

Board of Directors' Meeting

Executive Summary

Date of Meeting: 14 October 2025

1. **Governance:** The CEO confirmed the re-election of Tracy Ormrod, Para Director, and Harry Payne, Training Director, for their second term. The roles of Chair, Judges Director and International Director will be up for election in 2026.
2. **Finance:** The management accounts up to 31 August 2025 were reviewed. Both income and expenditure are currently down against budget, and a small surplus is projected by the end of year. The budgeting process for 2026 is underway; first draft to be presented to Finance & Business Development Committee in November. The pricing policy for 2026 was reviewed and agreed in principle, subject to the budgeting process, along with the updated Investment Policy. Cash deposits and investment portfolio were also discussed.
3. **Human Resources:** There have been three at BDHQ new starters since the last Board meeting in July; a Sport Operations Officer, and two Training & Education Coordinators, replacing departing members of the team. The new Financial Controller is due to join the business in January. Interviews are currently taking place to appoint a new Development Officer for the North & East, while the Development Officer for the South & East is now a full time position rather than a job share. Recruitment for a new Head of Operations is currently underway, with interviews scheduled for the end of November/early December.
4. **Membership and Participation:** Membership numbers currently stand at 18,267, as of the end of September. Member retention calls are ongoing with a good conversion rate reported by the team. Marketing activity is planned for 2026, to support membership recruitment, conversion and retention. Membership pricing for 2026 was provisionally agreed, subject to the budgeting process.
5. **Commercial & Marketing:** We are looking to secure a new title sponsor for the Quest Championships in 2026, with meetings with potential sponsors taking place in November. Discussions are also underway for National Championship sponsorship renewals in 2026.
6. **National Championships:** Overall ticket sales were down year on year, with 442 fewer paid attendees, not helped by the adverse weather forecast and proximity to the Eventing European Championships. A full review will be completed shortly, with considerations given to the 2026 event.
7. **IT Projects:** Development of a BD App to enhance and personalise communications with members, including push notification, is at an advanced stage and due to be launched early in the New Year. Development work for the 2026 rules amendments has been completed and is ready for testing.
8. **Sport Operations:** Regional and Area Festival participation numbers were discussed, along with an analysis of qualification numbers since 2022. The fixture calendar and major dates for 2026 were reviewed. The final wording for the 2026 rule changes were approved by the Board.

9. **International:** The recent European Championships was discussed. Some concern was raised regarding maximum acceptable decibel levels during freestyle classes. Feedback to the provided to the FEI. The U21 Selection Policy for 2026 was also discussed.
10. **Para:** Feedback was provided from the recent European Championships, along with the proposed rules changes for 2026.
11. **Officials:** The Head of Development provided an update on the Steward Development programme, along with data gathered during the National Championships and Area Festival Championships on the new FEI measuring device for nosebands.
12. **Training & Education:** An update on content and ticket sales for the BD Presents... Regional Roadshows was provided, scheduled for Saturday 1 November at Hurstbourne Equestrian Centre in Berkshire and on Saturday 22 November at Myerscough Equestrian Centre in Lancashire. An update on coach development was also provided, with working party meetings planned up to March 2026.
13. **BD Youth:** Nearly 250 youth members have now completed the horse care programme. This content is also available for adults via the Learning Hub and will be promoted more extensively over the next 12 months.
14. **Date of next meeting:** Tuesday 9 December 2025.