BRITISH EVENTING

IT STEERING COMMITTEE

SUMMARY OF MEETINGS ON JANUARY 6 AND 12, 2021

Background

Following the recommendation of Phase 1 of the IT Programme Strategy Review, the IT Steering Committee has been established as a committee of the BE Board with the stated aim "to ensure that all further work to develop and maintain the current IT systems, and consideration of any short-, medium- and long-term IT strategy, is carried out in an efficient and cost-effective manner in alignment with the strategic objectives of BE and to support the delivery of sport."

The Committee is the body responsible for, among other things, overseeing progress to address the Critical issues and the other recommendations from Phase 1; change management; implementation of the IT roadmap once this is developed by the Task Force; and the relationship with Eventingscores including transfer of waitlist and balloting functions.

The Committee members overlap to some extent with members of Phase 2 of the Task Force; however, while the Task Force is an immediate, short-term project, the Committee will remain in place as an integral part of BE's governance. The Task Force will report on its progress at each Committee meeting.

The Committee was launched with an initial meeting on January 6, and it met again for an immediate follow-up meeting on January 12. It intends to meet every two weeks for the foreseeable future. The following is a summary of the initial meeting, and the follow-ups and additional items from the second meeting.

Discussion

1. **The Chair welcomed everyone to the launch meeting and thanked them for their willingness to participate.**

- At this first meeting, the aim was to set the tone and agree some basic principles and ways of working, laying the foundation for developing the tools needed to carry out our duties
- The Committee will operate in an open and inclusive way, communicating progress to stakeholders and members, but bearing

in mind the need to treat confidential and sensitive matters appropriately

- She outlined standard agenda items for consideration at each Committee meeting, including key milestones, enhanced from those previously presented to the Task Force to identify priorities and track progress and to capture in a user-friendly way the work done by each member of the BE IT team; a risk register and issues log, based on the model in the Phase 1 report; change management reviews; IT budget and recruitment updates

2. Terms of Reference

- The Chair noted that the initial members of the Committee had been approved by the BE Board as herself, Terry Miller as Secretariat, Jenny Levett, Jude Matthews, Jane Peters, Debbie Pritchard, Elaine Tragett and Helen West
- The Terms of Reference, as previously presented to the Board in draft form, had been revised in response to comments to add two new members, being Martin Wright to represent grassroots riders, and Wendy Evans to represent entries secretaries and scorers, and to add specific new objectives on monitoring costs and risks in both the current environment and longer-term
- Having no further comments, the Committee agreed that the revised Terms of Reference in the form attached, including the addition of two new members, should be presented to the Board for formal approval

3. Change Management

- The BE IT team summarised a list of items on which it has been working
- These did not correspond to the Critical issues identified by the Task Force Phase 1 Report, but were existing priorities/business as usual tasks identified as necessary for completion before the start of the 2021 season; to date little progress has been made on the Critical issues due to the intervening holiday period and other demands on resources
- Following discussion, and further focus on this at the January 12 meeting, it was agreed that the Chair will continue to work with the BE IT team to ensure that going forward, for each Committee meeting the team will produce a number of reports covering key milestones, progress against Critical issues, and work done, and assigned, to each member of the IT team
- A monthly Committee report to the Board is also being developed and the Chair asked for comments on a draft format presented to the January 12 meeting

- It was agreed that the Committee will be responsible for identifying priorities for addressing issues going forward; and for clarifying the process for raising new issues
- A new Change Management policy will be developed and implemented by the Committee covering identification, prioritisation, business process design, user engagement and testing.
- Miranda Collett summarised the status of work to transfer Waitlist Management and Balloting functions to Eventingscores
- She reported at the January 12 meeting that this is 90% done, and she will be ready for user acceptance testing by the end of January if the BE IT team completes its outstanding work on the API.
- The API work must be completed in time to start user acceptance testing by the end of January in order to be ready for roll-out before the start of the season
- She has given up her role as an entries secretary, and is also working on the changes required to bring a support company on board at Eventingscores; this is preparatory to actually agreeing a contract with the support company which in turn depends on Eventingscores agreeing its contract with BE
- Committee members made the point that more clarity on how the balloting process works would be greatly appreciated by grassroots riders; Elaine Tragett will work with Miranda on producing a generic version of an explanation previously produced by Miranda, with the aim of publishing this as soon as possible
- Wendy McGowan is completing the user requirements for the Start Fee functionality and a group of end-users have been identified for testing, to be completed by the third week of February before entries open for the season

5. Recruitment

- The CEO reported that an additional developer has now been hired to start from the beginning of the year
- In response to a question, she said that timelines for completing IT tasks were dependent on resource constraints and the need for all development work previously to be addressed by a sole developer; the new recruit should assist in easing current the backlog

6. IT Budget

- Wendy McGowan went through the current IT budget at the January 12 meeting; this has been increased to include budgeted costs for Eventingscores reflecting the assumption of additional functions as recommended by the Task Force, although the contract with Eventingscores has not yet been finalised
- It was agreed that Elaine Tragett would review the budgeted costs associated with network and website hosting with Wendy and provide comments to the Committee

7. Report from Task Force

- The Chair reported that the January 5 Task Force meeting discussed the need for the BE Board to inform the Task Force of their view on BE's current position of standing between competitors and event organisers as provider of event delivery software and payments agent
- If so, the Phase 2 work can be aimed at assessing the alternatives (such as the BD and BS models) and if not, the Phase 2 work can be aimed at assessing third party alternatives for BE's system, with BE still being the central point for event delivery, i.e., an expansion of the current BE-Eventingscores hybrid
- Ultimately, Helen West offered to put this question to the Board to elicit an initial reaction; the CEO reported that the Board has discussed this, and its views will be provided to the Task Force forthwith
- Meanwhile, the Chair is following up with Task Force members to ensure that the key question is fully understood, to aim to reach a consensus and to agree on next steps
- At the January 12 meeting, the Chair reported that the first workshop for Stage 1 – Defining the Vision – will take place on Thursday January 14 to consider Entries (National and International including Validation)
- The timeframes for completing Stage 1 may be extended a bit to accommodate the furloughing of BE staff

8. Review of EARS Replacement Cost for 2020 Annual Accounts

- At the January 12 meeting, the Chair explained the role to be played by the Committee in assessing the replacement cost of EARS for purposes of the 2020 annual accounts
- As stated at the AGM, BE's IT system is carried on the balance sheet as a fixed asset, valued at its replacement cost net of standard depreciation for the parts of the system that are in use
- As at year end 2020, the value of EARS as a component of the IT system net of standard depreciation is £622k
- The role of the Committee will be to determine whether it is reasonable to take the position that it would cost at least £622k to replace EARS assuming that the recommendations of the Task Force to transfer some functionality to Eventingscores are implemented
- At the same time, the role of the Finance Committee will be to determine whether replacement cost continues to be an appropriate measure of value
- The work of both Committees should be completed by late February, so that recommendations can be made to the Board to support the assurances required by the external auditors

- The Chair will provide more information on the process to be carried out by the Committee at its next meeting

9. Status of Negotiations with Eventingscores

- At the January 12 meeting, the CEO reported that negotiations were in the final stages
- The Chair noted that the Committee will be reviewing the agreed terms for purposes of recommending approval by the Board, and that hopefully this would occur at the next Committee meeting
- She noted that the Committee's consideration should include the work done by Miranda to mitigate single-person dependency through a support arrangement with a specialised software supplier

9. Other Matters

- The Chair referred to issues arising with the content and identification details of the Top Horse League, which are being reviewed by the IT team to determine causes and fix underlying problems
- In response to questions about the status of the EARS Working Group, Committee members voiced their support for continuing to work with user forums in order to identify and prioritise resolution of issues arising in practice by those working with the system directly to support the Committee's role in overseeing change management

10. Decisions

The Committee agreed that the Terms of Reference in the form attached should be presented to the BE Board for formal approval.

The Committee approved the following in order to maintain the moratorium previously agreed by the Task Force (updated to include waitlist management and balloting):

"There will be a moratorium on any further development of the scoring app or the sectioning, times, waitlist management and balloting functions within EARS until Task Force work is completed, or unless otherwise decided by the Committee"

The Committee approved the following Principle of End-User Engagement:

"To underline the importance of the core principle of end-user involvement in achieving end-user acceptance of new functionality and new applications of BE data, the following key elements should be implemented in developing and rolling out new functionality or new applications:

- end-users must be involved at the earliest possible stage and throughout the process up to and including final testing and roll-out
- a full business design of any new functionality must be presented to and signed off by end-users before development
- before any new functionality is released to the live environment formal sign off of acceptance testing should be obtained from the end users
- the list of end-users for each new functionality or new application identified for implementation should be approved by the Committee

The Committee approved the following communication to be sent by the BE Board to its Committees, Working Groups and other BE Bodies:

"The IT Steering Committee has been established as a committee of the BE Board with the stated aim "to ensure that all further work to develop and maintain the current IT systems, and consideration of any short-, medium- and long-term IT strategy, is carried out in an efficient and cost-effective manner in alignment with the strategic objectives of BE and to support the delivery of sport".

The Committee will work closely with other BE Board Committees, working groups, advisory groups or other BE bodies (such as the EARS Working Group), drawing upon information and input, and will seek to coordinate its actions with those of the other bodies so as to avoid any duplication of effort.

In order to achieve its aim and stated objectives, the Board asks that before taking any actions involving significant IT development work, the IT Steering Committee must be informed so as to ensure that the IT impact will be fully considered."

Next Meeting

January 26, 2021