to the panel. Each week number and venue were discussed by all members and a decision was made as to which venue was best suited to that fixture.</p> <p>There was much considered debate, from all members who included:</p> <p>Led by an Independent Chairperson, the following stakeholder groups were represented on a stakeholder panel:</p> <ul style="list-style-type: none"><li>● Performance</li><li>● International and Teams</li></ul>

		<ul style="list-style-type: none"> <li>● British Event Organisers Association</li> <li>● Event Riders Association</li> <li>● Event Horse Owners Association</li> <li>● Sport</li> <li>● Commercial</li> <li>● An Independent Individual</li> </ul> <p>It is worth noting that International fixtures account for around 6% of our total entries and are made up predominantly by professional and semi professional riders so ERA was chosen as the member stakeholder.</p>
7	<b>That list shows that the South East is clearly light on FEI events - what is the justification for this and what are you doing to address this disparity?</b>	<p>There are several International Fixtures south of the M4</p> <p>Nunney - 2* &amp; 3* (2* is New)</p> <p>Wellington - 2* &amp; 3*</p> <p>South Of England - 2* &amp; 3*</p> <p>Bicton - 2* short and 2* Long</p> <p>Barbury - 3* and 4*</p> <p>It is worth noting that road networks are a big consideration in fixtures decisions and if you include the M4 corridor, there are several events just above the M4 that are easily accessible from the South West.</p> <p>Withington - 2* Short</p> <p>Hartpury - Long format 2* and 3* and 4* short</p> <p>BE Festival - 4* short</p> <p>Cornbury - 2* and 3* short</p>
8	<b>How have events been distributed geographically?</b>	<p>A summary of the 2020 International Calendar (excluding age restricted and youth classes ) shows</p> <ol style="list-style-type: none"> <li>1. Long format CCIs remain unchanged from 2019</li> <li>2. CCI2* S increase from 15 to 16</li> </ol>

		<ol style="list-style-type: none"> <li>3. CCI3* S increase from 13 to 15</li> <li>4. CCI4* S increase from 10 to 11</li> <li>5. Total CCI-S increased to 42 up from 38</li> </ol> <p>If we look at regional breakdowns</p> <p>SE      2 x CCI2*s / 2 x CCI3*s  SW      2 x CCI2*s / 2 x CCI3*s / 1 x CCI4*s  CW      2 x CCI2*s / 1 x CCI3*s / 2 x CCI4*s  E        3 x CCI2*s / 5 x CCI3*s / 4 x CCI4*s  CN      3 x CCI2*s / 2 x CCI3*s / 2 x CCI4*s  N        3 x CCI2*s / 2 x CCI3*s / 1 x CCI4*s  SC      1 x CCI2*s / 1 x CCI3*s / 1 x CCI4*s</p> <p>The stakeholder panel reviewed the final 2020 fixtures list with venues plotted on a map to ensure they were happy with the geographical spread of classes which were selected. It is worth noting that on the whole, these classes are pan regional and it is the road network north to south and east to west that plays the biggest part, ie: Venues on the M4 corridor can easily service the south west and the central west region.</p>
9	<b>Was there an Appeals process?</b>	<p>There was a two stage appeals process for venues to appeal against decisions made by the stakeholder panel. These appeals were considered by the Fixtures Panel, who looked both at the individual appeals and the allocation of the complete International and Championship Calendar.</p> <p>An internal review has already taken place to ensure that all processes, laid down in the manual and application form were followed correctly, which they were.</p>

		As with any new process, there will be strengths and weaknesses in the process and wider review is to take place to look at this for future fixture applications.
10	<b>Why did you not print a whole map of the uk?</b>	We did - news piece link containing map view and link direct to map view below <a href="https://www.britisheventing.com/news/be-announces-international-and-be-championship-calendar-for-2020-2025">https://www.britisheventing.com/news/be-announces-international-and-be-championship-calendar-for-2020-2025</a>  <a href="https://res.cloudinary.com/britisheventing/raw/upload/v1554303301/files/2019-04/Strategic%20fixtures%20map_0.pdf">https://res.cloudinary.com/britisheventing/raw/upload/v1554303301/files/2019-04/Strategic%20fixtures%20map_0.pdf</a>
11	<b>Please don't hide behind GDPR? I am sure many organiser would allow us as riders to know this information</b>  <b>Can we see the results of those surveys?</b>	GDPR protects personal data. The tender documents and scores were confidential information, but not affected by GDPR. If an organiser wishes to share details of their own applications and scores, then they can absolutely do so. British Eventing cannot as Organisers requested that the information was kept confidential.
12	<b>If one of the stated aims is to assist venues to grow what is the reasoning for not allowing certain venues to run additional days? To grow venues they surely must need to demonstrate that riders want to compete there and surely large ballots indicate this and it would seem that some venues have expressed interest in running additional days but have not been allowed.</b>	There are a huge number of factors that are taken into consideration when assessing supply and demand and whether or not a event should run additional days. History has also proven that additional days are not always supported even when put on so there is a delicate balance to manage. We also have to take into consideration other events that are still taking entries when events ballot.
13	<b>Why can we not see comparison maps?</b>	Mapping formed part of the operational process of which 42 different maps were produced. These had the ability to be layered to show different scenarios so in isolation would not be very useful to the membership.
14	<b>To what extent was BE's strategy considered when assessing international fixtures – one element is to increase participation, this includes spectators. However there are</b>	The fixture process is not static and with supply and demand being continually monitored and reviewed. If demand is sufficient and a gap is identified then further events may still be tendered for.

	<b>now fewer international events in the most densely populated part of Britain.</b>	
15	<b>In view of the precedent set by Osborne House. How much help was given so people could get maximum help commercially? How much money was offered to get the maximum? What compensation was offered to those that failed?</b>	No funding was provided to Osborne House. A number of initiatives have been instigated through the BE Commercial Strategy to assist organisers on a commercial level
16	<b>Who was responsible for health and safety and risk assessments? What qualifications did they have?</b>	A Health and Safety advisor sits on the Risk Management Working Group and we consult on a regular basis with a second. Qualifications/Professional Bodies: CMIOSH OSHCR MEWI Listed on the Expert Witness & Occupational Safety and Health Consultants Registers
17	<b>Please can you ask, did highest mark win or not?</b>	The highest scoring application was not always awarded the fixture for varying reasons, the most common being that they had been awarded another fixture or Championship and there was a principle in the process that no single venue should receive more than one Fixture/Championship. A number of factors were taken in to account when the stakeholder Panel awarded the Fixture or Championship and the scores were just one of them.
18	<b>If event organisers are willing to run classes, including international classes, why are they prevented from doing so because another event is running at the same time? Surely there are sufficient entries to fill both?</b>	It's BE's responsibility to ensure that the fixtures list both nationally and internationally is managed in order to protect the interest of members and organisers alike. There are many factors to take in to consideration when assessing the sustainability of international events and whether there is demand for additional events.
19	<b>When will the new FEI 1* classes be rolled out in Britain? These will surely be extremely popular.</b>	It has been discussed within the Fixtures Team since its inception by the FEI, however it was not included as part of the Strategic Fixtures Calendar process, as we have yet to establish a robust programme of BE105 classes nationwide. This is required for the MER qualification pathway. The introduction of these classes is

		being discussed at the next sport committee meeting.
20	<b>You say you aren't making any quick changes re Bicton etc but suddenly Nunney was reinstated? How is that fair on organisers of other events that lost out like Bicton?</b>	The fixtures process stated that it would be likely that events would only be allocated one international fixture. before publication an independent review determined that there was geographical gap to which Nunney filled this. Bicton has an international fixture as per the process.
21	<b>What will the review of the international fixtures look like and what will it involve?</b>	We will publish the Terms of Reference for the review across our channels, but in summary it will assess whether the objectives of the review were met and will recommend any changes to the process and outcome. It will be made up of a panel and a Chair; we will not publish the names of the panel as we don't want those individuals lobbied which wouldn't be fair. The panel will be representative.
22	<b>Obtaining MERs for non categorised riders is a massive struggle due to lack of International events available, what do the Board propose to do about this? Surely say 2 Intermediate one days could count as one of the International MER results?</b>	All 2* competitions can be qualified for by the BE national class route. All uncategorised athletes qualifying for 3* above are subject to FEI MERs as well as additional GBR MERs. FEI MERs are out of our control. It is impossible for us as a sport to predict the MER pathway for all members - we have to put together a logical planned pathway for qualifications - the Strategic Fixtures Calendar 2020.
23	<b>With the new calendar Osberton and Little Downham clash, surely they have not thought this through very well. Do they think this is a well thought out idea and if they do can they tell us how they think both events will get enough entries?</b>	Osberton and Little Downham have always followed each other. The addition of the 3* and 4* is an unknown, and came as a request to have the potential for a late 4* run in early autumn. It was requested as early as possible in the tender period as many 4* horses are potentially on a late autumn campaign or being run down to the end of the season.  The classes at both events are different, and run on different days to accommodate their proximity to each other.
24	<b>The Advanced calendar, particularly in the spring is not thought out. There are limited Advanced classes, yet they run three in the spring back to back, why not have them every fortnight so riders can choose the right venue for their horses? Currently BE force our hands and if we want</b>	Our 2019 Advanced fixtures are in weeks 5,6,7,9,11,14,21,23,26,30,32 We have the option of three advanced runs before Badminton and a host of OI and AI classes from week 1 to 8. The other Advanced classes are set around the internationals, long and short in the UK and Europe and have always provided a good offering to the membership. The Advanced and Intermediate classes are to be



	<b>two advanced runs before Badminton we have to do Belton and Burnham</b>	considered under the next stage of the Strategic Fixtures Calendar. It is worth mentioning that the cost of staging an advanced class is considerable for an event organiser and requires a optimum year on year entry level to ensure viability. Riders often do not bring horses out straight at Advanced level in the spring, they do one or two Open Intermediates beforehand. This means we don't schedule Advanced classes before late March. There are an appropriate number of advanced classes in relation to the number of horses competing at that level.
25	<b>Why was no feedback been given to events that lost International status?</b>	All events have had the opportunity to discuss the tenders with their RCs and continue to do so - Any events losing international classes from their fixture have the opportunity to discuss future options on the fixture and class make up with their RC
26	<b>Can we run a poll on favourite events, not 'most popular by entries', to see where the rider's favourites are and what levels they want to see where?</b>	Entries are the Poll in reality, any other poll would be subject to huge bias
27	<b>Why have majority of events run by women been canned - the lions share of accepted events run by two key men?</b>	We are surprised by this question and can confirm that for information of our current organisers on the database 59% are female and 41% male
28	<b>Why once the events had applied for dates for the new international calendar did BE not send a poll out to members, eg. Bicton, houghton, Burgham all applied for 10th April, then members vote for which one they want on that date? Or, let the events run what they want, if they don't get the entries they won't run again.</b>	Allowing events to run what they want, means an unprotected calendar, and currently our event organisers want us to protect, as far as is reasonably possible, the calendar to ensure continued long term viability for them and deliver the high standard product our membership want. An audience vote would attract too much bias and would only really work if every riding member voted.
29	<b>There used to be a spring advanced in the SW either at Bicton or at Powderham. We need an advanced or 4*s in the south west and Bictons date would be perfect, if they are worried it will affect withington, well withington is to close to Badminton for those horses going, it cancels</b>	The Advanced and Intermediate Calendar is next for review. It is worth noting that Withington does not abandon regularly, only four times in 20 years - 2012 and 2018 being very unusual weather events and a large number of events cancelled including robust ground events like Tweseldown. In 2019 - they are aerovating.

	regularly and is completely over subscribed and ballots a ridiculous amount of horses.	
30	<p><b>I was wondering how it was decided on the number of FEI events at each level in the recent review. It seems that there are fewer over the season and this does not seem to make sense as most are well subscribed. If the new events are going to be even more subscribed and BE are not offering additional days of competition to these events, how is BE going to ensure that National classes at the lower levels are not all balloted out or only run very small numbers due to the popularity of the FEI classes that take precedent (e.g. Chatsworth Novice). Furthermore, could you please explain how it can be justified to have clashing FEI events at similar FEI levels (and reasonable distance, e.g Osberton 2*-L and Little Downham 2*-S), especially as number of events is down</b></p>	<p>The competitions pathways for each level as look at to assess the need for international competitions are particular times of the year. A CCI-L is a pinnacle event for one rider however a CCI-S may be a MER event for the following year for another riders. There are many different scenarios that are looked at. We also look at competing habits/trends and the number of available horses at a given level.</p>
31	<p><b>Why are they not making better use of events like Bicton that have all weather surfaces and permanent stables and invariably have good xc ground. They run extra days when other events have had to cancel.</b></p>	<p>One of BE's main roles is to manage the fixtures calendar. A managed calendar is at the request of organisers and one of the biggest challenges for the Fixtures Team is to ensure the balance of competition opportunity for riders alongside maintaining the viability of events throughout the season. Several factors have to be considered before extra days can be added to existing fixtures, for example an extra day has to be viable for the event (i.e. they can get enough entries) and it must not have the potential to impact other events in the calendar.</p> <p>As a Fixtures Team we look at the facilities a venue has to offer when considering any fixture applications. The current Strategic Fixtures Calendar process is a good example. To take Bicton as an example, they have extensive facilities ideally suited</p>

		<p>for a long format event and indeed were awarded a long format international competition (essential to MERs) and also the long format 100 3 day with Steeplechase, a very important class to one of our largest membership groups. Likewise Bishop Burton were awarded the under 18 championships on a site with extensive permanent facilities, accommodation, catering and a history of delivering European Championships, both ideally suited for our membership.</p>
32		<b>GENERAL</b>
33	<p><b>I know this is off task but are you going to consider doing an Eventing Groom support group for people struggling with mental health etc, as a lot of people in the industry know it's a tough job to work In this industry?</b></p>	<p>We have no plans currently to set up such a group, but have signed a Memorandum Of Understanding, as have the other BEF member bodies, to work with the British Grooms Association.</p>
34	<p><b>What are BE going to do to improve relationships between BE and owners that are non competing riders? EHOA does not complete or manage the relationship and vast improvement needs to take place. The odd email from EHOA is not enough. More and more owners are choosing to step aside and the relationships for this should be managed and it is not.</b></p>	<p>BE is keen to have an open and constructive relationship with all its members. EHOA is a stakeholder representation group with which BE consults on owner issues. Our owner membership category is increasing in number but we would encourage owners to raise any concerns they have with us directly</p>
35	<p><b>Are you going to run a group for grooms or volunteers so that we have a way of connecting with each other so can help and support each other?</b></p>	<p>BE has, along with other BEF members bodies, signed a memorandum of understanding with the British Grooms Association to promote better practices in terms of employment. Our volunteer strategy is currently being developed so we will take this feedback on board.</p>
36	<p><b>How many people dialled in to the live BE Q&amp;A event?</b></p>	<p>110</p>
37	<p><b>Has the membership dropped at all through difficulties with the website and/or costs?</b></p>	<p>We have seen in recent years a nice steady growth in our membership. This year whilst we are not seeing a spike in growth, the numbers are holding. Therefore no we have not seen a decline.</p>

38	<b>Regarding the compulsory abandonment fund on each entry, would it be possible to look into a personal insurance abandonment policy.</b>	<p>The risk associated with abandonments is spread through the whole year and hence offers a competitive premium. To have only select events or individual covered would narrow the risk to those events that are more likely to cancel and so would increase the premium. We don't feel this to be the most prudent way to manage this risk.</p>
39	<b>Why is growth in members good when you can't cater for them with the number of events? What is membership split i.e competitors, owners, etc?</b>	<p>There are very few events which ballot therefore indicating that there is plenty of supply available for members</p>
40	<b>What is being done to replace David Holmes?</b>	<p>Jude Matthews has recently been appointed into the role of Interim CEO. A CEO job advert is now live and has gone out across our own channels, as well as LinkedIn, UK Sport, Sport and Recreation Alliance and Horse &amp; Hound.</p>
41	<b>At the AGM, it was very frustrating that the Board felt it unable or inappropriate to answer a large number of questions at the meeting asked by the audience. This reinforces the poor comms and failure for people to attend - can governance and planning be improved to make this forum much more interactive and less defensive? I certainly would not drive all that way to attend again... it was an awful meeting, culturally and effectively.</b>	<p>One of the issues with the AGM was the high number of pre-submitted questions. As we had committed to read these out and answer them, the knock on effect was that there was less time for those in the room. We realised part way through the meeting, and ceased reading out pre-submitted questions, and instead took those from the room.</p> <p>We published the Q&amp;A received both ways post the meeting.</p>
42	<b>Have you thought about collecting rider feedback on events? This used to happen via an online process not connected to BE and I always found it useful, but they did struggle with responses.</b>	<p>We have taken our Ask BE sessions to the Masterclasses and several events already this season, and we have more events lined up throughout the year where we can take member feedback and answer questions on-event.</p>
43	<b>As Organisers, we now receive no funding/support from BE sponsors for Novice level and below, apart from payment of BE80 Trainers. Can you clarify what steps the Marketing Dept is taking to provide sponsors who will fund National</b>	<p>British Eventing have recruited a full time Commercial Manager who will be looking for new sponsors to join the sport. We already provide sponsorship for some series including the BE80(T) Regional Finals. The BE100 &amp; BE90 sponsor, Mitsubishi, has withdrawn its sponsorship in 2019 but there are plans in place to fill this</p>

	<p><b>Classes at events. As these levels of competition cater for the majority of BE members, I feel it should be a priority to support their classes.</b></p>	<p>sponsorship in 2020 working closely with the Badminton Horse Trials team. The Novice Regional Finals used to be sponsored by Dodson &amp; Horrell who now only support the Championship. This is a separate relationship with the Gatcombe team who host this event.</p> <p>As part of the ongoing commercial strategy, BE undertook significant research in conjunction with Two Circles into the British Eventing audience with the aim of providing greater insight in our unique demographic that can be offered to sponsors looking to partner with the sport. This Commercial Content Guide is available for organisers to use, and BE have also developed this into a National Commercial Content Guide which is focused on the audience at the national level. BE have since offered organisers the opportunity to have this specifically tailored to their event.</p>
44	<p><b>Rule 7.9 covering hair - can this be specific, what does "long hair should be secured appropriately" actually mean?</b></p>	<p>That it is tied securely and cannot fall across the face.</p>
45	<p><b>SPORT</b></p>	
46	<p><b>Would it be possible to have an overall championship at Badminton for the BE90 Open and not just BE90?</b></p>	<p>It is unlikely that Badminton could accommodate another class but we will take this suggestion to the Sport Committee to consider</p>
47	<p><b>Would it be possible to have a team championship, eg. 4 people 1 at each level, points are added together for example?</b></p>	<p>Team competitions are something we are looking to build on. The first of these is the Regional Challenge at BE90 being held this October at Weston Park.</p>
48	<p><b>Was the data for the Chatsworth Novice entry numbers based on 2016 entries? How many entries were received for Chatsworth Novice for this year?</b></p>	<p>104 novice entries received</p>
49	<p><b>Why can't you change rules quickly?</b></p>	<p>Rules are often a hot topic, particularly if someone falls on the wrong side of the line. As with any sport, to achieve fairness and transparency a set of robust rules has to be put in place to uphold the integrity of the sport. Changing rules is no</p>

		<p>mean feat. Before being considered at committee any potential changes have to be carefully researched and data tested before being presented to the Sport Committee. Proposals may be questioned and referred for further investigation before being accepted and sent to the board for ratification. The whole process can take 6 to 9 months.</p>
50	<b>What are BE doing to look at the cost of eventing?</b>	<p>The cost of eventing is something that we get asked about regularly. Whatever business you are in, production costs rise on an annual basis, for example the average cost of a loaf of bread in 2006 was 65p, in 2019 the same loaf cost £1.09. The overheads for organisers continue to rise year on year and this cost is always going to be passed to the consumer i.e. the competitor. BE are there to ensure that fees and cost are kept consistent across the board so that each member, regardless of location, is paying the same.</p>
51	<b>How has the sport of eventing evolved?</b>	<p>Over the past 20 years our sport has evolved using market trends to steer it. Some will remember the dawn of the BE90 in the year 2000 back when it was called Intro. Then there was BE80 which got added to fixtures in 2009 after it was felt that we could offer safe and educational environments for riders at this level. In 2008 there were four CCI2*Short competitions across the country. Ten years later there are eighteen thus demonstrating that BE has developed to ensure that supply and demand is met.</p> <p>BE are continually working behind the scenes to identify new opportunities for members to compete in new and exciting environments. The Grassroots Championships moving to Badminton and the new BE80(T) Championships at Burghley are great example of this, however we are aware that there are riders at Novice and Intermediate level that are now looking for a new focus and challenge at national level which we are intending to have a look at.</p>
52	<b>Do we have to have start fees?</b>	<p>Start fees have been debated for a long time and whereas they were originally introduced to cover the additional cost of ground care, they are now representative of the overall entry cost and to help cover the medical and veterinary provision in place at events. It was considered whether it should be included in the entry fee, but following consultation members felt that it was best kept as a per start fee.</p>

53	<b>Why doesn't BE set up a grassroots working party and a separate novice and above one so they can discuss what their group members want and discuss new ideas? Having one person representing grassroots is never going to make any changes happen at this level.</b>	<p>That is a great idea and something that we can absolutely look into. We would point out that there is a formal grassroots rep on the Sports Committee (which also has one representative from a number of stakeholder groups), and the Interim CEO is also a grassroots competitor. It is important that the views from all stakeholder groups are considered, and we are happy to look at new ways of doing this effectively.</p>
54	<b>Would it be possible to have a Championship at Badminton for both BE90 and BE90 Open riders?</b>	<p>We know that there are riders in BE90 Open and BE100 Open classes who could be considered to be grassroots riders, but they have acquired a horse with BE Points which means they are not eligible for the Mitsubishi Motors Cup. We do recognise that we need to look at something suitable for them and we will be looking at it further.</p>
55	<b>Is there a growing preference for running events on a show jumping surface?</b>	<p>We have over 100 venues running BE events and only 20 or so of those have a surface to run show jumping on and very few centres that can run both dressage and show jumping on a surface. There are many of our venues who offer show jumping on grass, and indeed many competitors who prefer to jump on grass, and we believe it is important for us to offer the choice.</p>
56	<b>Would BE consider splitting sections into Open and Novice as British Dressage do?</b>	<p>The question of whether we should split out amateur and professionals has been discussed for many years but to date we have not been able to come up with a very definitive answer of what constitutes an amateur and what constitutes a professional. If you were to look at the entries list for the 5* at Badminton you could say there are amateurs there, but should they not be allowed to compete? There are so many parameters to consider.</p> <p>At British Dressage they do separate them out but it is one of the unique elements of our sport that you can be in a BE90 class and competing against the top riders in the world on their younger horses. When you beat them the sense of satisfaction can be great!</p> <p>However, we know that some members would prefer to keep sections separate, and so we will continue to look at ways we can accommodate this also.</p>

57	<b>What is your process to select Doctors?</b>	Event organisers appoint doctors. Doctors must be registered with the GMC, have a Licence to Practice and have appropriate medical indemnity. It is recommended that the doctor has been trained in pre-hospital emergency care.
58	<b>Could BE not make it compulsory for members to volunteer at an event once a year? This would not only help organisers but also help riders understand how events are run?</b>	This is something which we are regularly asked, and we believe there is a lot of benefit to all sides for riders giving up their time to volunteer. However, we have also heard of issues where people have been asked to volunteer against their will and have caused issues with the running of the day as a result. We would encourage all riders to volunteer, but currently do not have plans to make it mandatory for them to do so.
59	<b>Surely to make a level playing field the Foreign riders living and working in this country should have to do the same number of events to get an MER as a GB rider? The FEI MER's for some foreign countries are based on the lack of events in those countries. Could BE insist that all foreign event riders living and working in this country adhere to the same number of MERS as GB riders?</b>	For national classes, foreign riders have to adhere to BE rules in relation to MERs. International riders remain the responsibility of their National Federation, who sets their own MER's in conjunction with the FEI requirements.
60	<b>Should the abandonment insurance fees be compulsory, or something that you can opt-in to?</b>	In the late 2000's we moved away from having an abandonment fund and to the abandonment insurance that is based on the calendar as a whole. If people were able to opt-in or out then inevitably they would opt-in to put the insurance for the events that they felt were more likely to cancel. To do this is likely to increase the premium for those events by three or four times, if indeed an insurance company could be found who was willing to take that risk. With the weather as it is in this country, we have events that could abandon in June as much as March - this is an insurance that does need to apply to all events and to all competitors.
61	<b>Why can't we piggyback off an entries system that is tried and tested, such as Horse Events? And from a safety perspective use a proven system such as Equiratings?</b>	In terms of the entries system, we know that BDWP will finishing for BE events at the end of this season and so we have been developing and testing a scoring and administration platform over the past two years. That is going in to its final testing in July so we will have our own centralised entries system that all organisers will be



		<p>using as of 2020. Whilst there are a number of other entries systems in operation, there is a lot of work necessary behind the scenes to validate entries, MERs etc with the BE database. These links take time to develop and test, and the focus has been on finishing the work on our own system as a priority.</p> <p>We have a working relationship with EquiRatings and we are already using their data to produce ratings for riders, and we are working with that data behind the scenes. For each event we have an ERQI report which identifies those that may be higher risk, and we share that information with Stewards and TA's so they can monitor and look at those riders. We are then monitoring this and are looking to formulate something similar to the traffic light system used in Ireland for 2020 and beyond.</p>
62	<b>Do you consider that regional events, particularly internationals, have a community and social context?</b>	<p>We absolutely recognise that event are not just about competitor and provide a an experience for volunteers, supporters and spectators. Our Organisers do a fantastic job of creating the experience regardless of level and status of event. A grassroots event can be equally as fun and exciting as an international event.</p>
63	<b>If an event in your reports appears to be struggling, or not meeting 'quality targets', is personal help and guidance offered?</b>	<p>Reports are produced after each event which has input from all BE officials at that event. Any areas of concern are highlighted and, in conjunction with the organisers, a plan is put in place to help the organisers work through and improve any issues.</p>
64	<b>Why no intermediary service between customers and event organisers? Lots of examples of unhappy customers trying to get refunds for withdrawals and questioning penalty decisions. As governing body they need an impartial viewpoint to protect all involved, rather than taking a step back and stating they must resolve their issues themselves. It is irresponsible of BE to let this happen.</b>	<p>The refund policy is stated clearly in the rule book and is agreed between the organisers and BE. When an event abandons, this is dealt with by BE and it can take up to three week to reconcile entries and starters at the event, hence why there can be a delay.</p> <p>In relation to competitors questioning penalty decision, these are predominantly resolved on site at the event by the TA or steward. This is the most effective way, as evidence and witnesses are all on site.</p>

		In a few cases, queries come to be BE event, at which point they are investigated with the event officials and resolved.
65	<b>What is there for the amateur after the Corinthian Cup at Novice level, nothing to aim for except where the professionals dominate?</b>	This is something that we can look into further and gather more feedback on from members.
66	<b>IT/WEBSITE</b>	
67	<b>On what basis did BE determine Salesforce was the most 'appropriate' supplier?</b>  <b>Sales force is totally unsuitable, who advised you should use this?</b>	<p>We wanted a CRM platform that was future proof and well supported. We realised from the outset that any platform we selected needed to be customised to deliver on our needs.</p> <p>The options considered were Microsoft Dynamics and Salesforce. The quotes received for Salesforce platform, and the functionality it delivered, made it the more appropriate option.</p>
68	<b>How much more money are you planning on spending on resolving the IT situation?</b>	A further £250K is planned to be spent on the project. IT maintenance, developments and enhancements will continue.
69	<b>Has there been a full IT audit? If so was it an independent consultancy firm that specialises in this field? Who was it and how were they chosen? Can members see the report in full?</b>	Fiona O'Hara carried out a full review when she first joined the Board in 2017. As Fiona is a senior executive at globally recognised IT consultancy company, the Board felt she had the appropriate skills to undertake that review. Leadant were consulted in 2018 in relation to the prioritisation of IT work. This was discussed at length at the AGM, and notes of that meeting are available on the website.
70	<b>Regarding the website, will there be an app which is for members so that we can have easy navigation around and more features such as registrations, support group, payments etc?</b>	Once work on the website is concluded we will explore other IT solutions that will benefit our members.
71	<b>What was the value of the contract when it was originally awarded, and by how much did it subsequently increase? I.e. how much did the contract change post award?</b>	The contract value is commercially sensitive and so will not be published, however it is worth noting that the £2.25M forecasted to complete the project covers much more than the third party supplier costs. It also includes Project Management,

	<b>How much of the work on the website post launch have been funded by BE, and how much has been part of the original scope of work?</b>	testing resource, software development licences, consultancy costs, SME input and expenses and non-recoverable VAT.
72	<b>How many tenders came in?</b>	Four.
73	<b>When can we have a proper independent review of the IT system?</b>	When Fiona first joined the Board, she undertook a review and implemented changes. As Fiona is a senior executive at globally recognised IT consultancy company, the Board felt she had the appropriate skills to undertake that review.
74	<b>Can members please see the scope that was tendered and bought for the £2.5m contract?</b>	Please see the answer to question 66.
75	<b>The articles of association state how the surplus can be used - why was this not adhered to?</b>	The Articles cover the surplus of the Abandonment Fund.
76	<b>How is it working correctly, when there is £250k left to spend?</b>	The remaining £250K is in relation to the additional work required to complete the EARS part of the project.
77	<b>Do you not think it would be more sensible to take the new website offline, fix all the problems, and relaunch when it has been fully tested?</b>	A lot of progress has been made since the website went live and our focus remains on getting the new website fully working, alongside this having now moved to the new website multiple sync processes have been updated which means that any data collected through the old website would no longer sync through to the database. The website was tested before launch and is fully functional in many areas. We appreciate that not all members have had the positive experience we would have wanted them to have, and we are continuing to work on fixes for issues identified since the website has gone live.
78	<b>Please can you explain why this huge change was needed with background systems updated - why was a new website needed on top ?</b>	The previous website was outdated, limited in functionality and provided little opportunity to increase the commercial returns.
79	<b>At the AGM we were told the care post installation was under review. Is this still the case or has somebody been</b>	We will be supporting the IT system internally going forward, with support from external companies as necessary. Our original suppliers are still working with us to

	<b>appointed?</b>	resolve the post launch issues we have been experiencing.
80	<b>Do you think £2.25m is a reasonable spend?</b>  <b>If you were considering an investment of over £2 million now in your IT system would you consider it to be appropriate considering the funds available and BE expertise in making such an investment?</b>	Not investing in our IT systems was not an option, and whilst £2M is a significant sum, we do believe that given the complexity of the project, the spend is proportionate.
81	<b>What was the testing process? Who was in control of the testing process? Members should not be identifying bugs.</b>	We have a test manager who wrote multiple test scripts. The team tested over several months.
82	<b>For what reason is the entry system BDWP is still separate to the website?</b>  <b>Why didn't we take BDWP and bring it in house?</b>	BDWP has always been an independent third party website; it links through to our database in terms of validations, for example of membership types and class eligibility. We are aware that Paul Harris who is behind the BDWP system is looking to retire from doing BE entries.
83	<b>As an international rider, I'm constantly putting new horses forward and it's difficult processing them through the register. What is your further action towards this to improve it for members?</b>	We are working on improved connectivity with the FEI systems to make this process smoother and quicker.
84	<b>How will we support the new I.T. systems?</b>	Following recruitment to upskill and expand the internal I.T team, we will be supporting the IT systems internally.
85	<b>When was the contract for the IT project initially awarded? How long was the contract duration for the delivery of the IT scope?</b>  <b>What was the value of the contract initially awarded to suppliers for the IT project?</b>	The contract was awarded in April 2016, the commercial terms of the contract are commercially sensitive and so will not be published.
86	<b>The IT company Ledent, I can't find it online, how do you spell the company?</b>	Leadent.
87	<b>What governance did the approval to appoint Salesforce for</b>	An independent company advised us on the tender process and the contract

	<b>the IT project go through? Which Directors signed off this investment?</b>	negotiations. The Board in place at the end of 2015 signed off on the selection of Salesforce and the appointment of the contractors.
88	<b>Do you have the expertise to take advantage of the commercial opportunities that BE directors, officers and staff suggest are the result of the investment made?</b>	The Board have wide ranging skills and experience which they bring to all aspects of the organisation.
89	<b>If organisers are going to have to use the BE system for everything when are we going to be trained to use the new system so we can manage our events schedules online ?</b>	At the moment we are testing the scoring and entries administration side of the application. We have a number of scorers and entries secretaries involved in that process. The further we get through the testing cycle the more we will involve organisers; our intention is that all organisers and their entries secretaries will be trained before the system is in full use next year.
90	<b>Why has the strategy of the new IT system not been shared with members?</b>	At the AGM in 2015, we shared the rationale for the ITTP and the cost comparison for staying with the legacy database which was no longer fit for purpose. Regular updates on progress and challenges have been provided both at annual AGM's and on the website.
1	<b>FINANCE and GOVERNANCE</b>	
2	<p><b>General finance question, please can someone explain why start fees are firstly allowed and secondly why they vary so hugely. At one event how can a start fee vary between classes when horses are running around exactly the same ground ?</b></p> <p><b>Why are start fees allowed to be different for each class at the same event ?</b></p>	Start fees are the second part of the entry fee, which is payable on the day of the competition rather than in advance. As with entry fees, the costs vary depending on the class.
3	<b>Are BE satisfied with the representation of both professional and amateur riders on their board and in their review and initiative processes?</b>	The governance structure of BE is shown on our website. However, the Sports Committee, which considers all sporting aspects (so would cover new initiatives, for example), has both an ERA rep and a grassroots rider rep. The main board currently includes a current grassroots rider and two ex-international riders. So yes,

		we feel there is adequate representation. Sadly members do not always make the most of the opportunities available to engage with us at governance level, however there are channels for views to be heard and the Sports Committee has very healthy debate on all aspects of sport with the views of stakeholders considered.
4	<b>At the AGM, Fiona O'Hara confirmed budgets were forecasted for 1 year in advance. Is this correct or was the answer misunderstood in some way? It seems very unusual that a longer term business plan and forecasting process isn't in place, especially if they are managing long term fixtures listings and large scale IT projects. If there are forecasts ahead of 1 year, can these be seen?</b>	High level forecasts are produced for 5 years, as part of the budget process each year. The long term view of reserves and surpluses was presented at the AGM
5	<b>Start fees should be reviewed, they are meant to cover extra costs of watering, spiking, ground prep. At certain times of year there is no extra work required. Start fee should be dictated by tools used to prepare for an event, not just another blanket flat fee money earner.</b>	Historically the start was initiated to cover additional costs for ground. As costs of increased over the years, particularly for medical and veterinary cover, the fee now covers this. The start fee is essentially part of the entry fee but not payable until the day of competition. We consulted a few years back as to whether it should be included in the entry fee, and it was felt that it shouldn't.
6		
7		