



BRITISH EVENTING

ANNUAL GENERAL MEETING

NOVEMBER 2020

WELCOME – PRESENTATION TO START AT 5PM

OPENING OF AGM

OLIVIA SZAJNA

- Welcome
- Format
- Asking Questions 'Raise Hand'
- Election and voting process
- Recording
- **Lock room at 5.15pm**
- Issues with voting email Mi-Voice support@mi-voice.com
- General support marketing@britisheventing.com



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WELCOME

FIONA O'HARA



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AGENDA

- Approve the minutes of 2019 AGM
- Chairman's overview: Fiona O'Hara
- CEO Presentation: Jude Matthews
- Sport: Debbie Pritchard
- **5.45pm Voting closes**
- Communications: Olivia Szajna
- Membership: Wendy McGowan
- Finance: Chris Tattersall
- Technology: Jude Matthews
- IT Task Force: Di Brunsden
- Open Forum
- Election results
- Close of meeting



CHAIRMAN'S STATEMENT

FIONA O'HARA



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THE BE BOARD

Chair Fiona O'Hara

CEO Jude Matthews

Finance, Commercial & Technology

Chris Tattersall and Louise Jack

International

Gary Parsonage and Nigel Taylor

Risk Management & Sport

Gary Parsonage and Les Smith

Training & Education

Jane Peters

Legal

William Cursham



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CEO PRESENTATION

JUDE MATTHEWS



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CEO PRESENTATION

Season overview

- Weather
- COVID lockdown
- Abandonment insurance
- Sport restart
- Increased engagement with stakeholders
- THANK YOU!

Sport suspended
from 16 March

Sport restarted
12 July

19 additional days of
competition

HQ overview

- Membership and horse registrations
- Cost savings
- Head office



SPORT

DEBBIE PRITCHARD, LES SMITH,
GARY PARSONAGE, NIGEL TAYLOR, WILL
CURSHAM



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2020 Season Sport Overview

- Sport Resumption Plans
- Development of Resumption Calendar

Strategic Goal:
Facilitate the
delivery of a safe and
fair sport

Year	# BE Events	# of Starters	Starters Per Event
2016	201	77,920	388
2017	205	81,206	396
2018	187	69,294	371
2019	189	69,382	367
2020	65	34,025	523
Difference in 2020 to 4 year average	-67%	-54%	38%

2020 Season Sport Overview

- Additional Days of Competition
- Balloting – Unprecedented Year
- Safety
- Continuing Performance Requirements

Strategic Goal:
Facilitate the
delivery of a safe and
fair sport

TOTAL	3977	% of Balloted
BE80(T)	199	5%
BE90	1257	32%
BE100	1471	37%
Novice	796	20%
Intermediate	43	1%
CCI2*-S	102	3%
CCI3*-S	84	2%
CCI4*-S	25	1%

Level	Number of CPRs
BE80(T)	20
BE90	15
BE100	9
Novice	22
Intermediate	10
Advanced	2
Total	79

Looking ahead to 2021

- International
- Youth
- New Initiatives for 2021
 - Area Festivals
 - Novice Masters Series
 - BE90 3DE
 - Volunteer Working Group

Strategic Goal:
Increase success, profile,
engagement and
participation across the
sport

Unaffiliated Market Working Group

Strategic Goal:
Increase success, profile,
engagement and
participation across the
sport

- Objective: to consider the ways in which British Eventing can meet the challenge to Membership and revenue presented by the Unaffiliated Market

Unaffiliated Market Working Group

Members

- Will Cursham (Chair) - Grassroots rider and BE Board Member.
- Stuart Buntine- BEDE Limited- Organiser- also BEAG
- Debbie Pritchard- Sport Manager – BE
- Chris Tattersall- Board Member- Finance Committee, Owner
- Helen West- Organiser- Bicton Arena and Rider- also BEAG
- Helen White- Grassroots Rider, on BE's Risk Management & Sport Committee & Rider Working Groups



Unaffiliated Market Working Group

Strategic Goal:
Increase success, profile,
engagement and
participation across the
sport

Short term objectives for 2021:

Look at options to increase offering to Membership, also to attract new members, including proposal for Training Days and Training Tickets

MARKETING & COMMUNICATIONS

OLIVIA SZAJNA



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COMMUNICATION

Committed to meeting your needs

- Feedback
- Regular, timely and targeted
- Utilising email marketing
- Social media growth

Strategic Goal:

Put communication and transparency at the heart of the BE brand

EMAIL & SOCIAL

- 1.1 million
- 69%
- 250k
- 11,000
- 8% engagement
- 55k BELO



112K

u



67K0



78K0



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Sport Resumption

Returning to Sport Safely

Please...

Arrive - Compete - Leave



Returning to Sport Safely



If you do not stick to your ride times, you risk not being able to compete.

To keep the number of people on event to a minimum, it is important you stick to your allocated start times, and leave the event as soon as possible after you have finished.



Returning to Sport Safely

Parking On Event

10m space between lorries if tying up on both sides

5m space between lorries if tying up on one side

3m space between lorries if not tying up

Please follow instructions of event staff





COMMUNICATION



Sport Resumption

ENTRIES OPEN

TEAM CHALLENGE

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KBIS
BRITISH EQUESTRIAN
INSURANCE
Committed to you

**KBIS BE80(T) 2020
CHAMPIONSHIP**

BRITISH EVENTING

**BRITISH
EVENTING**

**FAIRFAX & FAVOR
ENGLAND**

VOLUNTEER OF THE YEAR

NOMINATIONS OPEN

Looking ahead

- Participation
 - Team Challenge
 - Area Competitions
- Sustainability
 - Members' Handbook
 - E-card
 - Digital content



MEMBERSHIP

WENDY MCGOWAN



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MEMBERSHIP

- As at 31 October
 - Total Membership down 19%
 - Full Members down 17.4%
 - Day Pass Members down 40.2%
 - Owners up 2%
 - 12,873 members

- In the period since 1 June
 - 1482 lapsed members rejoined*
 - 351 had been lapsed for longer than 12 months

- 2021 Budget assumes 15% reduction on 2019

Strategic Goal:
Increase success, profile,
engagement and
participation across the
sport

MEMBERSHIP REPORT OCTOBER 2020								
	Member Fixtures Region							Grand Total
	-	SCOTLAND	NORTH	CENTRAL NORTH	CENTRAL WEST	SOUTH	EASTERN	Oct 2020
Total 2020	317	979	927	2,051	2,092	4,067	2,440	12,873
Total 2019	545	1320	1191	2624	2609	4777	2834	15900
2020 v 2019 Regional Variance	-42%	-26%	-22%	-22%	-20%	-15%	-14%	-19%

* Membership had been lapsed for 3 months or longer at time of renewal

H O R S E S

As at October 31st

- Horses with Season Tickets = 8,909
- Compared to 2019
 - Grade 1 down 4%
 - Grade 2 down 16%
 - Grade 3 down 15%
 - Grade 4 down 21%

Horse Runs and Retention at BE Events Per Year

Year	# of horses	Avg runs per horse	# of horses with 3 or more runs	Retention rate
2016	14,888	5.2	10,505	71%
2017	15,162	5.4	10,774	71%
2018	14,053	4.9	9,756	69%
2019	13,754	5.0	9,643	70%
2020	9,208	3.7	5,817	63%
Difference in 2020 to 4-year average:	-36%	-28%	-43%	-10%

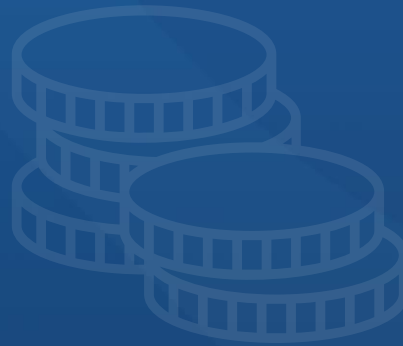
Average Runs Per Horse at BE Events by Level Type

Year	Average of grassroots	Average of 110cm	Average of 115cm	Average of 120cm
2016	4.2	4.4	3.7	2.8
2017	4.2	4.5	4.0	2.5
2018	4.0	4.0	3.7	2.4
2019	4.0	4.1	3.8	2.5
2020	3.0	3.1	2.9	1.8
Difference in 2020 to 4-year average:	-27%	-28%	-24%	-31%

Each level type includes national and international BE classes at the given height, except for grassroots which includes only BE80, BE90, BE100 and BE105.

FINANCE

CHRIS TATTERSALL & WENDY MCGOWAN



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Overview of 2019

- Financial Statements published in September
- Pre tax loss of £401K, better than the forecasted £500K at AGM 2019
- COVID impacted the release of the Statements as Audit was completed in two stages
 - Rigorous process
 - Going concern
- Finished the year with cash reserves of £780K and capital reserves of £1.8M

Strategic Goal:
Manage and facilitate the financial viability of the sport

CAPITAL RESERVES			
Balance as at December	2018	2019	2020
	Actual	Actual	F'cast
	£000	£000	£000
Special Members Fund	172	155	152
Capital Fund	2,138	1,690	1,009
Total Reserves	2,310	1,845	1,161

CASH BALANCES			
Balance as at December	2018	2019	2020
	Actual	Actual	F'cast
	£000	£000	£000
Total Cash at Bank and in Hand	1364	780	561

Overview of 2020

- Impact of COVID significant with sport suspended
- Overall payroll saving of 23% (2020 to 2019)
 - Furloughed the majority of staff, claimed £144K through the Job Retention Scheme
 - 9 Redundancies
 - 6 Resignations – roles not backfilled
 - Plus 1 on maternity leave
- Other costs savings in excess of £100K, more planned for 2021
- Forecast loss before depreciation and tax £300K
- Higher revenue achieved in the second half of the year thanks to the resumption of sport

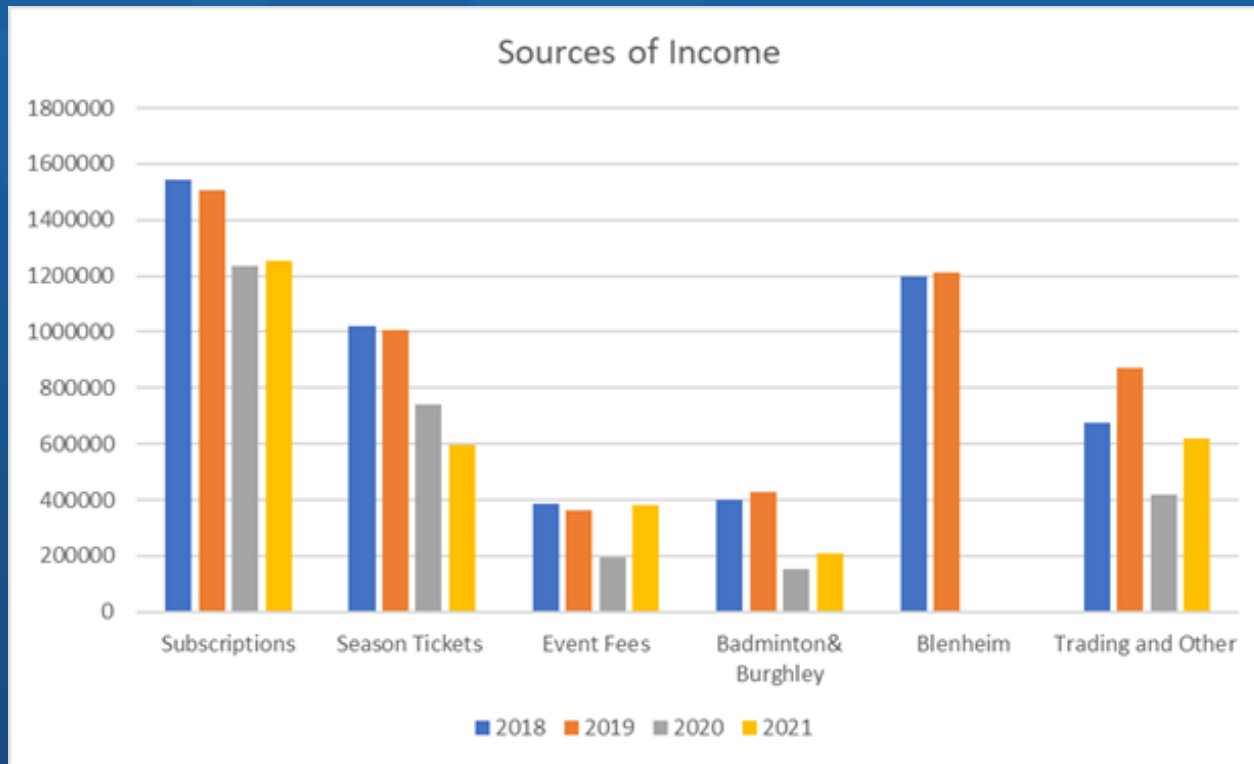
Reduced
Headcount from
48 to 33 (FTE 27)

Forecast for Cash
at end of 2020
April £200K
Now £561K

	Forecast saving compared to 2019 £000	% Reduction
Staff and Contractors	-405	-31%
Head Office Overheads	-67	-41%
Sport Suspension	-308	-38%
Teams and Programmes	-196	-88%
Direct costs related to Trading and T & E	-327	-65%



Sources of Income



* The event at Blenheim Palace has historically contributed around 23% of total income. The reduction in income from the event is offset by a comparative reduction in cost hence the nett effect on the operating result is not so impactful



Looking to 2021

- Budget includes flexibility to adapt to a changing situation and assumes:-
 - No revenue from Badminton
 - Reduced members and season tickets by 15% from those in 2019
 - Includes members discounts worth over £320K
 - Cost savings of £949K compared to 2019
- Focus to rebuild cash reserves
- Capital Reserves to be rebuilt from 2022 onwards

TECHNOLOGY

JUDE MATTHEWS



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Summary

- Roll out of EARS and subsequent integration with EventingScores
- Continue to work on improving user experience and maximising the value of members' investment
- Set up IT Taskforce
- THANK YOU

Strategic Goal:
Facilitate the
delivery of a safe and
fair sport

Strategic Goal:
Drive innovation to
modernise the sport

Entries,
Admin,
Results,
Scoring

Integration
with Eventing
Scores

Continual
improvement



IT PROGRAMME STRATEGY REVIEW TASK FORCE

Di Brunsden
Chair of Task Force



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Why was the Task Force Established?

- No common view between BE, key stakeholders, users and members how the system was performing
- No IT roadmap outlining the agreed priorities, milestones and direction of travel for the IT investment
- Without the above, the BE Board had insufficient information upon which to make decisions and so accepted our offer to carry out the Review



How the Task Force Works

- Two Phases:

1. Initial Assessment - analyse and assess

2. Solutions – help resolve issues and manage future spend

- Clear and transparent objectives
- Collaborative and inclusive
- Forward-looking
- Phase 1 fact-finding
 1. Targeted workstreams populated with end-users
 2. Careful gathering of facts and agreement on all issues
- Open communication to membership on progress throughout the 11 weeks of work
- Report delivered to BE Board on 17th November



What we found

- Functions supported by the IT systems fall into three main areas:

Entries

Event Management

Head Office Functions

- The workstreams identified 39 critical issues
 1. Entries and Event Management – vast majority
 2. Other aspects of IT are working well
- Other issues
 1. Governance - oversight and change control
 2. Financial – management of risks within 2021 budget



What we recommend

- IT Steering Committee
- Maintain and enhance Event Management functions in Eventingscores
- Prioritise work to fix Entries function in EARS
- Develop an outline road map for the future direction of IT infrastructure



Next Steps

- Form IT Steering Committee
- Focus on transition of balloting to Eventingscores
- Prioritise fixes of critical issues
- Launch Phase 2
- Deliver Phase 2 Report in Q1 2021

OPEN FORUM



CONCLUSION