

## Executive Summary

### Board of Directors Meeting

#### 10 December 2019

1. Finance: November accounts show a projected surplus of just over £100,000. This will help to offset the capital costs of the IT transformation project, which will be depreciated over the next three years. Latest draft of 2020 budget was discussed, only minor changes expected before the end of the year. National Convention was successful and delivered the budgeted income target. Investment Strategy was presented and agreed, with Brewin Dolphin recommended as preferred investment managers.
2. Board & Governance: BD Youth Director will be open to nominations in 2020. Claire Moir will complete her initial four years in post and is eligible to seek a further four year term. BD will look to appoint an independent representative on the Nominations Committee now that Iain Graham has been formally appointed as interim-CEO at the BEF.
3. Staffing: the recruitment process for the newly created Digital Marketing Officer position is almost complete, with the preferred candidate appointed to start in the New Year. Central RDO position has now been advertised, with a closing date for applications of 15 January 2020.
4. IT & Website: Phase III and the new BD website were successfully launched on the 15 October, on time and on budget. Phase IV is in the process of being fully scoped and prioritised. This will be initiated at the end of January, once the outstanding items from Phases 1-3 have been completed. A replacement for the old classifieds webpage is under negotiation with an alternative supplier, with a potential launch scheduled for the end of Q1 in 2020.
5. Sport Operations: Papers presented and discussed on the fixture allocation and tender process, as well as proposed changes to the Mid-Tour Championships. Both have been approved by the Board, subject to additional input from the Sport Operations Committee and Championship Working Group. A formal announcement on the Mid-Tour Championships will be made pre-Christmas.
6. National Championships: Contract negotiations with the new venue are close to being finalised, with dates for 2020 now confirmed. A formal announcement will follow pre-Christmas.
7. Para-Equestrian: Newsletter now signed off and due for distribution imminently. Work on the Para Stewards pathway and Coaches pathway is progressing well.
8. International Teams: Excellent weekend at the High Profile Show recently held at Keysoe. Selection Policies are almost complete and due to be circulated for consultation and approval shortly.
9. Judges: Further updates provided from the Judges Working Groups. The next area of focus will be Tutor Judges and how best to support and develop these key individuals in order to make the transition to the new education and examination framework. Less than 50 people have booked on to take their final examinations under the old system, whereas over 200 have already registered their interest in the new system. This remains on target for launch in Q2 2020.

10. Youth: Update provided on the 2020 Junior and Young Rider European Championships to be held at Hartpury next July. The Horse Care programme is due to be go live this month, with the initial modules launched before Christmas and other elements to follow in the New Year.
11. Training: Successful and well-received National Convention held with over 800 people in attendance on each day. Addington is confirmed as the host venue again in 2020.
12. Membership: Retention survey to be carried out in the New Year on members that have recently left BD in the last 12 months. The marketing team are currently developing a campaign calendar for 2020 that will feature a range of membership recruitment and retention promotions that will be rolled out over the course of the year.
13. BEF: Following the recent departure of the Performance Director, there will be a further update in the coming days on the World Class team for Tokyo 2020 to manage the Olympics and Paralympics. The Interim-CEO and Interim-Chair of the BEF have been invited to attend the February Board meeting to provide an overview of their plans and strategy for the coming year.
14. FEI: BD CEO provided an update on the recent FEI General Assembly in Moscow. There are still a number of questions outstanding about Tokyo 2020 which he will be following up directly. Further guidelines are due to be issued in the New Year.
15. BD Strategy: The strategy document will be developed by the senior management team in January, with the final version presented to the Board at the February meeting. Plans are in place for a members' roadshow in the regions to launch the strategy, to take place from the end of February through to the Winter Championships at Harpury in April.
16. Date of Next Meeting: 5 February 2020.