

BE IT Programme Strategy Review and Task Force Terms of Reference

Background

British Eventing's IT systems for managing entries, balloting and scoring currently comprise a hybrid of two main systems, namely EARS and Eventingscores. This was a solution necessitated by unresolved issues with certain aspects of EARS and has allowed events to operate in the face of unprecedented demands caused by the pandemic.

However, as stated in the IT Transformation Project (ITTP) Review published by BE on 28 July, a number of issues have been and continue to be identified with the operation of EARS, and there are continuing challenges with the change management aspects of developing and introducing the new system to the diverse BE user community.

Purpose

The purpose of the IT Programme Strategy Review (the "Review") is to analyse the current IT situation, fully assess the associated capabilities and risks of the IT programme; and provide recommendations to the BE Board for next steps, including a short-, medium- and long-term strategy for the direction and level of further investment. These recommendations will be designed to help resolve the operational issues and ensure that any future spend on these IT systems is sensible, realistic and effective.

Objectives

As far as is possible (given the obvious cost and time constraints) the objectives of the Review are to ensure that BE's IT programme:

- Delivers best possible functionality for all BE stakeholders
- Delivers this within an accountable and sustainable IT budget
- Takes into account the long-term goal of having a sustainable IT environment by mitigating the immediate risks associated with running a bespoke set of IT systems

Scope

The Review is focused on the future, rather than ITTP's history, and specifically excludes examination of decisions made in the past.

The Review will be carried out by a newly established Task Force (as described below). The scope of the Review will encompass two phases:

1. Phase I – Initial Assessment

- Immediately and directly canvass organisers, entries secretaries, entries agents, riders, owners and scorers in an open and transparent way to establish the true situation with regard to the effectiveness of the software combined with the supporting functional processes and the training of users.
- Establish the Task Force as the umbrella that brings together the day to day management of change requests with longer-term direction for the systems under review. Those on the Task Force with management and staffing responsibilities for managing day -to-day operations will continue to be responsible for developing and publishing a list of prioritised and costed changes to the systems and will continue to manage the implementation of these changes within the current IT running cost budget. No changes to the systems within the established budget may be made unless specifically recommended for approval by members of the Task Force.
- Conduct a tactical review of the architecture of the existing systems currently in place. Establish the strengths and weaknesses of each element in the existing workflow.
- Assess the technical fit-for-purpose of each element in the suite of systems currently in place to support the hybrid EARS-Eventingscores model. This assessment will include (but is not limited to) examining the data model, the ongoing maintainability of the software, the robustness of inter-system data transfers and associated controls and overall performance and stability.
- Conduct a high-level cost analysis of the current set of systems and establish the actual baseline running costs of the current systems, distinguishing between running costs and ongoing development costs and fully examine the estimated £500k spend for 2020.
- View the internal controls for management of cash balances associated with entry fees, start fees, registrations etc held in the systems, including the processes for reconciling to actual cash balances at the bank.
- Conduct a risk assessment of the current situation, including examination of key person dependencies and other risks, and the impact of the current set of systems on the morale and effectiveness of key users.

2. Phase II – Solution

- Aim to design a short-, medium- and longer-term (potentially 3, 6 and 12 months) systems architecture that clearly identifies which functions should be handled by each element in the overall BE IT picture.
- Develop an outline plan that articulates how the various stages in the architecture will be implemented. This plan should include outline costs and associated resources and will necessarily be constrained by the funds available to BE.
- Develop an ongoing governance process that ensures all continuing investment in the systems and the implementation of the recommendations from this review are managed efficiently and effectively.

- Develop potential strategies for the ongoing management of BE's systems. This will include examining the use of third parties to fully manage some or all of BE's IT infrastructure.

Duration

The Review will be managed in order to achieve outcomes within an expedited time frame, to include:

- Presentation of a report to the Board on Phase 1 with recommendations for delivery of Phase II
- Following Board approval of the Review's recommendations, implementation of Phase II and presentation of a final report to the Board.

More detailed timeframes will be published once initial work is underway.

Governance

The Review will be managed by a new Task Force established to take on the work previously overseen by the ITTP Steering Group, now that the IT Transformation Project has been declared as finished. The Task Force will include the members of the former ITTP Steering Group, joined by experts and stakeholder representatives, and will initially comprise the following:

- Di Brunsten – Programme Manager and Chair
- Louise Jack - BE Board non-exec representative
- Jude Matthews
- Wendy McGowan
- Debbie Pritchard
- Olivia Szajna
- Miranda Collett
- IT developers (Adam, Bev and Usha)
- One rider representative
- Two Organiser representatives
- Professional rider representative (i.e. an entries agent)
- Terry Miller – Secretariat

The Task Force reports directly to the BE Board. Members of the Task Force may change over time depending on the phases of the project and the direction of the work.

The Task Force will meet at least weekly for one-hour sessions and will be responsible for devising the Review's project plan and delivering against the project milestones. The purpose of Task Force meetings will be progress reporting and planning. Implementation of

agreed action steps will be carried out by members of the Task Force, using additional resources as necessary.

The Task Force will provide interim reports to the BE Board on its progress at least every two weeks, in a standard format devised by the Task Force and agreed with the BE Board. These will be sent by email to the BE Board and will be published on the BE website no later than 5 business days later.

Remuneration

The Task Force serves essentially as a volunteer body. Those members who are existing BE employees or service providers are expected to fulfil their roles on the Task Force within the terms of their existing contracts.

Principles

The following principles will be applied by the Task Force in carrying out the Review :

- Time is limited so all work will be conducted with this in mind. Wherever possible an 80:20 approach will be taken when looking at all options.
- All work will be conducted in an open and transparent way.
- The work of the task force will be executed in a constructive and respectful manner and will be done in the best interests of the BE membership as a whole.

- All input on the current state of the existing systems will be treated with respect and all views will be considered.
- Wherever possible full feedback will be provided on the viability/priority of any change requests, to the persons making such requests.
- The experience of the wider BE network of members will be drawn on wherever possible/practical.
- The Task Force shall be given access to whatever information they require to enable the Group to fulfil its responsibilities
- The Task Force is entitled to engage with any person they feel appropriate to ensure the best possible recommendations to the BE Board. The BE CEO will be kept informed of any proposed external engagements. This will be done both explicitly and by virtue of the fact that the CEO is a member of the Task Force.
- To ensure that communications to/from the Task Force are not hindered, no confidentiality provisions imposed by BE on information or persons in respect of the ITTP or the operation of the systems shall be deemed to preclude sharing information with the Task Force nor members of the Task Force sharing with others, including but not limited to any non-disclosure agreements signed by members of the Rider Working groups or the EARS Working Group.

- The Task Force shall not be permitted to commit BE to any contractual arrangements, or to any spend, other than pursuant to delegated authority from the Board, including for purposes of implementing Phase II.
- The Task Force will work closely with the EARS Working Group, drawing upon information and input, and will seek to coordinate its actions with those of EARS so as to avoid any duplication of effort
- The Task Force will manage information appropriately and carefully for the purpose of delivering on its objectives and will not disclose information to anyone other than BE staff, the BE board, BE members and key stakeholders