

Executive Summary

Finance & Business Development Committee

Date of Meeting: 04 June 2026

1. Following the departure of two long-serving members of staff, there has been a restructure of the senior management team. Chris Phillips is now Head of Commercial, with additional responsibility for membership, while Nadine Head has moved into the role of Membership Manager and Becca Tuttle has been promoted to Head of Marketing and Communications.
2. Recruitment is ongoing for the vacant roles of Executive Assistant and Communications Executive. Vikki Hayton has been appointed as Interim Development Officer for the North & East, to provide continuity for the region until a permanent replacement is found.
3. The Head of Operations provided a progress report on the new HR Portal and Performance Management system, with the first phase of roll out planned for July.
4. The draft AI Policy was discussed, which was approved in principle and will be progressed further to agree scope of use and determine approved users within the organisation.
5. Management accounts for the year end have been finalised, with the audit now complete, along with a VAT review. A full report will be provided for the June Board meeting.
6. Investments and cash deposits were discussed. Investments are continuing to perform well but remain under regular review from the Head of Finance due to the current economic climate and prevailing trends. A meeting with Brewin Dolphin is scheduled for later in June.
7. The Risk Register was reviewed following an update to reflect the current instability in the Middle East, the risk associated with Global Economic Recession, and the possible environmental impact on the sport.
8. Membership numbers have stabilised over the last three months, currently standing at 17,634 at the end of May, with 15,995 horses registered. Member retention activity is ongoing, along with the implementation of a new marketing strategy.
9. Starters for the year to date were reviewed, with numbers currently below budget. Several initiatives were discussed providing members with new opportunities to train and compete. Recognition was given to the continued rise in the cost of living, especially fuel prices, as contributing factors in the decline in participation.
10. Analysis of the unaffiliated dressage market was considered, along with the proposal to develop an online training platform. Paper to be presented at the Board meeting in June.
11. New three-year contracts have been agreed with Red Gorilla and Spillers, as the sponsors of the Combined Training Championships and Medium Freestyle Winter Championships.
12. Launch of the BD App is now complete with further updates due to be rolled out in Q3.
13. Date of next meeting: Thursday 1 October 2026.