

## Executive Summary

### Finance & Business Development Committee

**Date of Meeting: 05 March 2026**

1. The Head of Finance, Clare Pascoe, started on 6 January 2026, joined by the new Head of Operations, Jenny Hughes, and Development Officer for the North & East, Kate Toone, on 2 March 2026.
2. The Head of Development gave a progress report on the new HR Portal and Performance Management system, with the first phase of migration now complete. Initially trialling by selected staff members is underway, before a full roll out.
3. Management accounts for the year end are progressing well and close to finalisation. Preparation for the Audit, scheduled for late March, is well underway.
4. 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.
5. The Risk Register was reviewed. It was recommended that in light of the current instability in the Middle East, the risk associated with Global Economic Recession be reviewed.
6. Membership numbers have decreased slightly in the first two months of the year, currently standing at 17,842 at the end of February, with 15,911 horses registered. Member retention activity is ongoing, along with the implementation of a new marketing strategy.
7. Starter numbers for the year to date were reviewed. January started well, but the adverse weather in February has adversely affected participation. Starter levy increases will take effect from 1 July 2026, and this has been communicated to organisers and venues.
8. Unaffiliated dressage participation was discussed at length to review what measures BD can take encourage conversation into affiliated competition. Several initiatives were considered, with further discussion planned at Board level.
9. A proposal to introduce Online Test Riding was also considered. The Committee agreed that further work be conducted to scope and cost potential digital online training platforms.
10. Dodson & Horrell is confirmed as the new sponsor of the Associated Championships and Inter 1 at the National Championships. Discussions remain ongoing with existing sponsors for Advanced Medium and Quest Championships.
11. A proposal to introduce a BD Dressage Foundation was discussed, to replace the current Designated Funds with a more structured vehicle to support our charitable aims. This concept was agreed in principle, subject to approval from the Board.
12. Launch of the BD App is due for launch by the end of March 2026. Final UAT is now underway, prior to submission to Apple / Android for formal approval.
13. Date of next meeting: Tuesday 4 June 2026.