

## Annual General Meeting of Members

Held virtually, via Zoom on 24<sup>th</sup> November 2020 at 5.00pm

**PANELLISTS:**

Fiona O'Hara (Chairman)  
 Di Brunsten (I.T. Task Force Chair)  
 Jude Matthews (Chief Executive Officer)  
 Will Cursham (Board Director)  
 Louise Jack (Board Director)  
 Wendy McGowan (Chief Operating Officer)  
 Gary Parsonage (Board Director)  
 Jane Peters (Board Director)  
 Debbie Pritchard (Sport Manager)  
 Les Smith (Board Director and election candidate)  
 Olivia Szajna (Head of Marketing, Communications & Commercial)  
 Chris Tattersall (Board Director)  
 Nigel Taylor (Board Director)

**PRODUCTION:**

Alexandra Bright (minutes)  
 Emily Dunn

### MEMBERS IN ATTENDANCE:

Linda Allan	Adam Cadman	Charlotte Dorner	Lesley Hagerty
Ann Allen	Jennifer Caley	Tim Doyle	Paul Hagerty
Craig Anderson	Vikki Campbell	Jan Drewett	Alexandra Haggard
Melanie Arnold	Bronwen Carless	Claire Dubowski	David Hall
Sarah Arrowsmith	Catherine Carleton-Smith	Michael Dzenis	Suzannah Hallam
Sue Bagley	Isobel Carlill	Annika Earl	Lexi Hambro
Michael Bain	Fiona Carruthers	Douglas Edward	Bruce Haskell
Samantha Baker	Richard Carruthers	Gillian Edward	Alicia Hawker
Claire Balysz	Dennis Cassidy	Sue Eeley	Alli Haynes
Sheila Barker	Rachel Cawley	Lucy Elder	Jane Heerbeck
Karen Bartlett	Andrew Chadwick	Michael Etherington-Smith	James Helyer
Simon Bates	Sue Chadwick	Wendy Evans	Philippa Hendry
Georgina Batting	Clare Chamberlayne	Sally Everton	Philippa Herbert
Georgie Beach Patrick	John Chambers	Sally Eyre	Mandy Hervieu
Sarah Beadle	Nydia Chandler	Beatrice Fairley	Miranda Heynes
Lorna Bedford	Bev Cheshire	Ruth Farnsworth	Michelle Hindmarsh
Wendy Berry	Christopher Clementi	Chris Farr	Christina Hoare
Belinda Best	Molly Clist	Rachael Faulkner	Henry Hobby
Isabel Bhatia	April Coate	Andrew Fell	Andrea Hodgson
Julia Biddle	Sarah Cohen	Caroline Fisher	Susan Hodgson
Patricia Biden	Miranda Collett	John Foden	Jill Holah
Laura Birley	Julie Collings	Claire Fotheringham	David Holden
Michael Bishop	Wendy Coney	Fiona Fouracre	Jane Holderness-Roddam
Katie Bleloch	Will Connors	Alexandra Fox	Johnny Hornby
Fi Boughton	Alisha Coombes	Sarah Franklin	Lyn How
Diana Bown	James Cooper	Sarah Gairdner	Nick How
Philip Bown	Mark. Corbett	Helen Gale	Phil Howell
Emily Bradford	Tammie Corser	Tracy Garside	Joss Hubble
Jason Brautigam	Eilidh Costelloe	Alison Gill	Barbara Hurst
Bruno Brenninkmeijer	Patrick Costelloe	Tara Glen	Lauren Innes
Josie Brettell	Jan Cottam	Celia Gough	Joy Jackson
Josie Briggs	Suzie Cotterill	Iain Graham	Niki Jackson
Alexandra Bright	John Coupland	Lucy Graham	Sara Jackson
Jane Buchan	Teresa Cresswell	Karen Gray	Christopher Jenkin
William Buck	Louise Crofts	Sarah Gray	Martyn Johnson
Brett Bullimore	Rebecca Davies	Nicki Grayson	Nigel Johnson
Stuart Buntine	Laura De Wesselow	Serena Greenwell	Trudy Johnson
Sara Burdess	Emma Defew	Renee Groeninx Van Zoelen	Tanya Johnston
David Burton	Adrian Ditcham	Simon Grundy	V Johnston
Catherine Butler	Lindsay Dixon	Roger Hadaway	Dave Jones

**MEMBERS IN ATTENDANCE (cont.):**

Margot Kennedy	Caroline Morris	Usha Samra	Dave Thompson
Sharon Kennett	Kim Morris-Baumber	Fiona Saxby	Susan Thompson
Philippa Kerby	Caroline Mosley	Helen Scott	Sarah Thorne
Helen Kerry	Sarah Muirhead	Fiona Scott-Maxwell	Miles Toulson-Clarke
Carole King	Michael Munden	Jonathon Seed	Elaine Tragett
Lynda King	Liz Murfitt	Kate Shapland	Angela Tucker
Judy Kunkler	Maggie Neale	David Sheerin	Philip Tuckwell
Charles Lane	Jonathan Nelson	Eryl Sheers	Jancis Tulloch
John Lawrence	Joey Newton	Ceri Shell	Carole Turner
Jacqueline Lawson	Stuart Nie	Judith Shipton	Charlotte Turner
Katie Leatham	Susan O'Connor	Carolyn Simm	Tori Upton-Jillings
Jenny Levett	Natalie Olive	Jane Skeats	Tina Ure
Alec Lochore	Jackie Olivier	Mike Skeats	Alexandra Van Tuyl
Polly Lochore	Harry Park	Judy Skinner	Will Van Ufford
Liz Lyall	Alyson Parker	Louise Smales	Joanne Verey
Musketeer Event M'ment	Martin Parry	Annie Smith	Sarah Verney
Trudi Mann	Pippa Patrick	Jessica Smith	Henrietta Verschoyle
Piggy March	Ron Pearson	Nellie Smith	Louisa Wallace
Becky Markillie	Tricia Pedlar	Sonia Smith	Annabel Walsh
Nick Marriner	Kim Pengelly	Jane Starkey	Kevin Waterman
Penny Marriner	Rosemary Penn	Katie Stephens	Kay Webb
Joan Marsh	Lisa Phillips	Sue Stewart	Sheena Welsh
Helen Martin	Diane Pigott	Beatrice Stocks	Helen West
Jan Martin	James Plant	Katie Strelczuk	Douglas Weymouth
Simon Martin	Janet Plant	Marianne Stringfellow	Debbie Whalley
Anna Mason	Vicky Plant	Beanie Sturgis	Malcolm Wharton
Hannah Matthews	Ian Pocock	Philip Surl	Helen White
Marion Mcfadzean	Rob Pope	Hollie Swain	John White
Mary McNulty	Viv Potts	Jeanne Swallow	Alicia Wilkinson
Robert Mcskimming	Michelle Pritchard	Amelia Sykes	Hetta Wilkinson
Jenny Meiklejohn	Miranda Rawlin	Gemma Tattersall	Nicola Wilson
Debbie Melville	Wendy Rea	Jackie Taylor	Victoria Wilson
Katrina Midgley	Felicity (Tissie) Reason	Rob Taylor	Kate Wilton
Anne Millar	Michele Reed	Sarah Taylor	Catherine Wood
Terry Miller	David Reid	Siobhan Taylor	Katie Woodall
Louisa Milne Home	Alan Robinson	Angela Tebbit	Veronica Wootten
Charlotte Milnes	Alice Robinson	Audrey Thacker	Martin Wright
Jo Milnes	Pippa Roome	Fern Thomas	Jenny Young
David Mitson	Jane Rudd	Claire Thomas	
Liz Molyneux	Lea Ryder	Jessica Thomas	
Grace Moran	Nicola Salmon	Catherine Thompson	

**APPOLOGIES RECEIVED:** David Holmes  
Mary Priday

**Opening of AGM**

*Olivia Szajna (OS)*

Thank you for taking the time to join us for British Eventing's 2020 Annual General Meeting. This is the first time that we have held the AGM virtually via Zoom, and we appreciate your patience in adapting to this new approach.

In terms of the format for this evening, you will firstly have the opportunity to listen to the presentations delivered by our speakers before we move to an Open Forum for questions.

To ask a question, please click on the 'Raise Hand' icon that you can see on your screen. When asking your question, we will unmute you so that you have the opportunity to verbally ask your question. Please state your name and membership type before asking your question. Questions will be taken in order of hands raised.

The meeting room will be locked from 5.15pm and for the purpose of creating a transcript for the meeting minutes the meeting will be recorded.

A link to vote will be put in the chat at 5.15pm and voting will close at 5.45pm. Should you have any issues voting, please email mi-voice (email address made available to attendees).

Answers to pre-submitted questions have been published on the BE website.

**Chairman's Welcome**

*Fiona O'Hara (FOH)*

Welcome and thank you all for joining this evening's AGM.

### **Approval of Minutes of the AGM held in 2019**

The minutes had been available for 12 months and no comments had been received. No comments were forthcoming. The Chairman approved the minutes of the 2019 AGM.

### **Chairman's Statement**

*Fiona O'Hara (FOH)*

2020 has been a challenging year for each and every one of us, impacting our families and friends in many ways. I would like to offer our condolences to any of you who have lost loved ones and wish you all well for a new and hopefully a better year.

As well as having a direct impact on our lives the pandemic has also taken its toll on Sport in the UK, equestrian sport has of course not escaped the impact. The recent announcement by UK Sport of a £300m Winter Survival Pack for selected sports gives you some perspective of the hardship being felt across sporting organisations in the UK. BE has had to be both reactive and proactive in its response to the impact of the pandemic and we are pleased overall with how we will finish what has been a challenging year. My thanks to Malcolm Wharton, the BEF Chairman, and my fellow NEDs at BE for their unwavering support through some very difficult months.

In preparing for this AGM, I thought about the things that I am aware you are concerned about or might be unsure about what BE are doing and so I will now talk to you about a number of topics that I think you care about the most.

Let's start with BE's financial position: BE is not insolvent, nor is there any evidence to support any claims that it may be in the coming months. Yes, we have had a tough year with a revenue drop of over £1m resulting largely from Covid-19. Yes, we have used reserves to complete the I.T. project. Yes, we have some ongoing issues with that which we will come on to talk about later.

Chris as Chair of the Finance, Commercial & Technology committee and Wendy our COO will take you through the figures in more detail however let me start by telling you that we have cash reserves of over half a million pounds and our capital reserves stand at over £1m. Both are better than we forecast when lockdown suspended sport. We have achieved this by taking action to offset the loss of revenue- we have cut costs and reduced expenditure amounting to savings of around £1m. More detail on this later.

Now bear with me while I get a bit technical on the financial treatment of the I.T. System- but this relates to the insolvency rumours and so I want to take the time to explain this. In 2019 the Board agreed that a fair estimate to replace the I.T. system was £1.5m, this estimate was confirmed by our auditors as reasonable. The Board have agreed a policy of depreciating the I.T. system over 5 years and there is no change to this, therefore each year we show a depreciation charge on the balance sheet. What would potentially cause insolvency was if BE decided to take the full depreciation charge in one year and we aren't going to do that. I understand some concerns have been raised because, as reported in the I.T. Task Force review some parts of the entries management functions don't work and we are looking at other options but this does not impact the way we are accounting for the depreciation. Again, we will come back to this in the finance and I.T. sections of the agenda.

The last point I would like to address on finance is the delay to the publishing of the 2019 accounts. This was later than usual for 3 reasons. 1. For each annual audit our auditors provide a second independent review and this year they also conducted an independent deep dive putting our accounts under an extra layer of scrutiny. 2. We had to wait for the outcome of the abandonment insurance claim as that could have had an impact on the financial position. 3. It is typical for statements to be made about an organisation being a going concern. In March when the lockdown came into force the Board made the decision, which the auditors agreed to, that it would be prudent to work through the financial impacts of the sport suspension and our ability to respond to these and then take these into account in the going concern assessment. I would like to take this opportunity to thank Karen Bartlett for her service to BE as auditor as she steps down and hands the reins to a colleague.

### **Directors' Introductions**

*Fiona O'Hara (FOH)*

Our Board is made up of both elected and appointed Directors, all of whom make a valuable contribution to BE either through their professional expertise in equestrian sport or in business. I'm really sorry that the Covid-19 restrictions did not allow us to get round to the events as we would normally like to do. I understand that we probably feel a bit distant this year. We are all very much looking forward to changing that next year. I can assure you that this Board has shown an unbelievable commitment, resilience and ability in navigating through this challenging year and again, I really need to thank them all for the extraordinary time and effort that they have voluntarily given to BE. It has been monumental, the amount of time that it has taken from all of us in order to navigate through this challenging year. I'd now like to ask each of our NEDs to introduce themselves to you and just say a bit about how they contribute to the Board.

**Jane Peters.** Those of you that don't know me, I was elected three years ago to the Board. Having gained a wide experience in the sport I've helped to organise events for a very long time now and the event I help to organise at the moment is Belsay International Horse Trials and I help Laura De Wesselow on her committee. I own several horses that compete at grassroots level and my particular passion in eventing is youth eventing. I've been involved in youth eventing for some 15 years and I chaired the youth eventing programme for eight years or so and handed over only in the last two years. I am now a youth team selector as well. My duties on the Board specifically involved chairing T&E, which included youth eventing, as well as attending all of the Board meetings of which there has been an awful lot this year. Obviously virtual meetings, but almost on a weekly basis at some stage, strategy meetings, shared philosophy for coaching, stakeholder meetings, etc. My life outside eventing involves running a small company and we supply, install and operate LED screens and pitch side LED Boards for premier rugby, so it means that I do have experience of working closely with another governing body of a sport.

**Louise Jack.** I joined British Eventing as a Director at the beginning of this year (1st January) and could not have expected what Covid-19 could have brought to the sport this year. I am however extremely proud of everybody involved in the sport with being able get up and running again during the latter part of the year. In terms of my executive career, I have been in business and finance for over 20 years. I'm a chartered accountant and a fellow of the ICAEW accountancy body. I bring that to play as a part of the Finance, Commercial and Technology Committee. I have also held Chief Operating Officer roles in a number of organisations both small and large, and amongst those have implemented Salesforce twice over in two different organisations and you may be aware that we use Salesforce at British Eventing as well. I bring that experience to play as part of the I.T. Task Force, which you will hear more about later on in the AGM. I have a lifelong passion for horses. I grew up around horses, competed, evented extensively growing up, and now alongside my British Eventing Board activities, I teach grass roots, and I've enjoyed volunteering this year at some BE events as well. I hope you enjoy listening to our updates here at the AGM.

**Nigel Taylor.** I am a former competitor, which I enjoyed for more years than I'd like to mention! As you get older, you don't bounce quite so well, so I've decided to become an owner. I am on the Board as one of two international Directors; a role I share with Gary Parsonage. I represent British Eventing as a senior selector, along with Mark Phillips and Sarah Bullen. This includes attending the relevant CCIs and world class training sessions. I liaise with Darrel Scaife regarding the youth programme and Richard Waygood, the world class performance manager. I'm also a BE horse trials organiser, listed A Course Designer and accredited trainer.

**Les Smith.** I'm an elected Board Director. I was elected four years ago, and so I'm currently up for re-election. I've been chairman of the Sport Committee for the last four years. In that time, I've saved British Eventing around £20k because this used to be a paid role. I've always hoped to be approachable by all stakeholders and prepared to take concerns forward for discussion to the Board or the sport committee as appropriate. During my term in office, I made a point of attending all meetings, despite being heavily involved as a volunteer at many events in different guises. I think I bring an extensive knowledge of the sport in the field of play as I attend events all around the world in some capacity on an average of around 80 to 100 days per year, that's been reduced to only 30 days in 2020, which is still quite a lot in the short season. I'm also on the fixtures panel, which involved several consultations during 2020 due to adding additional days [or not, as the case may be]. So I commit quite a lot of time to the sport, but I must admit I've thoroughly enjoyed it, so thank you very much.

**Gary Parsonage.** I've been a co-opted Director for just over two years now and as an ex-Team G.B. Rider, Olympics', Europeans, etc., I'm now involved with the sport side of BE as a Technical Adviser and also an FEI TD. As Nigel said, we get together quite often and talk about the international side of things. As well as this I'm also chair of the Risk Management Committee dealing with associated issues as the season goes on. I also attend cross country advisory group meetings to try and ensure continuity and consistency alongside the normal BE Board duties, meetings and calls as and when required, which of course this year has thrown up a few unprecedented issues. And it's actually been a great position to be in, and I feel privileged to have been a part of trying to deal with such a great demand, the competition that's happened since resumption of sport this summer. And let's hope that keeps up alongside kind weather, of course, for 2021.

**Chris Tattersall.** After a long career in banking and financial services, latterly as a consultant, I was elected onto the Board of Directors for British Eventing two years ago, I am now chair of the Finance, Commercial and Technology Committee, and I also attend most of the stakeholder meetings and I am a member of the Unaffiliated Working Group. Outside that I am a father to the Olympian Gemma Tattersall, and I've therefore been involved in the sport for almost as long as she's been alive.

**William Cursham.** I joined the British Eventing Board in January of this year as a co-opted member at the same time as Louise, and like Louise, I'm just thinking to myself what a year it has been to join as a non-executive Director. Nonetheless, eventing is a passion of mine and I've actually, funnily enough, enjoyed every minute of it. Enjoyed might be too strong a word, perhaps relish! By way of background, professionally, I'm a solicitor in a position of legal Director at a law firm called Gately Legal. As a lawyer, I specialise in commercial disputes and that's one of the main skill sets I bring to the British Eventing Board. As a side-line, I am also a bit of a writer, although only a part time writer. In the old days I used to write a bit for Eventing Magazine and now for the Horse and Hound and The Field. So I do have a bit of writing and communication skills into the mix as well. In terms of my background in the sport, I've been involved in eventing for actually as long as I can remember and ever since my mum and dad went round Badminton and Burghley probably 40 or 50 years ago. I myself have competed on and off from the age of 15, so that's 30 years. More recently I sort of hung up my boots because of a young family and a high pressure job, but this year I decided to take up the reins again and compete on my horse, which I've absolutely loved, and I just remembered how much I do love the sport. In terms of my involvement with the Board this year, like everyone mentioned, above and beyond the usual Board meetings, which I think at one stage were two or three times a week, I've also attended many stakeholder meetings, extraordinary meetings and numerous other meetings. I've also applied my legal expertise where I can. Particularly this came in handy with the prolonged dispute that many of you are aware of with the abandonment insurance underwriters. I have also been providing other ad hoc legal advice to British Eventing and reviewing various British Eventing documents and correspondence before it goes out. I've also been writing a few blogs that appear on Eventing Life about what it's like to be a non-executive Director, which I've really enjoyed trying to explain what we do. And finally, but by no means least, I'm passionate about the future of the sport; I'm involved with looking at that and I'm chair of the Unaffiliated Market Working Group, which I will talk to a bit about later.

#### **Chairman's Statement**

*Fiona O'Hara (FOH)*

Turning now to the I.T. project and Task Force review. It is time to draw a line under the past. We listened and we are taking action. The I.T. Task Force, chaired by Di Brunson is a methodical and inclusive piece of work for which we thank Di, Terry and all the members of the Task Force. The level of collaboration and quality of output has given the Board a clear and consistent basis upon which to make decisions on a way forward. Last week we unanimously approved to take forward all of the Task Force's recommendations. One recommendation was to set up an I.T. Steering Committee and I am grateful to Di for agreeing to Chair that Committee reporting directly to the Board. Di will tell you more about the review and recommendations later.

2020 was also the year that we put into action our commitment to get better at listening and to communicate more often and with greater clarity. We have set up working groups and have regular stakeholder calls which have proved to be a great forum for listening, debating, and consulting. Olivia will give you lots of statistics on communications when she presents. We have plans to further develop the dialogue and strengthen our relationships with stakeholders which I will come on to. Thank you to Linda Allan and Bruce Haskell and a special thanks and recognition to Jan Cottam who has come to the end of her term as Chair of the BEOA and congratulations and welcome to Rachael Faulkner who takes over from Jan as Chair.

Another important initiative that we kicked off this year was the creation of the BEAG, chaired by Mile Etherington-Smith. Mike, Mark Phillips, Helen West and Stuart Buntine took on a very broad brief and did an outstanding job of looking at complex issues such as fixtures, insurance, the competition structure, the BE operating model and cost structures and the unaffiliated market. Given the complexity within and interlock across many of these topics further work has been going on and we have recently announced what we can take forward and action during 2021. Again, thank you to the BEAG. Jude, Will and Debbie will all give more details on these initiatives.

Finally, on 2020 I want to thank the BE team, the organisers and volunteers. When we got the green light to restart, WE WERE READY- so much heavy lifting was done to make this happen and frankly, it was just a tremendous achievement and displayed what can be achieved when we all pull together, and I would urge you, let's do more pulling together more often, because it really is just amazing when that happens. Thanks to everybody, whether you did something big or something small, everybody who played their part and made a contribution. Thank you very much indeed.

So, looking forward to 2021, you will hear more from the Directors and BE team now but I'd like to give you the highlights:

- We will continue to look at supply and demand with fixtures at all levels. Balancing the needs of everybody is a difficult task, and we don't have full clarity on the Covid-19 impacts that we may have to adjust things to this year. So we will be open minded and we will be flexible as the situation evolves.
- We will continue to manage the finances astutely, balancing the quality and safety [of the sport] we are so proud of with the need to balance the books. We go into this year assuming that revenues will not fully recover to pre Covid-19 levels and that we will lose revenue from badminton. We have got actions in progress and contingency plans in place to adjust our costs accordingly and our objective to build up cash reserves remains a key objective.



- We will now act on the recommendations of the I.T. Task Force and move forward with an I.T. system and strategy that meets the needs of our users and our wallet.
- We will make some changes to governance of BE with the introduction of some new committees, a separation of Sport and Risk Management Committee which necessitates a refresh and reshuffle of attendees and Terms of Reference across the committees- more to come on that in the new year.
- We will also continue, as I mentioned, to work on the Advisory Group initiatives.
- And finally, we will continue to build on the collaboration between BE, British Dressage and British Show Jumping to work with each other much more closely for the mutual benefit of all equestrian sport in the UK.

Thank you to all our members for your support throughout the year.

## **CEO Presentation**

*Jude Matthews (JM)*

Thank you all for joining us. As Fiona said, there is no doubt that 2020 has been a challenging year. Looking back, the poor weather at the start of the season led to 9.5 days of competition lost in the first 2 weeks. This was quickly followed by the first national Covid-19 lockdown in mid-March.

The abandonment insurance claim for the events lost to the Covid-19 lockdown were disputed, causing unrest and additional work for the BE team alongside our brokers, KBIS, to achieve resolution. Thanks to all involved for their efforts in achieving the positive outcome.

During lockdown, the majority of the BE HQ team were placed on furlough leave. This left only a few of us covering the office and all essential work during this year. Communication during this time was very limited, and we thank members for their patience. Lobbying for sport restart was undertaken in earnest during this time, and the news received in mid-June that we could recommence sport under strict protocols in early July. We are, I believe, the first large scale amateur sport to resume – i.e. not relying on the “rule of six” to go ahead.

We came under intense scrutiny – from media, questions from DCMS and Sport England, and even contact from MPs, where individuals had contacted them to challenge us running. We withstood all challenges and proved that we could operate as we needed to – safely and within our agreed protocols. Thank you to you all for helping us achieve this.

Work with our Organisers continued to ensure that we could carry out sport safely, with viability for Organisers as certain as it could be under the circumstances. It was not known whether members would be comfortable to come back out and compete – and you proved beyond doubt that you were! We added 19 extra days of competition across the sport resumption calendar. This added challenges for many – both the organisational teams – entries secretaries and scorers, but also you all as members. Many of you experienced balloting, and many others had entries moved to additional days of competition. This year has seen unprecedented balloting and we do not expect to have similar issues going forward. That said, we have learnt many lessons during this time and have become more fleet of foot and flexible in the delivery of competition to the membership.

It has been a difficult time for many owners. The restrictions in relation to spectators on event has meant that many have not been able to experience the pleasure of attending a competition to see their horses run. We all hope that restrictions will be eased next year to enable you all to be back out on event again.

The launch of the EARS element of the I.T. Transformation Project has brought further challenges, and the integration with Eventing Scores over the period of lockdown has helped relieve some of the highest pressure points. The I.T. Task Force has been set up to look at the issues and has reported back to the Board on their findings and recommendations. This will be covered in more detail later in the meeting.

We have also experienced pressure financially – our income is predominately from memberships and horse registrations. The slow start to the season due to the weather meant many had waited to rejoin, and then Covid-19 hit us all and led to many waiting longer before rejoining us. To those who stayed with us and to those who took up membership in this time - thank you. We hope that the discounts on your memberships for next year go some way to expressing our gratitude. Times are hard – they are hard for many. We have reduced head office costs by 41% and reduced head office head count by 32%. We have streamlined the work done by the team to focus on delivery of core sport only, including the removal of the T&E Team with the remaining elements incorporated into the Sport Team, and we will continue to look at all ways we can be more efficient in how we deliver the sport.

We have made the decision to cease organising the Blenheim Palace International Horse Trials going forward and have been engaged in a tender process alongside the Palace to appoint a new organiser - This process nears conclusion and further information will be released as soon as possible.

We have improved engagement with our stakeholders, as Fiona alluded to. We have two Rider Working Groups, we have received advice from the BEAG – which we have recently communicated details of, and have implemented fortnightly calls with ERA, EHOA and BEOA. We will shortly be announcing the launch of a Volunteer Working Group. Will Cursham is leading on a working group to address the unaffiliated market and will provide an update within the Sport section later.

We have worked hard on the development of new initiatives for 2021 – you will shortly see more information about the launch of the new Area Festivals and a new Novice Masters series. We hope this will provide members with exciting new competition goals and keep you all out competing for the seasons to come.

Finally, I would like to thank you all for your continued support and we hope to see you all competing with us in the new year and beyond.

## **Sport**

*Debbie Pritchard (DP)*

The 2020 season got off to a reasonable start albeit with the disappointment of three abandoned events due to the prolonged rain suffered in some parts of the country in early March.

What none of us anticipated was the advice we received on 16<sup>th</sup> March from the Government, as you will all well know the country was advised to minimise social contact and non-essential travel, but also, we were made aware of the withdrawal of support from emergency services for mass gatherings. With these restrictions in place the Board made the responsible decision to take all action necessary not to further burden the NHS or risk members' safety at events and therefore it was agreed that there was no option but to suspend all eventing with immediate effect.

One of the primary focusses during the first lockdown period was developing plans for the resumption of safe sport, if and when we were in a position to do so, and how the lockdown would affect the remaining fixtures calendar.

During that time we liaised with Organisers, Members, Officials and volunteers and the Fixtures Panel in order to try and ascertain what appetite there was from all parties for return to sport and how that would subsequently impact the fixtures calendar. We developed a conservative calendar and adapted our Fixtures processes in order to accommodate the mass changes to the calendar and to have the agility to react if the demand proved to exceed our conservative expectations.

We submitted the protocols for resumption of sport to DCMS and were delighted to receive the news on 19th June that our protocols for resumption had been approved based on the principles of social distancing, no non-essential personnel on site and that competitors were required to Arrive, Compete, Leave.

The protocols implemented at the beginning of sport resumption have without question evolved as guidance has changed but we are thankful to all of the stakeholders for their patience and understanding during this period.

We were incredibly fortunate to conclude the 2020 season before further restrictions were imposed and we are currently working on the assumption that the 2021 season will start off where we ended in 2020 but without doubt, we will have to adapt in line with the government restrictions and guidelines at that time.

The disrupted season saw a huge drop in the number of events that took place, down 67% on the four-year average.

In a normal season we would see approximately 75,000 starters, in 2020 we saw just 34,025.

On a positive note, we saw greater engagement with the events that did run. The average number of starters per event in previous years was approximately 380 whereas in 2020, we had on average 523 starters per event – an increase of 38%.

In response to demand we added an additional 19 days of competition to the resumption calendar however even with these additional days we unfortunately saw unprecedented balloting, even in years when the weather has caused wide scale abandonments.

- In 2020 we saw balloting of over three times more than the 6-year average and it is therefore very difficult to do a year-on-year comparison and we sincerely hope that we do not see a similar level in 2021.
- 40 Events balloted in 2020
- Approximately 4000 entries were balloted, over 50% of this figure took place over 5 events.
- 94% of balloting took place at Novice and below.

Whilst we did our best to accommodate the demand for runs we understand that we did not meet the needs of all of the members and we have undoubtedly learnt lessons from 2020 that we need to review in the future. We must however note that 2020 was incomparable in many ways to previous years and we will continue to adhere to the key principles of the fixtures protocols regarding event viability, opportunity to compete for the members and value to the membership when planning future calendars.

## **Safety**

One of our Strategic Goals is to Facilitate the delivery of a safe and fair sport. We continue to review the rules and safety criteria relating to BE event standards in an effort to ensure that BE events are run to the highest standards and are as safe as possible for our members whilst recognising that we are a risk sport.

- In 2020 we had 32,152 cross country starters, down over 50% on previous years.
- On a positive note, we saw a slight increase in the number who jumped clear, rider falls remained at a similar level to previous years (less than 2%) and we saw a huge reduction in the number of horse falls – down 33% on previous years.

In 2018 we introduced the rule regarding continuing performance requirements (CPR). The rule requires horses that are consistently eliminated cross country to either drop down a competitive level or undergo training.

- In 2020 approximately 7400 horses competed twice or more and were therefore considered under the CPR rule.
- Of these, 79 horses (1.1%) received a reverse qualification, a decrease on the 2019 figure.
- All of them competed again with 70% requalifying to the original level.
- We hope that the continuation of this rule helps riders reflect on and improve performance and highlights how BE can give better support and advice to members when it is needed.

#### **International**

Whilst it was very disappointing to lose some of the key international fixtures, in conjunction with organisers and riders we adapted our calendar in order to provide opportunity to the membership to provide a pathway to key international fixtures.

We were cheered to see British success at those FEI events that were able to run, particularly Laura Collet's incredible win with London 52 at Pau which was the only 5\* to run in the world in 2020.

We sincerely hope that we will see Tokyo run on its rearranged date in 2021 and plans are underway to ensure that we can field a well-prepared and successful team.

#### **Youth**

We are pleased to continue our support for the Regional Youth Training and Competition programme however in 2021 will be introducing an annual charge to contribute towards the coaching and mentoring support provided at all age restricted classes.

We are also pleased to confirm our support for the progression of our athletes through the Youth Programme, managed by Darrell Scaife as Youth Performance Manager.

#### **New initiatives**

Looking forward and linking into our strategic goal to increase participation across the sport we are incredibly excited to announce several new initiatives for 2021:

Firstly, the Area Festivals;

The principles of Area Festivals are:

- To provide an Area Festival for Grassroots Members
- To prepare qualified Members for the forthcoming National Championships
- To provide those who do not wish to proceed to the National Championship with a Championship of their own to aim for.

There will be four Area Festivals in 2021 and they will run at BE80, BE90 and BE100 and will include open sections. The National Championship route will replace the current Regional Finals.

We are currently concluding the tender process for the Area Festivals however we are very much looking forward to launching this initiative soon.

#### **Novice Masters Series**

We will also be introducing the Novice Masters Series which we hope will create a destination for the non-elite Membership at Novice level who are currently excluded from Novice Restricted Championship and cannot be competitive at the Novice Championship.

The Series will be run at Intermediate-Novice level and will be piloted at five events in 2021 with the hope that the success will lead to expansion in the future. Further details of the series will also be launched soon.

#### **BE903DE**

Following feedback from grassroots riders and membership we initiated a tender process for applications to run a BE90 3DE with Speed and Endurance in the 2021 calendar, the successful applicant was Bicton Arena, this class will be added to the fixture in October which we hope will complement the existing BE100 3DE.

We cannot thank the Rider Working Groups enough for their invaluable input in relation to the development and implementation of these initiatives.

#### **VOLUNTEER WORKING GROUP**

Lastly in 2021 we will be introducing a Volunteer Working Group. The purpose of this group will be to provide direct feedback to BE in order to continually evolve our relationship with the volunteer community and to help to identify areas of potential to attract, retain, reward and train volunteers.

We hope that Members of the working group will be drawn from varying volunteering roles, geographic locations and a range of ages, diversities and backgrounds.

Applications to join the group will be launched soon and we would encourage anyone interested to apply.

#### **Unaffiliated Market Working Group**

*William Cursham (WC)*



I am the chair of the newly formed Unaffiliated Market Working Group, and this was born out of the excellent work carried out by the British Eventing Advisory Group, chaired by Mike Etherington-Smith. One of the things they identified, and I suppose everyone is very aware of, is the challenge presented to British Eventing and its affiliated events by the unaffiliated market that seems to be growing year by year. So, the objective of the Unaffiliated Market Working Group is to consider the ways in which British Eventing can meet the challenge to membership and revenue presented by this growing unaffiliated market. The members of this Unaffiliated Market Working Group are:

- Me (Will Cursham) as chair. I am a grassroots rider competing at BE90 currently and a BE Board member.
- Stuart Buntine, many of you will know of BEDE Ltd.; Stuart is an organiser. He was also one of the members of the BEAG.
- Debbie Pritchard, who you've just heard from, the Sport Manager at BE.
- Chris Tattersall. You've hear from him, too.
- Helen West, the organiser of Bicton Horse Trials and also rider. Helen was another member of the BEAG, so again, there's good crossover there.
- Helen White, Grassroots Rider. She's on BE's Risk Management and Sport Committee and on the Rider Working Groups.

So what we are looking at [and currently we're having approximately fortnightly meetings] is ways that we can meet the challenge from the unaffiliated market in the short, medium and long term. Now, given where we are in 2020, coming to the end, we're looking at short terms for 2021. Debbie just alluded to the fact that new initiatives are going ahead for 2021; our group is looking at further options to offer to our membership. These are aimed at increasing the offering to you, the members, and also to attract new members and include proposals such as the introduction of training days and training tickets. These proposals are very much in the early stages, but they will be going through the usual process being considered by the regional coordinators, the stakeholder groups, the sport committee and of course, the Board. I'm really excited about this because I think there are some really exciting options. And I think British Eventing really ought to be playing to its strengths. I'm really optimistic that we can get further new initiatives put in place to really start challenging the unaffiliated market.

#### 6.00pm VOTING CLOSED

#### Communications

*Olivia Szajna (OS)*

##### Overview

One of British Eventing's core strategic goals is to "Put communication and transparency at the heart of the BE brand". During what has been one of the most challenging and rapidly evolving years, communicating regularly and openly has been an absolute priority and we have been committed to better meeting your communication needs.

In terms of our approach to communication, we took on feedback from our annual survey and in particular we have utilised our marketing cloud email system to provide more regular, targeted, and timely communication as requested. The introduction of a weekly members' email, new entries and times emails, and starting to trial email marketing journeys are just a few developments to mention.

The result of this has seen:

Between 1<sup>st</sup> January 2020 and 16<sup>th</sup> November 2020, a total of 387 marketing or communications related emails have been sent.

Just under 1.6 million (1,572,639) emails were successfully delivered to members and associates. With an average Email Open Rate of 69%, approximately 1.1 million BE emails have been opened so far this year.

Of those emails, 30% (116) correlated to Entry Emails, updating members on the status of their entry and specific competition times, and of the 61k individual emails sent 87% were opened. We hope these emails have helped you plan your competition days more effectively.

We have endeavoured to produce quality, educational and entertaining content across our British Eventing Life magazine, BE Life online and social channels.

As a result, British Eventing now has more than 250,000 followers across its Facebook, Instagram and Twitter accounts. Between 1<sup>st</sup> January and 16<sup>th</sup> November, our Facebook page has gained more than 11,000 new followers and we have posted more than 600 times, with an average post engagement rate of 8%.

This year the BE Life online website, the digital arm to the magazine, has also seen positive growth with over 55,000 users generating 60,000 pageviews.

##### Returning to Sport

When we look back to the start of the season, we were all full of enthusiasm and excitement for the year that lay ahead. Little did we know what challenges were to face us.

When the sport was put on hold, we endeavoured to engage with, and inform members regularly, both with educational content such as training advice, our Youth Q&A's as well as our regular CEO updates.

Time was spent planning and preparing for the safe resumption of sport, and the implementation of our 'return to sport protocols' was a paramount focus. A dedicated 'Return to Eventing' hub page was hosted on the website and received more than 25,500 pageviews throughout the season. A total of 79 Covid-19 news articles were published and, along with being included in every competitor entry email and in the weekly member updates, a further 22 emails were sent directly to members with updates to protocols and important sport resumption information and reminders.

The positive response to the protocols from the eventing community was incredible, and a huge thank you goes out to everyone for playing their part in the safe resumption of sport.

We were delighted to be able to enjoy the sport again from July, and were thrilled to see the crowning of the 2019 and 2020 BE80(T) Champions, our five, six and seven-year-old champions and to launch the new-look Team Challenge, adapted under Covid-19 protocols but still brought some much needed enjoyment to those who took part.

We were pleased to support Horse & Country TV with the roll out of live-streaming at a number of events, and to have the opportunity to watch eventing action live from the comfort of our homes.

### **Looking ahead**

Finally, as we look ahead to 2021, there are several key initiatives to look forward to and to maximise to increase participation in the sport. A number of these have come to fruition through collaboration with our stakeholders, including the two Rider Working Groups and include the introduction of the new Team Challenge and Area competitions for both grassroots riders and those competing at Novice and Intermediate level. These new products will provide us with new and exciting marketing opportunities both for existing and potential members.

As we look ahead to next year and beyond, another key focus for us is to continue to deliver our communication in the most effective way as well as to improve our sustainability.

From 2021 the annual Members' Handbook will be provided to all members in digital format and the option to request a printed copy is currently underway.

We are reducing our use of plastic and replacing the plastic membership cards with an online version, easily accessible and easy for members to print a copy should they wish to.

We are continuing to look at ways to maximise our digital content and reduce our print requirements as more content continues to be consumed online.

This year has been a challenging one, and we now look ahead to celebrating and promoting the many positive aspects of our incredible sport.

### **Membership**

*Wendy McGowan (WM)*

Covid-19 has impacted our ability to achieve the strategic objective to increase success, profile, engagement and participation across the sport this year. Total membership at the end of October was 19% down on the same time last year at 12,873, but this was an improvement on the variance at the end of May before we announced that sport would resume in July when we were 33% below those in 2019. Full members are 17.4% below with day pass memberships recording the largest variance at 40.2% down. We have seen a small increase in our owner categories of 2%.

The chart on the slide shows the variances across the regions. Not surprisingly with sport resuming in Scotland later than England and Wales, the variance is greater whilst more members based in the eastern and southern regions retained their membership.

Since the start of June we have seen 1,482 lapsed members rejoin and enjoy the sport. 351 of those had been lapsed for more than 12 months and we welcome those members back and look forward to seeing you continue with us in 2021.

Within the assumptions for the budget for next year we have assumed a reduction in memberships and sales of horse season tickets of 15% below those in 2019. Chris will detail later the mitigations we have to offset this loss of income.

The number of horses that held a full or half season ticket totaled 8,909. The details of the variance of each grade are displayed with the greatest variance being with Grade 4 horses.

The loss of half of the season has impacted the average number of runs each horse has competed this year against the previous 4-year average.

The total number of horses competing, which includes those on a day pass, was 36% below the average and those horses ran an average of 3.7 times compared to the 4-year average of 5.13 times. 63% of those competing horses did so more than three times in the year which is 10% below the 4-year average.

The chart on the right of the screen details the average number of runs per horse at each level of competition. Those running BE80 through to BE105, averaged 3 runs compared to the 4-year average of 4.1 whilst at advanced and 4 star, horses competed just 1.8 times 31% below the 4 year average of 2.55.

## Finance

*Chris Tattersall (CT)*

A little bit about the finances: Fiona has given some basic information and yesterday we sent out a detailed email about the finances; this presentation is intended to provide a summary of that.

Firstly, 2019: we published the financial results for 2019 and we did that a little bit late. As Fiona explained, we held back the presentation, partly because we were under the cosh as far as the auditors were concerned, and they did a very, very rigorous process. It's fair to say that the audit manager that is employed by Saffrey Champness is rigorous, and he made all of our executive team advance through the hoops thoroughly in terms of watching the audit. We finished the year with cash reserves of £780k and capital reserves of £1.8m. It's probably worth me talking about the specific definition of that: capital reserves are built up from historic profit and losses reserved by the company for a particular purpose, such as to finance long term projects. They are, for example, depleted by depreciation, whereas cash reserves are the total of cash balances held at the point of time. So, in other words, the amount of cash we have available, and they are not affected by depreciation. At the end of the year we had £780k in cash and we had £1.8m in capital.

2020: clearly 2020 was dominated by Covid-19. We furloughed a lot of the staff, almost all of them, actually, and that resulted in us being able to claim over £140k from the government, but it also meant that during that time, the support by the head office team was quite dramatically reduced. We also made a really big reduction in the head office team, and that was partly by redundancies, partly by not replacing people who resigned. Overall, we've made enormous savings in headquarters and in the business as a whole. You can see from the table where the main savings have been. And this is an enormous credit to the executive team, and particularly Wendy. In April, we thought that our cash position at the end of the year would be about £200k and we now believe it'll be nearer £500k, and that is without doubt due to the enormous efforts in the cost reductions of the team, but it has also been particularly because of the sport resumption and the savings that we have made will flow through to 2021. We will have lost money in 2020, but due to the savings made, this loss is likely to be in the region of £300k, so quite a lot less than the loss that we originally predicted.

2021: the chart shows where we get our income from, and I think there are a couple of things that are really interesting about this chart. What it shows is the main sources of income and the full year from 2018 to next year 2021 (forecast). The principle differences show that the subscriptions are down a fair bit, not a huge amount, but a fair bit, and we're expecting them to be down at 2020 levels for next year. Likewise, we're expecting season tickets to be quite a lot lower than they were this year. The biggest difference, without doubt, is that we are going to see quite a reduction in our revenue from Badminton and Burghley. We will also see a very big reduction in our income from Blenheim, but that will be offset by a very big reduction in the cost of running the event and so the actual effect on our profit and loss will be relatively small. We are expecting to see some revenue from the Blenheim organisers when that's been approved. We have to be really, really flexible when we look at the budget for next year, we expect no revenue at all from Badminton, which is obviously very disappointing, but completely necessary, because they have made the decision to run behind closed doors and they will not be able to change that dramatically between now and then because they've got to make commitments to the costs of building the event to accommodate the audience that they normally have. We've planned for reduced members and season tickets. We've obviously planned for a big members' discount, worth over £320k (if members decide not to take that up, clearly the cost of that would be lower). The cost savings compared to 2019 will be somewhere in the region of £1m, which is quite remarkable. Our focus for next year will be to start rebuilding our cash reserves and for the following year and beyond, to start rebuilding the capital reserves.

## Technology

*Jude Matthews (JM)*

It has been another challenging year for BE in terms of I.T. There have been various updates during the time the I.T. Transformation Project was running, with the final part of the project – Entries, Admin, Results & Scoring, known as EARS – being rolled out at the start of the season.

As a quick recap, the Project was initially signed off in 2012 and comprised 4 key elements – the adoption of a Customer Relationship Management Tool; the development of a Safety App for our Technical Advisers in the field, the website rewrite, and EARS. The intent was to bring the sport end to end within the governing body.

The CRM element was adopted in 2016 and has been used for the database aspects of the sport management since then. The Safety App was first used during the 2017 season, the website was rolled out in early 2019, and EARS was rolled out this year.

You may recall that BDWP was not available for affiliated sport from 2020 season onwards, which left little wiggle room for the roll out of the EARS element of the I.T.T.P. The roll out was not without its challenges, and the lockdown in March enabled us to work with Miranda Collett and integrate elements of the functionality with Eventing Scores. Our thanks go to Miranda for her work with us throughout this season.

Following resumption of sport and feedback from users, the I.T. Task Force has been created, which has been formed to look at the issues impacting end users across the I.T. system. There have been issues identified other than just those

relating to EARS and it has been key to ensure we have considered all end user experiences. Di Brunnsden, who has chaired the Task Force, is going to provide an update on the work undertaken to date, and the next phase of the work the Task Force will commence.

Finally, we acknowledge that there has been additional work and frustrations for many involved in the operation of the sport – for which we apologise. We will continue to look at all ways we can improve usability as well as how we can maximise the benefit to the membership of the significant spend to date on I.T. across the business.

#### **I.T. Task Force**

*Di Brunnsden (DB)*

Let me just start with why the Task Force was established back in August. There were three main reasons. Firstly, there was no common view between BE, the key stakeholders and users and members as to exactly how the system was performing. I've characterised it before as really just people shouting at each other and no one listening. There was no I.T. roadmap in place that outlined our agreed priorities or milestones, the direction of travel for the investment just wasn't there. And without the above, obviously, the BE Board had insufficient information about which to make decisions, and so they kindly accepted our offer of carrying out a review so that we could try and establish exactly where we are. How does the Task Force actually work? Well, we've split the work into two phases. The first phase, which is the phase we've just completed, is an analysis and assessment phase and it's designed to get to the bottom of the current situation. Just finding out exactly where we are and having everyone agree on that is absolutely critical to moving forward. Phase two, which we are about to start, is all about solutions, and this is where we're going to try to resolve the issues and look to manage the future spend on I.T. in a more rigorous way. So, as well as splitting the work up into two phases, we focussed on making sure we have some very clear and transparent objectives. We agreed and published the full terms of reference so that there could be no doubt in anyone's mind about what we were trying to achieve. It was also very important to us [and it is very close to my heart] to be very collaborative and very inclusive in the work. We conducted the work with full collaboration from the BE team right from the very beginning, and we are very grateful to the amount of time that everyone donated to the project, despite being extremely busy in this Covid-19 challenge season. It's also important to understand that we were from the start set up to be forward looking, we are very clear that this review is not about looking at the past and it's not about looking at why we've got to where we are. It is all about focussing on the future and getting a common view of what's in front of us. Phase one is about factfinding, so we populated some work streams with end users from throughout the sport. We had around 40 people, plus all our extended network, all making contributions, and we went around carefully gathering facts and gaining agreement on the issues. We were again careful to make sure that we got agreement on issues as we went and we essentially put the report together section by section, week by week, agreeing the content so that when we came to the end of phase one, we had something that we were all in favour of. Open communication to the membership and progress throughout the 11 weeks of work was also something that we focussed on, and thanks to Terry Miller, we managed to publish six full updates throughout the whole process. We delivered the report to BE on 17th of November and I'm pleased to say that the Board unanimously approved the phase one report.

I'll go into what we found: the functions supported by the I.T. systems fall into three main areas; entries, event management and the head office functions. The work streams were identified (and agreed) and in amongst all of this we found 39 critical issues, and that was out of around about 166 issues that we identified in total. The vast majority of those are in the entries and event management pieces with around 33 critical issues ascribed to those areas. It's important to note, though, that other aspects of the I.T. do work well, we had six critical issues in those areas, but as you would expect, we focussed our energies on those areas that were causing problems and not working well. But the several aspects that did work and are working well are membership, registration, safety, membership, communications, discipline, all sorts of other head office functions. As well as looking at the functionality of the system and its technical architecture, we also looked at a couple of other issues. We looked at governance. The oversight and change control around the system and what we found was that there was really no effective steering committee, no clear communication to the end users and the Board and members generally were receiving not the greatest of communication about the project. We took a look at the financial side of running the system. The 2021 proposed budget is around £380k, and whatever number is actually approved by the Board, we will have to manage the risks that come with running with a less than ideal budget for it in 2021. It won't be easy, but it will be necessary given our current financial constraints. We obviously made some specific recommendations to just focus on what we see as the biggest risks at the moment and to begin the process of identifying a longer-term roadmap. As outlined by Fiona earlier, one of our immediate recommendations is to set up an I.T. steering committee. The job of that committee will be to identify the priorities, monitor milestones, clear roadblocks for the I.T. teams, communicate with members etc. As Fiona said, I volunteered to chair it and Terry Miller will work in partnership with me to make sure it operates correctly. The second recommendation is to maintain and enhance the event management functions in Eventing Scores, assuming that the BE team can conclude some commercial discussions with the ES team and mitigate a few risks outstanding, we will continue



to use Eventing Scores for scoring, times, sectioning, and we'll also add balloting and waitlist management to improve the experience of the event management teams in 2021. We also recommend that we prioritise the work to fix the entries function in EARS, which is, as you saw, where a lot of the issues arise and that work will focus on validation of entries and the processing of withdrawals and substitutions, again, looking to make that a better experience for next season. And the final recommendation is really all about phase two of the Task Force, the recommendation there says that we will develop an outline roadmap for the future direction of the I.T. infrastructure. This is the real Phase Two work, and it's the place where we will focus on solutions. We will be out there looking at third party systems, looking for the best in class applications that might be able to take over some of the functions that are currently performed by the BE infrastructure. What are our next steps? I have just run through very quickly the results of what is a detailed piece of work, we think an almost 50-page report. To summarise where we're going next, we will immediately form the steering committee. We've made a good start on this already with some draft outlines of how it will operate. We will, as you would expect, have all the key stakeholders represented on this committee, it will report to the Board, as we did with phase one of the review, and we will communicate regularly with the entire membership again in the same way as we have been doing with the Task Force. We'll focus on the transition of balloting to Eventing Scores based on the completing the little bits of outstanding work that we have left which I outlined above, and we will prioritise the fixing of our list of critical issues. Even within a list of 39 issues, we will still have to prioritise because I'm afraid we can't fix everything straightaway. We have our work cut out for us, but at least now we have a mechanism for getting those priorities in place. We launch phase two of the project. Like I said, I don't expect any of these solutions to be quick fixes, in fact, most of them won't be, but we'll lay out a roadmap where there is a clear strategy for future development in a sensible and cost effective way. The launch phase two of the project will be in the very near future and then we'll deliver the phase two report at the end of Q1, keeping everyone informed as we go. We won't just disappear and come back and report in three months' time. The Task Force team itself will look slightly different because we'll have different objectives, but we will no doubt announce the membership and all the details in the next week or so. Just to wrap up, I'm incredibly grateful for everyone's contribution to the work of the Task Force so far. Phase one, as I've said, was a massive team effort, bringing everybody together (end users and the BE team), all with the same goal of really understanding the situation and agreeing recommendations for making improvements. Hopefully phase two will continue in the same spirit. And just to be clear, the role of the Task Force is all about marshalling information and making recommendations based on that, and then it's still up to the BE Board to decide whether or not to accept our recommendations, and we all have to be realistic about budgetary constraints. No one can wave a magic wand and immediately fix all the problems, I'm afraid, but BE deserve a lot of credit for establishing the Task Force and working with us to agree outcomes and allowing us to communicate to all members and stakeholders along the way and for approving all the Phase One recommendations. I've got every confidence that we will be able to continue the work with the Task Force in the same way, and that the new I.T. steering committee will bring us a much more rigorous focus on identifying, prioritising and managing issues so the Board can make sure that all of these things are addressed in the best possible way.

#### Questions (live)

- Rosemary Penn:** Will there be an algorithm in the I.T. development to measure the number of times a horse gets balloted in a season? I know this season has been an unprecedented event, but I had a horse balloted on four consecutive events. I've had three horses altogether balloted. **Jude Matthews:** I'm really sorry to hear that you experienced such heavy level of balloting with your horses. It's a very good point. The balloting rules are set out in the rule book and there is a certain element of discretion that's built into those rules, which makes it inevitably quite hard to build a system that will apply them rigidly. That said, I think we need to be really clear that we can deliver something that is fair to all members and certainly when we're looking at the balloting element of the system going forward, particularly the potential move to Eventing Scores, we can look at how we can do that.
- Helen Martin:** Can you tell us the current value of creditors? **Wendy McGowan:** As at the end of October, our creditors totalled £826k and our debtors £794k.
- Helen Martin:** How much is it going to cost to use Eventing Scores, given it's a third-party system and nothing to do with British Eventing? **Di Brunsden:** I alluded to that in the presentation. That is the piece that's outstanding. There's a commercial negotiation to go on to figure out exactly what that's going to be, so there will be more news on that later.
- Helen Martin:** What does Di value the current I.T. system at, given it's currently at £1.5m on the BE balance sheet? **Di Brunsden:** I can't opine on what the value of the current system is. That's not something we were looking at and wasn't part of our terms of reference. I'm afraid I can't help you with that one.
- Alexandra Van Tuyl:** How did BE manage to get the DCMS to authorise the restart of our sport so early in July, considering other sports weren't as fortunate as we were. **Jude Matthews:** We did a huge amount of lobbying in the background. Obviously, we were all keen to get sport restarted as soon as possible. I managed to get a lobbying paper



to the Minister for Sport, which included representations from British Showjumping and British Dressage as well. And then via the BEF, we managed to put forward proposals to Sport England and DCMS, which contained the high-level protocols that we intended to restart sport on. So a huge team effort from everybody involved and we were delighted with the result.

6. **Paul Hagerty:** Thanks for a great presentation so far. I've read everything that Di has put out and I think she's done a cracking job so far; a bit like a dog with a bone, which is a really good thing as far as I'm concerned. We have ploughed, as an organisation, so much money into the I.T. system. The thing that worries me now is that Di said they need to mitigate some risks with Eventing Scores. I suspect this is because we're back to a single person supplier for a major part of the I.T. system. Is that correct? **Di Bruntsden:** Yes, absolutely, it's one of the risks that we have; we have some of that with the BE infrastructure itself anyway, in that there are single person dependencies internally as well as externally. In my view, we are using a hybrid model spreading out our risk across Eventing Scores and our own infrastructure, so that's helpful, but, yes, we have to address these things head on and put mitigation strategies in place. **Paul Hagerty:** So unfortunately, we've gone from what was two years ago, a three person model to a model, which in some respects you've described as not fit for purpose, and now we're looking at going to a one person model. I think the risks are actually increasing aren't they? **Di Bruntsden:** Well, we're not at one person because you have to remember, we are split. We have a hybrid model. We have BE systems and Miranda's system. We're spread across two. So, the functionalities are spread across more than one infrastructure.
7. **Catherine Thompson:** My question was regarding the discounts. I had an email saying "You will get a discount as a full member and for your horse as well". Is this automatic discount, or a code? Have the codes come out yet or have missed something? **Wendy McGowan:** When we announced the discounts last year, we had quite a number of members contacting us to say that they would actually prefer not to have their membership discounted. So we have put in place a process where members can utilise a voucher if they are going to use the website to renew their membership. Members that are paying by direct debit will receive a communication from us in which they can apply for a refund of the equivalent value of the discount. This process allows all to use at their discretion whether or not they would like to receive that discount. You will receive a couple of communications from us to remind you of your discount and to explain the process more clearly.
8. **Laura Birley:** You have talked tonight about rebuilding your cash reserves; how do you plan on doing this without becoming too commercially focussed and ending up with the members paying a premium in different ways to support this? **Chris Tattersall:** The answer to how we rebuild the cash reserves is we have to balance the revenue versus the cost. It is not something that we intend to do irrespective of the amount of revenue we get; it will depend on the revenue we get, and so we will match the cost to the revenue. So, for example, if we end up with slightly more revenue than we expect, then we would spend that revenue on something such as, for example, increasing the I.T. spend. We have a series of what you might describe as flexible options to allow for us to spend some of the money if we end up with more revenue than we are planning.
9. **Laura Birley:** Is the move to Eventing Scores a strategic move or will you be looking at further developing the I.T. system? **Di Bruntsden:** I think what you have to remember is Eventing Scores is part of a solution at the minute, and it was part of the solution when the Task Force took over looking at the issues. What we've decided in phase one is it's very much worth looking at adding balloting and waitlist management to Eventing Scores because it is an expert in its field of event management, and we have limited time before the start of the season next year. If we get Eventing Scores handling balloting and waitlist management for the spring, then we can improve the experience of the entries secretaries and organisers. Phase two is all about looking at providing the proper roadmap. The roadmap is where you'll start to see some of these questions being answered about what is strategic and what's tactical. What I will say is that in the in the Task Force work [and you might have seen if you have read through the appendices of the Task Force's report], we agreed some principles and those principles around how systems should be built do say that we'll take advantage of third party systems where they are excellent at doing what they do and where the commercial arrangements make sense. From my perspective, allowing Eventing Scores to carry on doing event management [not taking the entries in, but once the entries are there] to handle sectioning, times, scoring etc., I think that is currently not a bad answer. Phase two when we look at this much more in the round and we start to see what's out there and take a good, hard look at where we are and where we want to be in five years, that's when you get much more of a strategic picture. So I'm sorry, a bit of a long answer, but all part of phase two.
10. **John Chambers:** It was interesting to see in the pre-submitted questions someone had asked about the young horse championships and British riders going on British horses rather than representing other countries on Irish horses, French horses, Dutch horses. This has really been the bane of British breeding for quite a while. I'm just wondering what British Eventing can do to support British breeding and get more British riders competing on British horses. **Nigel Taylor:** I have had a chat with Richard Waygood [Eventing Performance Manager] about this, and he is looking into the possibility of your suggestion. I think if we went down that road, it would upset a lot of people who have a good six or seven year old that isn't British bred, but I can see exactly where you're coming from with it and I have

quite a bit of sympathy for your suggestion. It is in hand and it is being considered at the moment with the world class performance management.

11. **Lexie Hambro:** I'm very aware of the wish of BE to move forward and forget about the I.T. system, but I would just like to ask quite an important question: what stages have been put in place to recoup some of the wasted I.T. costs? Surely contracts were in place and lawyers have been consulted on this, and if not, why not? **Fiona O'Hara:** it is something that I was personally involved in with at the time; the two companies who were involved in doing the system integration work for BE were held to account over some of their contractual failings and there were commercial discussions that followed from that and BE, were compensated for some of those failings. Recoveries were successfully made from the companies who were involved in the project.
12. **Johnny Hornby:** Do we feel confident that the 2021 budget for running the current I.T. system on the current platform is sufficient? If it is, how much do we think that leaves in the budget to address the 39 critical issues that Di's report raises? **Di Brunsden:** What the report says, and what the Task Force finding was, is that ideally, to run the ideal team to get through as many fixes as we would like to get through and to cover all our single person dependencies, etc. you'd be looking at a budget of £600k. Now, clearly, that's a budget that is high and essentially, from a BE Board point of view, not really sustainable. So one part of the first work of the steering committee will be to look at this number and look at the £380k and mitigate the risks of running with that number as opposed to a £600k number and then whatever number we end up agreeing on, working out all the risk mitigation strategies that we'll need to work out in order to compensate for effectively the lack of money in the budget.
13. **John White:** First of all, thank you for this opportunity, it is a most marvellous thing to attend a BE AGM. My question is, you talk about UK sport, but sport is devolved in this country to Scotland and Wales. Do you think our Board needs to reflect that? **Jude Matthews:** Obviously there have been differences with devolved governments and in particular for sport restart, which I'm sure has been frustrating for you all in Scotland, as it has been for us. We do have a BE Scotland Committee and I have close working relationships with them and with Horse Scotland. We had a meeting just a few weeks ago and again, have another one planned before Christmas. So we're doing what we can to try and ease the gaps across the two, but the fact that the government is devolved in Scotland away from the UK does make that more tricky, but we are we are still working with our colleagues in Scotland to do what we can to promote the sport in Scotland as well.
14. **Sarah Franklin:** I can't quite comprehend that we need 30 staff at head office with an overhead of a head office, which we've clearly demonstrated we could without do that this year. **Wendy McGowan:** We do have 33 heads, but they are 27 full time equivalent and that number includes not just those that are in based in the head office, but also our regional staff as well. There has been a huge reduction in head count this year.
15. **Sarah Franklin:** Secondly, most importantly, where's all the money coming from? I'm an owner of a horse that competes at a reasonable level and I just don't know where the money goes. **Wendy McGowan:** Subscriptions and horse season tickets, as we showed in the presentation, are unsurprisingly our main source of income. With the discounts that we've allowed for and the assumed reduction in memberships and clearly we have had to account for that reduction and take appropriate actions in terms of our expenditure such that we're still able to fulfil the objective, which we've talked about several times this evening in terms of rebuilding our cash reserves and beyond 2022 to starting to rebuild our capital.
16. **Margot Kennedy:** I've been a Life Member for many years of British Eventing, and it's also many years since I've ever seen any reference in any of your documentation, paper or computer, to the mere existence of Life Members. I once 'phoned up and the girl who answered the 'phone didn't know we existed. With that in mind, my actual question is, do Life Members get exactly the same privileges as Full Members with particular regard to third party legal liability insurance if there is that unfortunate accident involving the horse? **Wendy McGowan:** Yes, as Life Members, you are indeed entitled to that benefit.
17. **Victoria Wilson:** I just wanted to ask if BE has ever looked at when balloting giving priority to members living within a certain radius of the of the event. I'm only asking because when we talk about losing memberships to unaffiliated events, if you get balloted out of your local event when friends and family can easily come to watch, might that impact on people renewing their membership? **Debbie Pritchard:** It's not something we've necessarily looked at with regard to the rules. I think probably over the course of the next season we will need to review the rules and probably to do an education piece on balloting because of the fact that so many people balloted during this year may have been balloted for the first time ever. The conversations we've had previously about preference given to local riders has been balanced by the fact that if a rider specifically wishes to travel to an event, should we be putting them lower down in the priority if they're willing to do so? It is probably something that we need to take away and have a look at. Sometimes when an entries secretary carries out their ballot, they will ballot people further away first or closer to other events to encourage them to make entries at other events. We will have a review from this season and then consider it for the future.

18. **Catherine Butler:** I would just like to say I echo Paul Hagerty's words and again would like to thank Di Brunsdon and Terry Miller for all the work that they are doing on the I.T. Task Force and wish them good luck with the next part of it being the solutions. It is, however, I believe, the right platform tonight to thank Miranda Collett specifically. Without the launch of Eventing Scores early on this year, we would have been in big problems in the sport. On behalf of owners specifically, and members who couldn't go to watch their horses, the results and live scoring that she has brought to us and as only one owner was allowed to go to events, I know that a lot of owners felt that their only lifeline was Eventing Scores. So, on behalf of owners, I would like to say huge thanks specifically to Miranda for what she's done to bring it all into our homes this year. **Fiona O'Hara:** Thank you for that. The Board have thanked Miranda earlier in the year for helping us through the issues that we're having with EARS. I think it's probably a good time to point out that Miranda's system had been in existence already. I think there is some perception out there that she built the system very quickly but of course Miranda's system has been in existence for a long time and is something that she's developing. What Miranda was able to do extremely quickly was the integration with our systems when the Board took the decision to go that way earlier in the year, so we do absolutely share your appreciation and recognition for Miranda, and thank you for bringing up publicly.
19. **Miranda Rawlin:** First of all I want to say that as an owner, the Eventing Scores has been fantastic this year. As a mother of a rider who has other owners, they at times were actually able to know what was happening out on the cross country before we were on site, so that was quite an interesting experience, but, lots of thanks to Miranda Collett. My two questions are: you have mentioned a number of times that there will be no income for Burghley and Badminton in 2021. Can you please clarify what income you would normally expect to get from them? Secondly, could you clarify, obviously the sport seems to be extremely short of money going through it; are the events responsible entirely themselves for providing sponsorship to help with the finances of actually running each individual event, or does British Eventing have a responsibility to that as well? **Chris Tattersall:** The answer to the first one is we're certainly praying that we do get revenue from Burghley, and indeed, if we don't, then that would be a further hit to the finances in 2021. As far as Badminton is concerned, we would normally expect to get about £150k from Badminton. This year we have got that amount of money because they were insured, but we do expect that in 2021 they will not be able to claim on their insurance for the fact that they are running behind closed doors. As to whether or not we are able to get sponsorship to replace the revenue that, for example, Badminton will give us, I think the answer to that is that sponsorship is now something that is very, very difficult to achieve. Our organisers generally do try to get sponsorship for the classes which they put on, but generally, sponsorship has been much more difficult to come by in the last few years and indeed in the next few years, to be honest, we're expecting it to be even more difficult than it has been. We're looking at revenues from digital opportunities such as, for example, live streaming and other digital opportunities, including the fact that we have some data that may well be able to generate some revenue. We're looking at future revenue opportunities outside sponsorship. I think the answer fundamentally to your question is that the organisers do have a responsibility to generate sponsorship, but also British Eventing does have a responsibility as well. **Wendy McGowan:** Just to slightly extend on that: where it's a British Eventing championship series, then we do seek to get the sponsor for the series, and where we are successful, then we will share that sponsorship with those events that host either the qualifying round or the championship itself. But as you say, the landscape is very challenging at the moment for both ourselves and the organisers in terms of achieving high levels of sponsorship.
20. **Trudy Johnson:** My question is, on behalf of a friend, with regards to the coaches database and the question is what benefit is there now on being on the database? If we are no longer offering the BE training and there's a reduced number of people receiving the rulebook? Also, why has there been the extra £15 to add an email or website to the listing? **Wendy McGowan:** Professional listing was introduced some years ago where it was recognised that there are those within the sport who could take advantage of our website and members' handbook in terms of promoting their services to our members, and it was felt appropriate to charge a small fee in order for those individuals to be able to take advantage of that classified ability. There is administration involved in doing so, and we do, where possible, try to match benefits with cost. Hence the small charge was introduced. **Debbie Pritchard:** In relation to the fact that we are no longer running training courses ourselves and the fact that there is reduced benefit to the listing, obviously we still have the accredited coaches list, which we approve and administrate throughout the course of the season. Whilst we have reduced our training activity, which was a decision to focus on core sport, we do believe that members will still come to our lists in order to seek out coaching and training, and obviously for that benefit, as Wendy alluded to, there is a charge.
21. **Grace Moran:** Firstly, I note I'm also the Rider Rep on the Scottish Committee so I was part of the meeting last Friday, and I'm still very, very concerned about British Eventing's commitment to eventing in Scotland generally at grassroots level, but also Blair as our flagship event. I cannot underestimate how important that is to equestrianism in Scotland [not just eventing] and with the addition of Wellington to the calendar, this is going to have a major impact on the entries at Blair. I can't see why anybody in the South would spend £300 of diesel even if they are

coming up to one of the best events. I just would like to know why the Board thinks that both Wellington and Blair can run on the same weekend and it won't affect Blair? My other question is in relation to the Eventing Scores and us not knowing how much that's going to cost going forward. What is the plan BE can't afford it or our budget doesn't allow us to pay for Eventing Scores? What's the plan B going forward? **Jude Matthews:** As we've talked about previously, the weekend that Blair and Wellington both run was decided as part of the SFC process. We've talked previously about the concerns that are held in the north that will affect Blair's entries has been reviewed, and it's felt at the moment that that's not the case. I know that there have also been other internationals abroad held that same weekend, which is obviously outside of our jurisdiction, but I think it's something we would keep under review to ensure that we can keep the event viable. We very much want to keep Blair in calendar. In terms of the second point; those are commercial discussions that are ongoing, the Task Force only presented their recommendations last week. We now need to go through the process of discussing commercials with Maranda and we'll only be in a position to commit to what we can afford to pay. We have started those negotiations, but we're not in a position at this stage to be able to go into any more detail.

22. **Martin Parry:** I was interested in the website and I wondered who was paid for the website and did that company or any of its directors have any connexions to BE? And when we went back to them, because we were dissatisfied with it, how much money did we get back from them? **Fiona O'Hara:** We cannot disclose the amount of money that we negotiated with any of the suppliers. That was part of the agreement that that is subject to confidentiality, as is the norm with commercial negotiations of that nature. **Wendy McGowan:** The short answer is no, there was no connexion. The slightly longer answer is that there was a formal tender process that was undertaken back in 2015. Five companies initially responded to the tender that was then short listed. The system integration was awarded to Make Positive and Make Positive introduced Bright Sites to the contract as the web developer. There was no connection to any Director or officer within the organisation.
23. **Claire Dubowski:** Firstly, thanks for the opportunity to join the AGM in this way. A couple of you have mentioned it feels a little strange, but for me personally, it makes it very accessible. I hope that you'll consider the same format going forward, thinking about improving transparency in communications. My question relates to 2020 and the future of BE with regard to income. Have you thought or what are you doing to take action, to monopolise the opportunity that you have to use live streaming to provide a new income for the sport? **Jude Matthews:** The issue we have with live streaming is the fact that the media rights of the events actually belong to the organisers themselves. So whilst we have done and will continue to look at ways that we can help live streaming across the sport as a whole, it's not actually within our gift centrally to be able to monetise that in any way. But obviously the benefits across the sport more widely for live streaming have been shown by Horse & Country's coverage this year, so we'll be doing whatever we can to help facilitate more live streaming of events going forward.
24. **Will Van Ufford:** I totally agree, the accessibility of this evening in this format is a definite bonus, I think, for a lot of people. So I'm very glad to hear that you will be thinking about the future. I'd like to also say a massive thank you to Miranda Collett for her work in the background from not only the owners, but also from riders and her system, which I think follows the "KISS" principle of keeping it simple works very well. I hope that we take a leaf out of her book as far as that's concerned for the rest of the system. It was talked about earlier, member discount not being applied automatically and certain members had apparently asked for it not to be applied at all. I find that rather bizarre. I also find that probably, if anything, creates a lot more extra work that isn't really necessary and I wonder why that choice has been made. **Fiona O'Hara:** That is because it's been indicated to us by a lot of members that they don't wish to take up a discount and they prefer to support BE in full despite not having had a full season and one way that they want to show their support for BE is just by paying their membership fees in full. So that is why the discount is going to be discretionary for the members to decide if they want to take it up or not. Clearly, the discount has got a financial impact on BE's revenue so some people will choose just to pay it in full.
25. **Will Van Ufford:** Can someone explain to me, please, of the entry fees that I make, how is that split? How much goes to the organiser, how much to BE etc. and how is that apportioned? One of the reasons for asking is we've also talked about how we are going to compete with the unaffiliated events, and it is my understanding from many people who I deal with on a daily basis to move to unaffiliated events simply because of the fact they are cheaper and nothing is going to change that. Whilst at the moment the feeling amongst certain members, and I'm afraid to say that I'm one of them, is that BE seems to continuously want to cream money off the top of everything that is done. And there seems to be a nature of take, take, take when it comes to money from things like prize money and all sorts of different issues. I would like to see a bit more transparency on where the money goes. Maybe Nigel could explain, from his organisation point of view, to members in general a little bit more of the costs of running events so that we can get a bit more of a clearer picture of the balance of how the incoming and outgoing payments balance up. **Wendy McGowan:** You'll know from the rulebook that there is an entry fee that is payable and abandonment insurance that is payable, which brings your total entry fee. The abandonment insurance is passed in full to the insurance providers and the entry fee is passed in full to the organisers. The organiser pays to British Eventing an



event fee, and that has historically been quite a complicated formula, which is based on the number of starters, the type of classes that it runs, the number of entries it runs in certain classes. So, for example, if the amount that they contribute for a short format CCI is a lot less than they would for a BE90, for example. Those affiliation fees or event fees, as are often referred to, contribute to the services that we provide to organisers. We deploy the TA, Scorer, the expenses of the Steward, stationery, we provide third party liability insurance. All of those services amount to something close to £750k. The event fees that we receive back from organisers actually contributes only to about 50% of that total cost, so rather than us scraping off the top, as you described, it's actually quite the opposite. We actually provide services at head office to the organisers, and that is clearly where part of the membership and horse season ticket income is used to provide those services. **William Cursham:** As the chair of the Unaffiliated Market Working Group, we're tackling these precise problems. You mentioned that a common complaint is the expense of affiliated events against unaffiliated events, and that's certainly something we are looking at. It's actually not such a straightforward question as you might think it was. Obviously, unaffiliated events vary quite a lot in terms of what the entry fees are, but I think if you look, for example, at the horse events ones, you're looking at the total entry fee at the grassroots level for example, of around £80, maybe a little bit more. That's including starting fee, as compared to the British Eventing entry fee, which in my experience, is around £102, so you're looking at £20 difference, which to start with, I don't think is as enormous as some people make it out to be. Nevertheless, there is a definite difference there, and that's not all accounted for by any means, by payment to BE (BE levy). So we are looking, and we haven't got to the bottom of the precise reasons why there is that £20 difference, and why organisers of unaffiliated events, which are often run at the same venues as affiliated events, can charge £20 less. The answer may partly lie in the standards that we insist upon, and it's part of the BE offering: the standards in terms of health and safety, technical standards etc. There are other possible elements that we are looking into as to that cost differential, for example, a lot of the unaffiliated events that are run at BE venues shortly afterwards may get, for example, some piggybacking in terms of costs. We're also, as part of this group, looking at ways to try and increase or expand the offering to our members. I mentioned earlier the concept of training days and that is borne out of the fact that that is an increasingly popular concept and would be a way of offering alternative formats to British Eventing members that would be cheaper whilst offering the same standards. So there's a lot here that we're looking at, and it's a very, very interesting question. The image that British Eventing take, take, take, I just don't think is right. First of all, the differential is about £20 in entry fees at grassroots, and some of that, I don't know if it's a majority yet, is made up because of the standards that we insist upon. I could go on forever about this, it's a fascinating subject. **Fiona O'Hara:** I think that's given everybody a very good overview and insight into some of the issues that we're grappling with and as you can tell, it is very complex. With regard to prize money and organisers, this is something that is down to the organisers, so really, I think you should direct that question to the BEOA and maybe pick that up separately with them.

26. **Jonathon Seed:** As both an owner and an official I've listened to over an hour of challenging and occasionally negative questions, however, I think we should just take a step back, and I'd just like to make a strategic comment and congratulate Jude and the team at British Eventing for not only getting our sport going, and as one questioner noted, in advance of other sports, but also doing it safely with greater average attendance, as well as incorporating many new aspects into the sport that competitors, owners and officials found to be an improvement. I think in these difficult times, we just ought to step back a little and just appreciate where we are. **Fiona O'Hara:** On behalf of all of us at British Eventing, thank you so much for what you've just said, I think probably if we were in a room and without social distancing requirements, you might have some hugs from Jude and the team!
27. **Rachel Cawley:** Thank you so much for putting on a meeting that allowed people like me, who wouldn't be able to attend in person, to attend. I had a question relating more to the interaction between British Eventing, British Dressage and British Showjumping as a one horse owning adult amateur and a member of all three. They become increasingly less good value the more you join. Clearly, I can only be in one place at one time and for each membership I have, I get less out of the others. Could we do more to make it better value for people that compete in multiple disciplines? **Fiona O'Hara:** Thank you. I think that's a great question. I mentioned at the end of my statement that we have set up a collaboration working group that Malcolm Wharton put together and each of the disciplines, dressage, show jumping and ourselves have committed to working together more collaboratively. We have been looking at sport operations, but I think you make a really good point so we shall take that forward and include it in our in our next working session.
28. **Tissie Reason:** First of all, I'd like to reiterate what Claire said about the format of this meeting, which I think is brilliant. A few years ago, I drove to Osberton when the presentations were finished and then there was no time for questions, so I do think it's a good format and I would ask that you to continue it. I want to just to say that when it appeared that the abandonment insurance was not going to refund members' entries from March and April cancelled events, Nigel Taylor offered to run as many days as was required to raise the money to refund members taking no income for himself. I think he should be thanked for that offer, which, was turned down and ultimately



not needed as the insurance paid, but I do think that his offer should be acknowledged. I believe also that he is the only Board member who doesn't claim any expenses. Lastly, a few years ago, we wrote a paper about "pre-BE" incorporating unaffiliated under the BE banner, and I just wonder if Will has actually seen that paper? **Fiona O'Hara:** Thank you, I'm sure Nigel will be very glad to have such support. We did thank Nigel at the time for the offer that he made, and I'm sure he will acknowledge that we did thank him. He certainly would have let me know if he felt that we haven't shown our appreciation. **Nigel Taylor:** Yes, you did, and I'm actually very glad that the executive and you [Fiona] did a fantastic job getting the abandonment insurance over the line. I know there was a lot of flack flying around on social media about the abandonment insurance and attacking the executive and the Board about the abandonment, which shouldn't have happened, and I think you should be thanked actually for doing a great job, the executive and you in particular [Fiona], for getting over the line. I know a lot of people that haven't been paid out on a similar sort of basis when it comes to insurance for similar things. So, well done. **Fiona O'Hara:** I think on the Directors' expenses, I'm not sure who charges what, but it is minimal and clearly this year is pretty non-existent in terms of expenses. Actually, one thing that we will be doing next year is a lot more of our committees and board meetings on Zoom, again to minimise expenses. On the pre-BE paper, I can confirm that that was passed both to the Advisory Group and to the Unaffiliated Market Working Group, so, yes, that paper has been in circulation and has informed the discussions that have happened. It was a great paper, by the way and thanks to the people who put time and effort into thinking about that and putting thoughts on paper in such a really clear and constructive way.

- 29. Wendy Coney:** Most of my questions have been answered, and there's been some great questions. As Jonathon Seed mentioned, it always appears that everything comes across as negative, but, of course, we do appreciate BE and we have had a great year and we enjoy all our eventing, but of course, this is a platform where to ask questions, so, I apologise if it comes across as being negative. One was regarding the entries abandonment insurance. I just picked up on Nigel's comments and possibly a lot of members don't appreciate or know, but anybody that couldn't get their refund, for instance, through BE initially as you paid using a card, all banks will actually refund any payment for entries that were done, which is I know an awful lot of people. So perhaps in the future if something like that happens, if BE put something out that you can claim initially and then the banks go through the courses of reclaiming it through your insurance, which would probably help some people that had paid out quite a bit of money. My question is about events and the cost and unaffiliated. I just wanted to ask if BE had looked at the format in Ireland because I always notice Ireland run very small events and having taken part in a few, they are usually cheaper, fewer competitors and prize money so much better, a lot of them are FEI events, so I wondered how they managed to do it and had BE actually looked at the format in which they do it and that could work here. **Fiona O'Hara:** Actually, I know the first part on the abandonment insurance wasn't a question, but that is something that came up in the year and is worth just saying something about. **Wendy McGowan:** To correct any misconception out there; the banks are not the people that refund when you claim from your card; they actually put an indemnity through to the organisation to whom you had paid your funds. So actually, what happened was that when a claim was made through a card, it was passed back to BE. There was no insurance that was recovered from that and it was directly taken from BE funds. There is a process by which we explain that the refund was not entitled to from ourselves and that it was being claimed through the insurance, but the banking process does not just magically give the money back to the card holder. **Fiona O'Hara:** Yes, the Unaffiliated Market Working Group has looked into the Irish model, so that has been included in the thinking, but thank you for the suggestion.

#### Results of the Resolution to reappoint the Auditors, Saffrey Champness

Votes in favour of the reappointment: 1603 (88.5%); votes against: 209 (11.5%); therefore, the Resolution was passed.

#### Results of the Director Election announced by Fiona O'Hara:

Candidate	Number of Votes	Percentage of Votes
Helen West	945	52
Les Smith	432	24
William Buck	238	13
Johnny Hornby	98	5
Wendy Coney	57	3
Lauren McGee	17	1
Trudi Mann	13	1
Kim Morris-Baumber	12	1
Claire Balysz (withdrawn)	0	0
<b>Total</b>	<b>1812</b>	

**FOH** congratulated Helen West as the newly elected Board Director.

**FOH** thanked Les Smith on behalf of the Board and commended him for his fantastic contributions and commitment to the Board during his four-year term.

**FOH** invited Helen West to speak.

**Helen West:** Thank you so much for all the support and I am very excited to be able to join the Board and represent all members, and I just hope that I can do it justice. Here's to looking forward. Thank you.

**FOH:** many congratulations, Helen. Obviously, we saw what you're capable of and your knowledge of the sport during the work that you did with the Advisory Group, so I think I can say on behalf of the Board that we are all very much looking forward to working with you on the Board.

**FOH** thanked all election candidates for standing.

#### **Further questions**

*The opportunity was given for further questions. None were forthcoming.*

#### **Close of meeting**

*Fiona O'Hara*

I'd just like to thank all the presenters. I'd like to thank all the people who asked questions and everybody who turned up to the AGM. It really has been great for us to have so many members participate and see such good representation. So thank you very much indeed, everybody, for your time this evening. Thank you to the British Eventing team and Di Brunsden, many, many thanks.

The meeting was closed at 7.45pm.

#### **Questions (submitted in advance)**

Published, with answers [here](#) on 23<sup>rd</sup> November 2020.