

Board of Directors' Meeting

Executive Summary

Date of Meeting: 23 June 2026



1. **Governance:** Director elections for Chair, International Director and Officials Director are progressing, with voting due to open in mid-July. The Board also reviewed the BEF governance self-assessment. The draft BD Strategy 2026–2030 was discussed, including themes around equine welfare, equality, diversity and inclusion, and sustainability.
2. **Finance:** The Board approved the British Dressage Trading Ltd and British Dressage Consolidated Accounts for the year ended 31 December 2025. The annual audit was completed successfully, with improvements to financial reporting and management information continuing. Current financial performance and cash and investment positions were also reviewed. Mileage rates for staff, volunteers and contractors were approved.
3. **Human Resources:** Recruitment is ongoing for several roles including Communications Executive, Teaching and Learning Coordinator and Development Officer (Scotland). An Executive Assistant will join BD on 14 July. The Board also received an update on the implementation of the new HR platform, with pilot testing due to commence in early July.
4. **Membership & Marketing:** Membership numbers continue to show signs of stabilising, although overall membership remains below 2024/25 levels. Work continues to convert trial memberships, improve member retention and better understand membership cancellations and failed payments.
5. **Commercial & Sponsorship:** Sponsorship remains a key priority, with efforts focused on filling the remaining gaps within the current portfolio of partners. Ticket sales for the National Championships continue to be monitored closely, tracking just behind 2025 levels.
6. **IT Projects:** The Board received an update on ongoing IT projects and systems development. A draft Artificial Intelligence policy for BD staff was reviewed.
7. **Sport Operations:** Entry fees for the Associated Championships were approved for the next three years. The Board also reviewed proposals for 2027 rule changes and the wider eligibility review, which will get underway in the autumn.
8. **Sport Development:** Plans for the championship structure in 2027 continue to be developed. Research into the unaffiliated dressage market remains ongoing.
9. **International & Para:** Selection processes for major championships have been completed or are underway, with final team announcements due shortly.
10. **Officials:** Positive progress continues with the Steward Working Party and marshal pilot programme. The latest judge education developments were also discussed.
11. **Training & Education:** The newly developed coach qualifications have now been launched and have received positive feedback from stakeholders.
12. **BD Youth:** The Board approved proposals to revise the Youth Academy entry criteria.
13. **BEF / FEI Update:** The Board received updates on equine welfare initiatives and preparations for the FEI rules revision process.
14. **Date of next meeting:** Tuesday 13 & Wednesday 14 October 2026.