

Finance & Business Development Committee Executive Summary



Date of Meeting: 1 October 2026

1. Management accounts to 31 August 2026 were reviewed, with a small year-end operational surplus currently forecast.
2. The draft 2027–2029 budgets reflect inflationary pressures and membership trends, with a continued focus on cost management and financial sustainability.
3. VAT recovery improvements are being implemented following an external review, supported by specialists.
4. The external audit tender process is underway, with five firms shortlisted to present, focusing on charity-sector expertise.
5. Risk Register was reviewed, including new risks relating to AI generated cyber-attacks. Development of the internal AI Policy and Cyber Recovery Plan is now complete.
6. Membership and payment systems remain priority IT projects for 2027, to improve retention rates and reduce failed payments.
7. The BD App continues to show strong growth with over 4,560 downloads to date.
8. The new HR Portal is now live, incorporating annual leave, lieu time and rota functionality, as well as internal policies and procedures. Next phase will see the introduction of performance management and expenses systems.
9. Membership stands at 17,380, with over 1,100 new members recruited during the year. Initiatives to strengthen retention include targeted communications, improvements to payment processes and greater membership flexibility.
10. Proposed 2027 membership pricing received broad support, subject to Board approval, with a focus on affordability, member value and payment flexibility.
11. The Committee was updated on plans to relocate the National Championships to Hartpury, subject to contract, introducing free entry, free live streaming and reduced costs. Plans for a new British Masters at Wellington were also positively received.
12. The digital training platform project continues to progress, with market research and potential partnerships being explored to support cost-effective delivery, member engagement and sustainable growth.

Name of Director: Caroline Godfrey

Date: 15 October 2026