

1. **Governance:** The draft operational plan for 2026 and BD Strategy 2025-2028 was discussed. The CEO confirmed the roles of Chair, International Director and Judges Director would be up for election in 2026. The role of Chief Selector was also discussed.
2. **Finance:** The management accounts up to 31 October 2025 were reviewed. Income and expenditure are down on budget, but a small surplus is predicted for year end. The final draft budget for 2026 was presented and approved. Investments and cash deposits were discussed. Investments are continuing to perform well but remain under regular review from Finance Director and CEO due to the current economic climate and prevailing trends.
3. **Human Resources:** The appointment of the new Head of Finance was confirmed, with a start date of 6 January 2026. The recruitment process for the new Head of Operations and Development Officer for the North & East has also been completed, with both appointees due to start on 2 March 2026.
4. **Membership and Participation:** Membership numbers currently stand at 18,327 at the end of November. Retention calls for lapsed members are ongoing with positive results. A full marketing campaign is planned for 2026, focusing on member acquisition and retention.
5. **Commercial & Marketing:** A new partnership agreement is being progressed to sponsor the Inter I class at the National Championships and Associated Championships 2026. Discussions remain ongoing for the Quest Championships, along with potential new sponsors for the Advanced Medium class at the Nationals.
6. **IT Projects:** Development of the BD App (stages 2 & 3) is complete, with a launch planned for late January 2026. System security upgrades are planned for the first quarter of 2026.
7. **Sport Operations:** The competition and championship participation for 2025 were presented to the Board, with specific discussion about numbers in Young Horse / Pony classes. Format of these classes to be discussed in further detail.
8. **International & Para:** All 2026 selection policies are now close to final sign-off and will be published on the BD website prior to the Christmas break.
9. **Officials:** The Head of Development provided an update on the Steward Development programme. Trials of the FEI measuring device for nosebands is now complete, with full implementation from 1 January 2026.
10. **Training & Education:** The BD Presents Regional Roadshow was well attended, with positive feedback received for both events in the North and South. Format for the event in 2026 to be agreed in the New Year. An update on coach development was also provided.
11. **BD Youth:** Tier 5 of the Horse Care Programme has been completed, with a launch date planned for the new year.
12. **Date of next meeting:** Tuesday 17 March 2026.