

The background of the cover is a photograph of a rider in a dark blue dressage helmet and jacket, looking down at a brown horse with a braided mane. The scene is set in an outdoor riding arena with a white fence in the background. The text is overlaid on the left side of the image.

# British Dressage

## Annual Report

For the year ended 31 December 2020

Registered Charity no. 1155352  
Company Registered no. 3443026



**Bringing people and horses  
together in harmony**

**British Dressage  
(A company limited by guarantee)**

Annual Report and Consolidated Financial Statement  
for the year ended 31 December 2020

Registered Charity in England & Wales No. 1155352

Company Registered in England & Wales No. 3443026

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extremely grateful for the number of members who, despite their own personal hardships, maintained their subscriptions to support the organisation. Working with the Finance and Business Development Committee, the Board were pleased to be able to offer horse registration extensions to recognise the training and competition opportunities lost throughout the year to COVID, which we hope went some way toward compensation for many. Thanks in particular must go to our Finance Director Caroline Godfrey and Business Development Director Suzanne Homewood for their ongoing prudence in this area.

## Chairman's Review

We welcomed 2020 in with such enormous promise, expecting a summer of world class sport with the Tokyo Olympic and Paralympic Games shining a spotlight on our sport. As an organisation, British Dressage was performing well and about to embark on an exciting next chapter, with ground-breaking projects, a new brand identity and the launch of a new strategy to lead us through to Paris 2024.

During the first quarter, the momentum continued where we left off in 2019 with a busy schedule of Winter Regionals and a full programme of training for both competitors and officials, but we were all then hit by the global coronavirus pandemic and life as we knew it changed for us all. Everyday activities we took for granted suddenly became a challenge, privileges were removed to preserve life and many livelihoods were threatened.

The team at BD were quick to act to manage the situation as best we could, keeping members' interests and safety at the heart of every decision made and action taken. Quick thinking, controls on costs, enhanced communication and careful management meant that we were able to weather the storm in the immediate weeks that followed the first lockdown in March.

It was a stark reminder of why we worked so determinedly to build up our reserves and how quickly a position of great promise can turn to one of uncertainty. We were heartened by and

When we were able to restart, it was again a triumph of collaboration and community spirit from everyone involved in the sport, including our staff, volunteers, organisers, officials and competitors. BD competitions may not have quite been the same, training certainly took on a different feel with a great deal done remotely on a screen as opposed to face to face, and some opportunities were sadly lost altogether, but those salvaged far outweighed them.

“

***We all pulled together, observed the protocols and brought our sport back to life with a great sense of determination and collective effort.***

While some projects were placed on the backburner, we were able to continue to make significant progress in several areas. Sometimes it takes a crisis to make you realise the benefits of your endeavours – and the fact that we could relocate so many of the office staff to working from home is testament that our investment in IT has been worthwhile. Once the Coronavirus Job Retention Scheme was introduced, we put around half the staff on furlough while retaining enough people to still operate effectively, even on a skeleton staff.

This ensured we could continue our phased IT development work and efforts were concentrated on making headway on the remaining 'to do' list, as well as making significant inroads into the technical systems and functionality that support our officials.

Led by our Judges Director Peter Storr, we worked tirelessly to progress the judge education framework, which is our new pathway for judges to train, learn and progress. The Training and Education team is working with judges to get them registered onto the new system and underway, with our first assessments due in autumn 2021.

It was a huge feat by the BD team and Show Direct to still bring the 2020 NAF Five Star Winter Championships and Petplan Equine Area Festival Championships to conclusion – albeit in August, four months later than planned, and over seven days. However, we felt it was vitally important to give those who had put so much into qualifying the chance to fulfil their championship ambitions. It gave all in the sport renewed hope that we could still put on, and enjoy, a big occasion, even under COVID protocols – and this set the benchmark for other championships to take place in the autumn.

We also introduced two new championships to the calendar: the British U21 Championships and the BD Middle Tour Festival, which recognised the contribution of these two key groups by providing their own high-profile event. We felt it was important to bring these online, despite the challenges presented by the pandemic – and their success was heartening; long may they continue. The Sports Operations team, ably supported by Simon Bates, really moved heaven and earth to give everyone as complete a calendar as was possible and we're all extremely grateful for their dedication.

Under the direction of our Para Director Julie Frizzell, our Para community has grown considerably, although inevitably COVID had an adverse effect in this area, presenting additional risks for some participants. However, they managed to still enjoy a summer championship for riders across the five grades in Gold, Silver and Bronze. Significant progress has also been made on pathways for our Para judges and stewards and we plan to launch national freestyle tests for all levels, so all competitors have the chance to dance, not just those at FEI level.

With most international competition and championships sidelined due to travel

restrictions, the Olympic Games included, our elite riders certainly felt the impact. The new Under 21 Championship gave our youth riders a focus and, despite being sandwiched between two national lockdowns, it was an operational triumph to bring the LeMieux National Grand Prix Championships to everyone for an end of year treat. Thanks to our partnership with Horse & Country we were able to broadcast it online for everyone to enjoy, as well as crowning a 46th National Champion in the shape of Charlotte Dujardin.

**“  
The pandemic certainly helped all of us to embrace technology that bit more and it's something British Dressage will continue to develop in future, as it means we can reach and interact with many more members.**

Bringing the National Convention to your screens 'virtually' during the November lockdown was a huge achievement for Training Director Paul Hayler and everyone involved in putting the event together against the odds, and it was much appreciated by so many members, with over 1,400 tuning in over the weekend. It was a venture into the unknown for the Training and Education team but the feedback was tremendous and it's certainly here to stay, most likely in a hybrid format for future years.

BD Youth initiatives carried on as best they could despite COVID. We conducted a welcome review of the development pathways for those riders with international ambitions. One of the outcomes is that the BD Academy programmes will now form an integral part of the pathway and selection process. The Foundation and National Academies have really been a revelation for riders in this age bracket, with the learning and development opportunities second to none. Thanks to International Director Judy Harvey and BD Youth Director Claire Moir for driving this review and the positive changes that are now in place as a result.

The five riders who travelled to Hungary for the FEI Youth European Championships as individuals certainly deserve recognition. To

make the journey in such uncertain times with limited preparation was brave but they also achieved some promising scores and will have gained valuable experience. So warm congratulations to Annabella Pidgley (Ponies), Alica Lee and Emily Bradshaw in the Young Riders and U25s representatives Lewis Carrier and Ellie McCarthy.

While it would be easy to reflect on 2020 as a very negative year, I feel that we should consider it a year of achievement, despite the obstacles put in our way. While BD may have ended the year around 1,500 members down on pre-pandemic levels and we sadly didn't get to see Olympic and Paralympic medals awarded, we all made it through to the other side in the face of what at times seemed like overwhelming challenges. We dealt with everything that was presented to us, we kept our sport and organisation going and we still managed to make good progress in key areas.

Of course, it wasn't easy and we're extremely grateful to all of you for playing your part. Our volunteer network who give up thousands of hours, our officials who champion standards and fair play, our organisers and venues who put on fantastic competitions and shows, our sponsors who have loyally supported us through thick and thin, our staff who've endured a great deal over the past 12 months – and of course our members, without whom British Dressage wouldn't exist.

We managed our way through the crisis together and safeguarded our future, and this now means that we have a solid platform to rebuild our treasured sport. So, I thank you all for your immense contribution in this most difficult of years and look forward to writing our next exciting chapter when normality resumes.



**Linda Whetstone**  
**Chairman**





## CEO's Message

Having made significant progress on a number of fronts in 2019, we were genuinely excited by the prospect of the year ahead as we entered 2020. While it didn't turn out to be the year we anticipated, it certainly provided us with some perspective – on how much we have developed as an organisation, how robust our sport has become and how united the dressage community can be in the face of adversity. We may not have delivered the record numbers or achieved the significant milestones of previous years, but the collective resilience we demonstrated was much more meaningful.

During the first quarter of the year, we had many initiatives in the pipeline ready for launch in the spring; a new strategy, a new brand identity, a new media partnership and the start of other new ventures. All of that had to be put on hold when COVID struck and we suddenly found ourselves facing the prospect of a seven-figure financial loss, an indefinite suspension on sporting activity and uncertainty over our day to day lives. Everything that we had worked hard to achieve was put in doubt and the focus switched overnight to protecting past progress and safeguarding the future of British Dressage.



***Thankfully, the significant investment we had made in the infrastructure, systems and processes over the previous five years to support BD paid immediate dividends.***

Our online CRM system, cloud-based technology and digital telephony meant that we were able to seamlessly transition to remote working, so we could continue to provide the same level of service for our members and keep the organisation running throughout the crisis.

The emphasis in the first lockdown was on ensuring that we did everything possible to mitigate the financial impact of the pandemic and minimise potential losses. The Board, Finance and Business Development Committee and Senior Management Team worked together to review budgets, assess the risks and undertake re-forecasting and modelling in order to evaluate different scenarios, control costs and put effective contingency plans in place.

Part of this included taking immediate advantage of the government's Coronavirus Job Retention Scheme to reduce staffing overheads, while still ensuring that the service levels provided to members were not compromised. From early on, it was our number one priority to continue engaging with members and communicating with stakeholder groups on a regular basis. Everyone agreed that this was absolutely crucial in order to weather the storm and emerge intact as an organisation.

With no competition or training allowed at all for a ten-week period, our major income sources were severely impacted, with no real certainty about when recovery could begin. Around half of our revenue comes from membership and training activity, with a further 20% from horse registrations and, understandably, not all members were in a position to keep paying their subscriptions. We knew revenue was going to be hit hard, so all of our cost centres were reviewed and reduced where possible to limit our financial exposure.

Nevertheless, it was vitally important that we rewarded member loyalty as soon as we were sure we could afford to do so. We asked members for their continued support, despite their own personal challenges, to help us protect our sport, and they answered that call in overwhelming numbers. While membership levels fell by 11% over the course of the year,

due to ongoing lockdowns and continued uncertainty, it always recovered well every time dressage competitions were able to resume.

The BD Board agreed that one way we could give back to members was to extend horse registrations for those who had retained their subscriptions and kept their membership going throughout the suspension of activity, for the equivalent period of each lockdown when they were unable to compete or train. The total cost of these extensions is expected to equate to around £380,000 lost income, with much of the impact deferred into 2021, but we felt it was an important measure to recognise the ongoing support and commitment from members.

We were also very conscious that COVID shouldn't put a halt to everything in the name of saving costs. Ironically, with no sport to administer, it provided us with the opportunity to invest more time in our IT transformation project, new judge education system and digitalisation strategy, in order to be better prepared for the future when the recovery period could finally get underway. We have also had the opportunity to innovate and do things differently, with judge training online via Zoom and the 'BD at Home' initiative, including our first virtual National Convention, keeping members engaged, informed and entertained during lockdown.

As we navigated our way through the pandemic, the team worked tirelessly behind the scenes to provide clear and timely communication with members and stakeholders across our various channels. This included regular news updates to interpret the different rules and regulations coming from each of the regional governments, as well as providing guidance and advice from our partners in the sector, including UK Sport, Sport England, the Sport & Recreation Alliance, Sport Scotland, Sport Wales, the Welsh Sports Association, British Equestrian and Horsescotland.

The sheer volume of information was overwhelming, often contradictory or conflicting – and changing on an almost daily basis. It was crucial therefore to cut through this and provide clear advice and guidance for our members, by deciphering and interpreting what the various

restrictions meant for our sport. This also helped us to prepare a comprehensive operational plan, so we were ready for the resumption of activity as soon as we received the green light. This was supported by COVID protocols and stakeholder toolkits for competitors, organisers, judges, stewards and coaches, to make sure that we could return to action at the earliest opportunity in a way that was safe, secure and fully compliant with all government regulations.

We were able to salvage much of the season thanks to a great deal of teamwork, with our members, venues, officials, volunteers and staff all playing their part. While our shows and championships may have had to take place at different times of the year – not only on different dates and in a different format, but also in some cases at completely new venues – it is testament to the hard work and determination of everyone involved that we managed to run them so successfully, regardless of the obstacles put in our way.

Inevitably, some of the highlights we were looking forward to, including Tokyo 2020 and the inaugural LeMieux National Championships at its new home in Somerford Park, had to be postponed for a year, but these will be something to look forward to in 2021 instead. When things did finally open up across the home nations over the course of the summer, BD members participated in great numbers in July, August and September.

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***It was hugely encouraging to see starters return to 95% of the previous year's figures and even reach record levels at peak, such was the enthusiasm of riders to get back in the saddle.***

While by necessity much of my attention during 2020 had to be short term, focusing on the day-to-day operation, I always have sights firmly set on the future direction of the sport. Launching the new five-year strategy to take British Dressage from Tokyo to Paris may have had to be delayed until 2021, but we are looking forward to sharing our ambitious vision, mission

and objectives that will form the roadmap to 'build back better' after the pandemic and the opportunities it will provide. A key component will be a new brand identity for the organisation, which reflects our progress as a modern, professional sport and governing body.

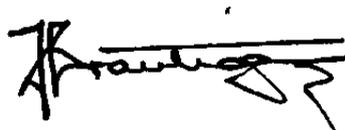
Steering BD through the choppy waters of this crisis has certainly been an enormous challenge, but I'm fortunate to be surrounded by a fantastic team of staff, volunteers and supporters who have all risen to that task and demonstrated great resilience, dedication and commitment.

We've collectively worked hard to ensure that the initial projection of a seven-figure loss didn't become a reality. Our reserves remain intact, even adding £85k surplus in 2020 thanks to careful and prudent management, although that will need to be viewed in a two-year context at the end of 2021 to assess the full financial impact that Coronavirus has had on our business and sport.

In addition to the horse registration extensions, this meant that we could further reward members by freezing our subscription prices

at the same level for a third consecutive year. This will hopefully go a small way to helping members on their own road to recovery post-COVID as we all hope for a better and brighter year in 2021.

Whatever role you've played in this unique year, the Board of Directors and team at British Dressage are all immensely grateful for your support. There are so many ways to describe 2020, but for me it was remarkable. The spirit and sense of community shown throughout was humbling, but the drive and determination to make sure we returned to action was inspiring. From here, we can only build on the experience gained and lessons learned for the betterment of our sport; whatever challenges lie ahead, we'll be ready.



**Jason Brautigam**  
**Chief Executive**



# British Dressage

a company limited by guarantee

## Annual Report and Consolidated Financial Statements for the year ended 31 December 2020

Registered Charity in England & Wales No. 1155352

Company Registered in England & Wales No. 3443026

<b>President:</b>	Jennie Loriston-Clarke	<b>Charity Registered number:</b>	1155352
<b>Vice President:</b>	Desi Dillingham	<b>Company Registered number:</b>	3443026
<b>Chairman:</b>	Linda Whetstone	<b>Registered Office:</b>	Meriden Business Park Copse Drive Meriden West Midlands CV5 9RG
<b>Other Trustees:</b>	Simon Bates Julie Frizzell Caroline Godfrey Judy Harvey Paul Hayler Suzanne Homewood Claire Moir Peter Storr	<b>Auditors:</b>	Mazars LLP First Floor Two Chamberlain Square Birmingham B3 3AX
<b>Board of British Dressage Trading Limited:</b>	Caroline Goffrey Suzanne Homewood Linda Whetstone Jason Brautigam	<b>Bankers:</b>	Royal Bank of Scotland 91-93 Regent Street Leamington Spa CV32 4NT
<b>Company Secretary:</b>	Jason Brautigam	<b>Solicitors:</b>	Wright Hassall LLP Olympus Avenue Leamington Spa CV34 6BF
<b>Key Management personnel:</b>	Chief Executive – Jason Brautigam Chief Operating Officer – Ben Waterhouse Chief Financial Officer – Steve Phillips (appointed 22 February 2021 Resigned 25 June 2021)		

## **The board of Trustees present their annual report together with the audited financial statements of British Dressage for the year ended 31 December 2020.**

The charity is governed by its Board of Trustees. Members of the Board are the Directors of the company and the Trustees of the charity. The Board consists of members elected by the membership of British Dressage, or as otherwise appointed in accordance with the Articles of Association.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and republic of Ireland (FRS102).

## **Objectives and Principle Activities of the Charity:**

The principal objectives and activities of the charity are to advance education and participation in the sport of dressage for the public benefit by:-

- The promotion, as the governing body of the sport of dressage in Great Britain, of participation by persons in Great Britain (both able-bodied and with any form of disability) in healthy recreation in dressage;
- The improvement of the standards of (i) riding, (ii) training and breeding of horses and (iii) horsemanship, all to foster better the enjoyment by participants in dressage, the welfare of horses utilised in dressage, and the safety of both participants and horses;
- The fostering of the provision of advice, education and guidance to dressage participants (as owners of horses, riders, coaches and competition officials) and, in particular to encourage and facilitate the development of young and disabled persons as participants in such ways and to improve their self-confidence and self-esteem (including the fostering of apprenticeship schemes for young people);
- The development of fair competition between dressage participants and the improvement of the welfare of riders and horses by the banishment of the use of damaging or performance-enhancing drugs and the provision of an effective drug testing regime;
- The fostering of social interaction between participants;
- The improvement of the development of participants and their levels of aspiration in dressage in fostering representative competition at both national and international level by team representative selection (including the provision of advice to the British Equestrian Federation on dressage matters generally and as they affect the Fédération Equestre Internationale).

# Values

British Dressage is committed to work for the benefit of all in the sport, participating in any capacity, at any level.

British Dressage adopts a collaborative, consultative, inclusive, transparent and open approach to the running of the organisation and strives to communicate effectively at all times. Acting with respect, integrity, inclusivity and promoting teamwork and human and equine welfare, while delivering the highest standards of service for all members, is at the heart of everything that British Dressage does.

British Dressage endeavours to be accountable to members at all times. Major decisions affecting the membership are open to consultation, while the performance of the staff and volunteers is closely monitored and managed on an ongoing basis.

## Public Benefits

In setting our objectives and planning our activities, the trustees have given due consideration to the general guidance published by the Charities Commission relating to public benefits.

### **Amateur sport:**

By acting as the governing body in Great Britain for the sport of dressage, by providing a fair and accessible competition structure and a safe environment for competitions, by training and listing dressage judges and officials, by composing and making available a series of constructive dressage tests, by encouraging participation at all levels by all, offering equal opportunities for riders of all ages with specific activities to encourage the participation of young and disabled persons, and by offering advice and guidance relating to all dressage matters, British Dressage promote the amateur sport of dressage.

### **Education:**

By providing regional training, including training specifically for young or disabled persons, by administering apprenticeship schemes, by developing equestrian and dressage specific UK Coaching Certificates, by maintaining a trainers' database, by organising National and Judges Conventions

open to all, and by showcasing the best talent and expertise at our Championship shows, British Dressage provide extensive education and training opportunities.

### **Animal Welfare:**

By promoting good horsemanship, by providing competition opportunities for all types of horses, by guiding judges and stewards at competitions to prevent abuse of horses, by supporting breeding of suitable horses, by carrying out dope testing at events, and by putting the safety and wellbeing of the horse at the heart of everything we do, British Dressage contribute to animal welfare.

### **Health:**

By promoting the sport of dressage to all, by providing a safe environment to participate in dressage, by encouraging participation in equestrian sport regardless of age or disability, British Dressage contribute to public health and fitness.

# Achievements in 2020

2020 was inevitably dominated and defined by the pandemic. Having started the year with great optimism and a number of exciting new initiatives in the pipeline, the focus quickly shifted to minimising the impact of COVID on the organisation and protecting the future of our sport. This continued to be the case for the remainder of the year.

Truncated competition seasons and ever-changing restrictions, at regional, national and international level, led amongst other things to the postponement of Tokyo 2020 Olympics and Paralympics and the cancellation of our planned first National Championships at Somerford. However, the loyalty and support of BD members and stakeholders, who displayed their resilience when faced with unprecedented challenges, was arguably the greatest achievement of 2020. Whilst membership numbers and horse registrations did fall during each lockdown period, there was always a strong recovery once competitions restarted, including **record starter numbers** in August and September.

Throughout the year British Dressage continued to deliver valued benefits for members, such as **insurance cover** and the **BD magazine**, as well as a whole host of digital content to keep members active and engaged during lockdown. As a new way of working emerged, the number of online opportunities for training and education expanded, which proved to be particularly popular with our judges.

Our youth academies did much of their delivery online and the live streaming of the **National Convention** and **Young Horse Forums** was just as successful as 'in person' events. In the background work continued on further enhancements to our IT systems and to further develop the new judge education framework. Investment in BD online, cloud-based technology and digital systems made the transition to remote working relatively seamless, enabling the BD team to continue working effectively and efficiently during the crisis.



furloughed during the first lockdown, with the remainder adapting very quickly to **working from home**. There was a phased return to the office on a rota basis during the summer season, before **further lockdowns** enforced another period of home working. Part-time furlough was introduced again during periods when there was no physical competition and training activity, to mitigate the financial impact, but the service provided to members was uninterrupted throughout. We are very grateful to our staff for their flexibility, understanding and hard work under difficult circumstances.

We also took this opportunity to assess staff workloads, organisation structure and the changing needs of the business. Decisions affecting people's livelihoods are never taken without thorough review and consultation, but the ultimate outcome was three redundancies at our head office in Meriden and one redundancy at regional level, as well as moving two members of staff to a job share arrangement. As of the end of 2020, the total number of staff employed by BD had therefore reduced to 34.

Inevitably there was a delay in launching the new strategic plan for British Dressage, covering the next five-year cycle from Tokyo to Paris, but further details can be found in the next section. Nevertheless, planning for a number of the initiatives outlined in the document continued throughout 2020 and several of these projects are already in the process of being implemented in 2021.

Overall BD came out of 2020 in much better financial shape than we had initially expected. A surplus of £85,166 was achieved, but the result for 2020 does need to be taken in a two-year context with an expected deficit for 2021. BD was able to offer **horse registration extensions** of between seven and nine months for all members, based on their location within the UK, and much of the substantial cost associated with these concessions has been spread into 2021.

Equally all costs relating to postponed international competitions will be incurred in 2021 – and these have increased

significantly due to the required **COVID protocols** and **post-Brexit implications**. Cost savings in 2020 were much higher than anticipated, as our ability to undertake usual activities was restricted for so long, but it is expected that this will be counter-balanced by the increased level of activity in 2021, including a higher number of championships than usual.

BD maintained COVID-19 specific risk assessments from the outset of the pandemic and prudent forecasting was undertaken to manage cash flow and maintain a firm control on costs. A **Coronavirus Operational Plan** was formulated and reviewed on a regular basis, providing an effective framework for communicating to members throughout the year. This enabled British Dressage to respond to the announcements from the devolved governments at each stage and keep members informed of the guidelines and protocols in place once activity was able to resume.

Full details of membership figures, competition activity and notable results in 2020 will be presented in the report of the Chief Executive at the Annual General Meeting.



## Looking ahead to 2021

As the global pandemic continued into 2021, with lockdown again preventing competition and training activity for virtually all of the first quarter, the eventual **return of dressage** was greatly welcomed by all. The enthusiasm of new and lapsed members to get back in the saddle has provided huge encouragement, with membership and horse registrations returning to pre-pandemic levels within ten weeks of the sport resuming.

All stakeholders have worked together to rearrange as many competitions as possible, leading to a packed fixture list from the end of April 2021 onwards and **record numbers** of starters throughout April, May and June. The NAF Five Star Winter Championships and Petplan Winter Area Festival Championships were held at the end of June at Hartpury with over 1,000 combinations competing. Although spectators were not able to return, due to the restrictions still in place, the CDI at Wellington, Premier Leagues and Winter Championships w

were all **live streamed** on H&C+ to members could still follow all of the action from our top events.

Tokyo 2020 is finally set to take place in summer 2021, albeit behind closed doors, and strong teams have been selected to represent BD in both the **Olympics** and **Paralympics**. Teams are also being sent to the European Championships across all age groups, including Under 21s, Under 25s and Seniors.

After a year's absence, the **LeMieux National Championships** will return at its new home Somerford Park in September, promising to be bigger and better than ever before. Three arenas will be in action over the four days for the first time, with new classes introduced and over 700 combinations taking part. We are planning ahead on the assumption that this will be a full spectator experience and looking forward to welcoming back dressage fans and enthusiasts to our flagship event.

From a business perspective 2021 is expected to be a financially difficult year, with the unwinding of the deferred horse registration concessions (as noted above) impacting on the bottom line.”. However, the strong **membership recovery** is encouraging, and BD is being proactive in looking at reserves management and investment policies, to maximise returns while still ensuring that funds are used effectively to support the newly published strategic plan.

At the end of June 2021 British Dressage **launched the strategic plan** to take the sport from Tokyo to Paris 2024. The vision was restated as: British Dressage aims to be universally respected as an inclusive and successful sporting organisation, **bringing people and horses together in harmony**, with a mission to provide, training, education and competition opportunities for all who enjoy dressage, whatever their aspiration and ability.



**The following summarises the priorities for 2021 in the post-COVID recovery period:**

- Refresh the brand identity to reflect the contemporary values of BD and enhance the image of the sport presented to the wider public.
- Fully realise the Tokyo 2020 opportunity, by achieving medal success and effectively promoting Olympic & Paralympic Games, bringing dressage to a new audience.
- Implement the changes to the competition structure, including the two season Area Festival format and new National Championship classes.
- Establish the training and education framework for BD officials, including the rollout of new judge examination and assessment systems.
- Formulate and deliver a Continuous Professional Development programme for all BD recognised and accredited coaches.
- Promote the opportunities available to Under 21 riders through BD Youth programmes, from regional to national and international level.
- Develop the Para pathways for riders, officials and coaches to ensure that dressage is inclusive and accessible to all.
- Continue investment in IT, to improve training and education databases, enhance reporting mechanisms and further develop BD online for venues.
- Continue the digitalisation of BD activity, including live streaming, online training, e-learning platforms, interactive webinars and social media engagement.
- Launch of other commercial initiatives, including BD media partnership and a new clothing and merchandise range.

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Winter D  
CHAMPION

Maleny Arena, Glasgow



Winter D



Equine

## Structure, Governance and Management

**British Dressage (the “charity”) was incorporated on 1 October 1997 as British Dressage Limited and obtained approval on 20 November 1997 to dispense with the word ‘Limited’. British Dressage is a registered charity, having gained charitable status on 15 January 2014, and a company limited by guarantee. The charity has a wholly owned subsidiary, British Dressage Trading Limited, which carries out trading activities to raise funds for the charity. During the year it made an operating profit of £88,369 which it gift aided to the charity (2019 £142,458).**

### Trustees

The majority of the Board of Trustees are elected via a membership voting process. Candidates are required to be nominated by two other members of British Dressage. The board consists of a minimum of three trustees and a maximum of twelve, with up to nine being elected by the membership. Applicants are considered by an impartial Nominations Committee (including an external independent adviser) and then suitable applicants are put forward to the membership vote. Trustees can hold office for a period of four years and be nominated again for a further four year period, allowing them to serve a maximum of eight years.

The Board of Trustees have the discretionary power to co-opt up to three extra trustees with additional expertise or competencies. The Board shall determine the skill-based criteria for each required extra trustee and once the criteria are determined and the role advertised, the Nominations Committee shall interview candidates. The Board shall appoint each extra trustee as recommended by the Nominations Committee.

### Induction of Trustees

Trustees receive a full induction programme through the CEO and Chairman. The induction includes a briefing on the terms of reference for the committees they may chair, their roles and responsibilities as trustees and full details of

the strategic aims of the charity. The Trustees have access to professional and legal advisers and receive briefings and training on any legislative and good practice issues in respect of the charity’s affairs.

### Remuneration and Expenses

In accordance with the charity’s Memorandum and Articles of Association, no remuneration is paid to trustees for their role of office. Trustees are entitled to be reimbursed reasonable expenses properly incurred when acting on behalf of the charity.

The details of expenses and transactions relating to Trustees are disclosed in note 15 to the accounts. The Trustees are responsible for the remuneration of the charity’s senior management team. Remuneration levels are reviewed annually using appropriate benchmarking for the individual roles.

### Decision Making

In accordance with the charity’s Memorandum and Articles of Association, all recommendations are received by the trustees to discuss at a minimum of five meetings held during the year. All meetings must hold a quorum of three trustees before a decision can be made and ratified.

Third Party Indemnity Provision for Trustees  
Qualifying third party indemnity provision of £2m is in place for the benefit of all trustees of the charitable company at a cost of £1,980.

### Principal Risks and Uncertainties

The Trustees continue to monitor the major risks to which the Charity is exposed. A risk register has been established and, where appropriate, systems and procedures have been established to mitigate the risks faced. The risk register is reviewed regularly by the Finance and Business Development Committee and at least annually by the Board, to ensure all risks are highlighted and mitigation remains suitable to protect the charity’s interests and activities. In addition a COVID-19 specific risk register has been established and is reviewed regularly.

The key risks the charity faces are deemed to be significant matters that would affect its

reputation and ability to operate in accordance with its defined objectives.

The Risk Register defines the principal areas of risk as:

- Operational Issues relating to the delivery of activities to members and including safeguarding matters
- Organisational Issues relating to the structure and management of the organisation
- Financial Issues relating to income and financial management
- Governance Issues relating to the governance of British Dressage
- Reputational Issues that might impact on the Charity's ability to deliver services
- External Issues such as the current global pandemic which impact on all areas of activity

Key administrative controls include formal agendas and minutes for all meetings, detailed terms of reference for all sub-committees, clear authorisation and approval processes and full oversight by the Chair of all matters.

Further details are included in the section above 'Looking ahead to 2021' noting in particular the impact of the coronavirus pandemic which has affected the charity from March 2020 onwards.

## **REFERENCE AND ADMINISTRATIVE DETAILS**

Please refer to page 10 for details of trustees and key service organisations.

## **FINANCIAL REVIEW AND POLICIES**

### **Reserves policy and Going Concern:**

The Trustees aim to see that the charity holds sufficient reserves to provide a high degree of financial resilience in the event of a period of financial difficulty, with the 2020 Coronavirus pandemic proving the need for this. Whilst the level of reserves at 31 December 2019 was

sufficient to support costs for approximately nine months, the unforeseen pandemic has had a major impact on the charity, with the main effect expected to impact the Charity in 2021 as deferred costs are released. The Trustees have set up a review group to look in depth at the reserves policy, considering both the level of operational reserves required (currently a target of 9 to 12 months) and what is required to support investment in the initiatives of the current four year strategic plan.

The Board has reviewed the Charity's activities, financial position and risk management policies together with factors likely to affect future development, including the impact of economic uncertainty on membership and horse registration income. The financial impact of COVID-19 was central to these assessments and whilst financial modelling for 2021 to 2022 indicates that a proportion of these reserves will be utilised in 2021 and potentially beyond during a period of recovery, the Charity will still remain able to operate effectively. Consequently, the Board consider it appropriate for the financial statements to be prepared using the going concern basis of accounting.

Whilst the financial impact of COVID-19 has been considerable, the Charity has responded by reviewing all operations and has secured additional financial support through the UK Government's Job Retention Scheme. The financial outcome for 2020 was strong, closing with free financial reserves of £2.3million, representing about 8 months of operating costs, and cash and cash equivalents of £2.8 million. Given this strong closing financial position, the resilience in recovery of major income streams and the prudent approach to future financial planning, the Board considers that it is appropriate for the financial statements to be prepared using the going concern basis.

### **Investment Policy:**

The charity aims to promote the sport of dressage and provide opportunities and training for its members as a priority. In 2019 the Board had begun to introduce an investment policy to ensure that the best

choices for its long term reserves were made whilst still maintaining the overall objective of achieving the maximum returns possible, but with appropriate security and liquidity. A tender process had identified suitable Investment Managers to advise on the portfolio. In the light of the 2020 Coronavirus pandemic, however, the decision was made to hold all funds in cash deposits and on the short term money market until the Charity has more medium to long term visibility on its changed cash requirements. It is hoped that investment will now commence in late 2021.

### **Financial Overview:**

Overall, British Dressage achieved total income of £3.4 million which after expenditure delivered a net income of £85,166 in the year, bringing its total reserves to £2.3 million.

### **Financial Statements:**

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounting and reporting by Charities: Statement of Recommended Practice (October 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.

The trustees and directors who were in the office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the trustees and directors have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption provided by section 408 and section 414B (b) of the Companies Act 2006.

**Signed on behalf of the board of Trustees.**



**Mrs C M Godfrey**  
**Director**

*Date: 25 August 2021*



## Statement Of Responsibilities Of The Trustees In Respect Of The Trustees' Annual Report And The Financial Statements

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law they are required to prepare the group and parent company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charitable company and of the group's excess of income over expenditure for that period. In preparing each of the group and charitable company financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- assess the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and

- use the going concern basis of accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



# Independent Auditor's Report To The Members Of British Dressage

## Opinion

We have audited the financial statements of British Dressage (the 'parent charity') and its subsidiary (the 'group') for the year ended 31st December 2020 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31st December 2020 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

## Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 22,

the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Based on our understanding of the group and the parent charity and its activities, we identified that the principal risks of non-compliance with laws and regulations related to employment regulation, fraud and non-compliance with implementation of government support

schemes relating to COVID-19, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, inappropriately shifting the timing and basis of revenue recognition, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to fund accounting, and significant one-off or unusual transactions.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the trustees and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the group and the parent charity which were contrary to applicable laws and regulations, including fraud.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;

- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of the audit report

This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.



Ian Holder (Senior Statutory Auditor)  
for and on behalf of Mazars LLP  
Chartered Accountants and Statutory Auditor

First Floor  
Two Chamberlain Square  
Birmingham B3 3AX

*Date: 02 September 2021*

**British Dressage  
(A Company Limited By Guarantee)  
Consolidated Statement Of Financial  
Activities (Incorporating An Income And  
Expenditure Account)  
For The Year Ended 31 December 2020**

All of the results relate to continuing activities and include all gains and losses recognised.

The notes on pages 29 to 43 form part of these financial statements.

	Notes	Unrestricted Fund 2020	Restricted Fund 2020	Total 2020	Total 2019
<b>INCOME</b>					
<b>Income from:</b>					
Other trading activities		268,322		268,322	326,180
Investments	1	8,059		8,059	22,736
Other including Government Furlough Grants		155,322		155,322	251
<b>Charitable activities:</b>					
Membership Subscriptions		1,151,444		1,151,444	1,220,431
Horse Registrations		684,275		684,275	910,050
Training & Education		664,860	12,312	677,173	1,246,472
Affiliated Competitions		136,463		136,463	263,535
Championships		225,572		225,572	738,752
Other Sponsorship		9,964		9,964	-
Other Participant		12,102		12,102	11,471
Gift Aid		91,037		91,037	102,005
<b>Total income</b>		<b>3,407,420</b>	<b>12,312</b>	<b>3,419,732</b>	<b>4,841,883</b>
<b>Expenditure on:</b>					
Raising funds		164,087		164,087	180,177
Charitable Activities		3,115,689	30,831	3,146,520	4,414,103
Other (governance costs)		23,959		23,959	37,173
<b>Total expenditure</b>	2	<b>3,303,735</b>	<b>30,831</b>	<b>3,334,566</b>	<b>4,631,453</b>
<b>Net movement in funds</b>	3	<b>103,685</b>	<b>(18,519)</b>	<b>85,166</b>	<b>210,430</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		2,193,014	30,552	2,223,566	2,013,136
<b>Total funds carried forward</b>		<b>2,296,699</b>	<b>12,033</b>	<b>2,308,732</b>	<b>2,223,566</b>

**British Dressage**  
**(A Company Limited By Guarantee**  
**Registered In England & Wales No. 3443026)**  
**Consolidated And Charity Balance Sheets**  
**As At 31 December 2020**

	Notes	Group		Charity	
		2020	2019	2020	2019
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	4	14,134	17,627	14,134	17,627
Intangible assets	5	316,510	356,800	316,510	356,800
Investments	18	-	-	100	100
		<b>330,644</b>	<b>374,427</b>	<b>330,744</b>	<b>374,527</b>
<b>Current assets</b>					
Stock	6	10,135	10,195	-	-
Debtors	7	343,483	196,192	361,656	221,068
Cash at Bank and in hand		107,827	306,495	21,386	132,540
Term deposits	8	2,688,882	2,559,102	2,688,882	2,559,102
		<b>3,150,328</b>	<b>3,071,984</b>	<b>3,071,924</b>	<b>2,912,710</b>
<b>Current liabilities</b>					
Creditors due within one year	9	<b>(1,172,239)</b>	<b>(1,222,845)</b>	<b>(1,182,304)</b>	<b>(1,206,129)</b>
<b>NET CURRENT ASSETS</b>		<b>1,978,088</b>	<b>1,849,139</b>	<b>1,889,620</b>	<b>1,706,581</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>2,308,732</b>	<b>2,223,566</b>	<b>2,220,364</b>	<b>2,081,108</b>
<b>PROVISIONS FOR LIABILITIES AND CHARGES</b>	10	-	-	-	-
<b>NET ASSETS</b>		<b>2,308,732</b>	<b>2,223,566</b>	<b>2,220,364</b>	<b>2,081,108</b>
<b>REPRESENTED BY</b>	11				
Restricted funds		12,033	30,552	12,033	30,552
Unrestricted funds		2,296,699	2,193,014	2,208,331	2,050,556
Total funds		<b>2,308,732</b>	<b>2,223,566</b>	<b>2,220,364</b>	<b>2,081,108</b>

The individual charity generated a deficit of £3,203 during the year ended 31 December 2020 (2019: surplus £67,972). The financial statements, which have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within CA 2006, Pt 15, were approved by the board and authorised for issue on 25 August 2021 and are signed on its behalf by:

Mrs L WHETSTONE } 

Mrs C M GODFREY } 

**British Dressage**  
**(A Company Limited By Guarantee)**  
**Consolidated Statement Of Cashflows**  
**For The Year Ended 31 December 2020**

<b>GROUP CASH FLOW</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities:</b>		
<b>Net income for the reporting period (as per the statement of financial activities)</b>	85,166	210,430
<b>Adjustments for:</b>		
Depreciation charges	7,494	13,431
Loss/(profit) on the disposal of fixed assets		110
Amortisation of intangible fixed assets	161,098	94,719
Decrease/(Increase) in stocks	60	9,998
Decrease in debtors	(147,291)	98,713
(Decrease)/Increase in creditors	(50,606)	(116,506)
(Decrease) in music licence provision	-	(30,000)
<b>Net cash provided by operating activities</b>	<b>55,921</b>	<b>280,895</b>
<b>Cash flows from investing activities:</b>		
Purchase of fixed assets	(4,001)	(13,967)
Purchase of intangible fixed assets	(120,808)	(254,653)
Investment in short term deposits	(129,780)	(325,447)
<b>Net cash used in investing activities:</b>	<b>(254,589)</b>	<b>(594,067)</b>
<b>Change in cash and cash equivalents in the reporting period</b>	<b>(198,668)</b>	<b>(313,172)</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	<b>306,495</b>	<b>619,667</b>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>107,827</b>	<b>306,495</b>

## Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### Basis Of Preparation

These accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), effective for periods commencing 1 January 2019, and the Companies Act 2006).

The policies applied under the entity's previous accounting framework are not materially different to the triennial review of FRS 102 and have not impacted on the net movement in funds and total funds.

### Public Benefit Entity

The charitable company meets the definition of a public benefit entity under FRS 102.

### Going Concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Financial forecasts and budgets are prepared and reviewed regularly by the Finance and Business Development Committee and by the Board, and in the light of the COVID-19 pandemic all income streams and costs are subject to ongoing review.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### Group Financial Statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary British Dressage

Trading Limited on a line-by-line basis. A separate statement of financial activities for the charitable company has not been presented as permitted by Section 408 of the Companies Act 2006.

### Investments

Long term investments are described as participating interests and are classed as fixed assets. Participating interests are stated at cost in the company balance sheet.

### Depreciation

Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

Office refurbishments  
- 16 percent per annum

Office equipment  
- 25 percent per annum

Furniture, fixtures and fittings  
- 25 percent per annum

### Amortisation

Amortisation is provided on all intangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

Computer software and website development costs - 33 – 50 percent per annum

### Stocks

Stocks are valued at the lower of cost and net realisable value. Cost is computed on a first in first out basis. Net realisable value is based on estimated selling price less the estimated cost of disposal.

### Income

Income represents the amounts derived from the provision of goods and services which fall within the Charity's ordinary activities stated net of value added tax.

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax in relation to donations received under gift aid or deed of covenant is recognised at the time of the donation.

Lifetime memberships received are allocated over a 10 year period. Annual membership income is allocated to a twelve month period based on the timing of receipt of membership in the month.

### **Expenditure And Irrecoverable Vat**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party. It is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be measured reliably.

Costs of raising funds are costs incurred in attracting income and those incurred in trading activities that raise funds. Charitable activities and governance costs are costs incurred in the Charity's core operations including costs relating to governance of the Charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred, either directly or indirectly by the allocation of support costs.

### **Funds**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the company and which have not been designated for other purposes. Restricted funds are funds which are to be used in accordance with specific restriction by donors or which have been raised by the company for particular purposes. The cost of raising and administering such funds are charged against the specific funds. The aim and use of each restricted fund is set out in the notes to the financial statements.

### **Grants**

All grants are credited to income in the period to which they relate. In the year ended 31 December 2020 grants from the UK Government's Job Retention Scheme, (instigated due to the coronavirus pandemic), were received and disclosed as other income.

### **Leases**

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the period of the lease.

### **Cash**

Cash, for the purposes of the statement of cash flows, comprises cash in hand and deposits repayable on demand, less overdrafts repayable on demand.

### **Liabilities**

Liabilities are amounts due to creditors and any provision made as a result of an obligation to transfer economic benefits, usually in the form of a cash payment, to a third party. Liabilities are measured at the settlement amount. A liability is recognised for the amount that the charity anticipates it will pay to settle the debt or the amount it has received as an advanced payment for goods or services it must provide.

### **Defined Contribution Pension Scheme**

Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme. Both the charity and the employee make contributions to the employee's individual pension. All such contributions are held in separate funds which are independent to the charity's finances.

### **Taxation**

British Dressage is a registered Charity and is thus exempt from taxation of its income and gains falling within Section 505 of the Income and Corporation Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No tax charges have arisen in the year. No tax charge has arisen in the trading subsidiary, British Dressage Trading Limited, due to their policy of gifting all their taxable profits to British Dressage each year.

### **Critical Accounting Estimates And Areas Of Judgement**

The preparation of the financial statements requires management to make significant judgements and estimates. The areas where these judgements and estimates have been made include:

### *Trade debtors and other debtors*

Trade debtors and other debtors consists of amounts due from external organisations and individuals including customers. An allowance for doubtful debt will be maintained for any estimated losses resulting from the viability of these external organisations and individuals to make the required payments. Any allowance is based on the group's regular assessment of the credit worthiness and financial conditions for those external parties included within trade debtor balances.

### *Depreciation, amortisation and residual values*

The directors have reviewed the asset lives and associated residual values of all fixed tangible assets and intangible assets, and in particular, the useful economic lives and residual values of office refurbishment assets, office equipment, furniture, fixtures and fittings and software, and have concluded that the asset lives and residual values are appropriate.

### **Financial Instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

**British Dressage**  
**(A Company Limited By Guarantee)**  
**Notes To The Financial Statements**  
**For The Year Ended 31 December 2020**

**1 Investment Income**

	<b>2020</b> £	<b>2019</b> £
Bank interest receivable	8,059	22,736
	<u>          </u>	<u>          </u>

**2 Expenditure**

<b>DIRECT COSTS</b>		
Trading activities	164,087	180,177
Member and Horse	133,640	239,534
Training and Education	751,281	1,591,710
Affiliated competitions	30,523	40,634
Championships	439,726	885,755
Staff costs	950,485	855,517
BEF Funding	67,820	66,490
Marketing and promotion	40,475	70,289
	<u>2,578,037</u>	<u>3,930,106</u>
<b>SUPPORT OVERHEADS</b>		
Salaries and wages	164,903	142,150
Staff expenses	8,282	8,603
Rent, rates, service & maintenance	68,763	67,888
Office sundries	1,263	3,984
Computer and machine maintenance and support	137,003	83,145
Telephone	6,545	7,799
Printing and stationery	6,079	7,026
Postage	13,108	23,605
Meetings	1,700	4,875
Bad debts	7,505	741
Legal and professional	10,304	12,544
Depreciation	168,592	108,150
Asset disposal	-	11
Irrecoverable VAT	88,860	138,399
Bank and other charges	49,663	55,253
	<u>732,569</u>	<u>664,173</u>
<b>GOVERNANCE COSTS</b>		
Directors costs	4,124	17,028
Fees payable to the company's auditor	12,930	14,194
CEO and COO board meeting costs	6,905	5,952
	<u>23,959</u>	<u>37,174</u>
<b>Total expenditure</b>	<u><u>3,334,566</u></u>	<u><u>4,631,453</u></u>

**British Dressage**  
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**For The Year Ended 31 December 2020**

**3 Result For The Year**

	<b>2020</b>	<b>2019</b>
	£	£
The result for the year is stated after charging:		
Auditors remuneration:		
Fees payable to the company's auditor for the audit of British Dressage accounts	10,500	9,000
Fees payable to the company's auditor for the audit of British Dressage Trading Limited accounts	-	2,000
Fees payable to the company's auditor for services relating to taxation	3,455	3,190
Employer's Pension Costs:	94,125	87,303
Operating lease rentals:		
Land and buildings:		
Office rental	38,384	36,708
Office service charge	17,028	19,215
Storeroom rental	2,050	2,050
Plant and machinery:		
Photocopier	994	1,171
Pool cars	5,218	3,479
Depreciation of tangible fixed assets:		
Owned assets	7,494	13,431
Loss on disposal of fixed assets	0	110
Amortisation of intangible fixed assets:		
Owned assets	161,098	94,719

**British Dressage**  
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All tangible fixed assets owned by the charity are used for direct charitable purposes. Depreciation is charged against charitable activities.

**4 Tangible Fixed Assets Group and Charity**

	Office Refurbishment	Office Equipment	Furniture and Fixtures	Total
	£	£	£	£
1 January 2020	26,837	80,868	37,602	145,307
Additions	-	4,001	-	4,001
Disposals	-	-	-	-
31 December 2020	<u>26,837</u>	<u>84,869</u>	<u>37,602</u>	<u>149,308</u>
Depreciation				
1 January 2020	26,837	63,335	37,508	127,680
Charge for the year	-	7,405	89	7,494
Disposals	-	-	-	-
31 December 2020	<u>26,837</u>	<u>70,740</u>	<u>37,597</u>	<u>135,174</u>
Net book amount				
31 December 2020	-	14,129	5	14,134
31 December 2019	<u>-</u>	<u>17,533</u>	<u>94</u>	<u>17,627</u>

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All intangible fixed assets are specifically developed for the charity and are used or intended for use for direct charitable purposes. Depreciation is charged against charitable activities.

**5 Intangible Fixed Assets Group  
and Charity**

	Software £	Total £
1 January 2020	510,902	510,902
Additions	120,808	120,808
Disposals		
31 December 2020	<u>631,710</u>	<u>631,710</u>
Amortisation		
1 January 2020	154,102	154,102
Charge for the year	161,098	161,098
Disposals	-	-
31 December 2020	<u>315,200</u>	<u>315,200</u>
Net book amount		
31 December 2020	<u>316,510</u>	<u>316,510</u>
31 December 2019	<u>356,800</u>	<u>356,800</u>

**British Dressage**  
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**Notes To The Financial Statements**  
**For The Year Ended 31 December 2020**

**6 Stocks**

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
	10,135	10,195	-	-
	<u>10,135</u>	<u>10,195</u>	<u>-</u>	<u>-</u>

**7 Debtors: amounts falling due within one year**

	2020	2019	2020	2019
Trade debtors	169,024	67,979	166,898	32,885
Other debtors	108,222	52,631	107,624	49,654
Amount due from subsidiary	-	-	20,896	64,047
Prepayments	66,237	75,582	66,238	74,482
	<u>343,483</u>	<u>196,192</u>	<u>361,656</u>	<u>221,068</u>

**8 Current Asset Investments**

Fixed Term Deposits	2,688,882	2,559,102	2,688,882	2,559,102
	<u>2,688,882</u>	<u>2,559,102</u>	<u>2,688,882</u>	<u>2,559,102</u>

**9 Creditors: amounts falling due within one year**

	2020	2019	2020	2019
Trade creditors	86,643	154,907	101,711	148,215
Other creditors	5,504	5,767	501	5,767
Amount due to subsidiary	-	-	-	6,246
Taxation and social security	52,722	38,730	52,722	38,730
Accruals	98,142	51,572	98,142	46,302
Deferred membership, sponsorship and other income	929,228	971,869	929,228	960,869
	<u>1,172,239</u>	<u>1,222,845</u>	<u>1,182,304</u>	<u>1,206,129</u>

All deferred income arose in the year under review.

**British Dressage**  
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**10 Provision for Liabilities & Charges**

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
LICENSING AGREEMENT				
1 January	-	30,000	-	30,000
Movement for the year	-	(30,000)	-	(30,000)
31 December	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

The provision in respect of licensing agreements related to obligations which were under negotiation and were concluded in 2019.

**11 Fund Balances 2020**

	Unrestricted	Restricted	Total Fund	
	2020	2020	2020	
	£	£	£	
Tangible and Intangible fixed assets	330,644	-	330,644	
Investments	-	-	-	
Cash at bank and in hand	95,794	12,033	107,827	
Term deposits	2,688,882	-	2,688,882	
Other current assets	353,618	-	353,618	
Creditors	(1,172,239)	-	(1,172,239)	
	<u>          </u>	<u>          </u>	<u>          </u>	
31 December	2,296,699	12,033	2,308,732	
	<u>          </u>	<u>          </u>	<u>          </u>	
MOVEMENT of FUNDS 2020				
1 January	2,193,014	30,552	2,223,566	
Movement for the year	103,685	(18,519)	85,166	
	<u>          </u>	<u>          </u>	<u>          </u>	
31 December	2,296,699	12,033	2,308,732	
	<u>          </u>	<u>          </u>	<u>          </u>	
RESTRICTED FUNDS 2020				
	1 Jan 2020	Income	Expenditure	31 Dec 2020
Saddlers grant	2,000	1,000	(50)	2,950
Donation	19,083	-	(10,000)	9,083
Excel Talent fund	9,469	-	(9,469)	-
Sport England	-	11,312	(11,312)	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
	30,552	12,312	(30,831)	12,033
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

**British Dressage**  
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A summary of the fund is further explained in the Accounting policies on page 30. The purposes of the 2020 restricted funds are as follows:-

Saddlers grant – Contribution to the Young Professionals Programme and support for Dressage Academies

Donation – Dressage Academies

Excel Talent fund, Sport England – Dressage Academies

FUNDS 2019	Unrestricted 2019 £	Restricted 2019 £	Total Fund 2019 £
1 January	2,005,436	7,700	2,013,136
Movement for the year	187,578	22,852	210,430
31 December	2,193,014	30,552	2,223,566

RESTRICTED FUNDS 2019	1 Jan 2019	Income	Expenditure	31 Dec 2019
Saddlers grant	-	3,000	1,000	2,000
Donation	-	30,000	10,917	19,083
Excel Talent fund	-	16,840	7,371	9,469
Sport England	7,700	7,500	15,200	-
	7,700	57,340	34,488	30,552

**British Dressage**  
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**12 Legal Status of the Charity**

British Dressage is a company limited by guarantee, not having share capital. In the event of the company being wound up, the liability of each member is limited to £1. At 31 December 2020 there were 15,273 members. (2019 15,728)

**13 Financial Commitments**

At 31 December 2020 the group and the charity had minimum lease payments under non-cancellable operating leases as follows:

The group and the charity had no future capital commitments at 31 December 2020 (2019: £ nil).

	2020	2019
	£	£
Land and buildings		
Expiring within one year	36,708	36,708
Expiring within one to five years	146,832	146,832
Expiring over five years	110,124	146,832
Plant and machinery		
Expiring within one year	5,219	5,219
Expiring within two to five years	1,740	6,959

**British Dressage**  
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**14 Related Party Transactions**

During the year ended 31 December 2020 the following fees and expenses were paid to the trustees:-

	Trustees Expenses Mileage, flights, subsistence £	Judge/Training Fees £	Total £	Amount due to trustees as at 31 December 2020 £
S Bates	259		259	
J Frizzell	1,766		1,766	
C M Godfrey	280		280	
J Harvey	270		270	
P Hayler	758	1,000	1,758	
S Homewood	-		-	
C Moir	2,398	3,983	6,381	
P Storr	221	7,593	7,814	208
L Whetstone	63		63	

No trustee received any other remuneration including pension benefits from the charity during the year.

The charity considers the trustees to be key management personnel as disclosed on the reference and administration page

There are no donations or restricted donations from related parties.

**Trustee Indemnity Insurance**

Trustee Indemnity Insurance cover amounted to a limit of £2million in 2020 at a cost of £1,980 (2019: £2 million)

**British Dressage**  
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**15 Staff Costs**

15 STAFF COSTS	2020	2019
	£	£
Wages and salaries	1,166,631	1,079,106
Termination payments (ex gratia)	-	4,906
Social Security costs	102,689	95,413
Pension costs	94,125	87,303
Other costs and employee benefits	12,371	21,498
	<u>1,375,816</u>	<u>1,288,226</u>

The charity contributes to a defined contribution pension scheme. The scheme assets are held separately from those of the charity in an independently administered fund. The pension cost charge above represents contributions payable by the group and the charity to the fund. There were no outstanding contributions due to the fund at 31 December 2020 (2019: nil).

Other costs and employee benefits include health and insurance benefits and recruitment expenses.

The total paid to employees as ex gratia termination costs in the period was £nil (2019: £4,906)

The total remuneration paid to Key Management personnel, including benefits and employer pension contributions amounted to £173,319 in 2020 (2019: £171,105)

The number of employees whose emoluments as defined for taxation purposes amounted to more than £60,000 in the year were as follows:

	2020 Number	2019 Number
£100,001 - £110,000	1	1
£ 60,001 - £70,000	1	-

Pension contributions for the above amounted to 2020 £13,981 (2019: £8,505)

The average number of employees calculated on an average basis analysed by function was:

	2020 Number	2019 Number
Charitable activities	37	35
Cost of raising funds	2	2

**British Dressage**  
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**16 Financial Instruments**

	2020	2019
	£	£
Financial assets measured at fair value	-	-
	<u>          </u>	<u>          </u>
Financial assets at amortised cost	3,140,193	3,061,789
	<u>          </u>	<u>          </u>
Financial liabilities at amortised cost	1,172,239	1,222,845
	<u>          </u>	<u>          </u>

Financial assets measured at fair value comprise investments.

Financial assets measured at amortised cost comprise cash, trade debtors, other debtors and receivables.

Financial liabilities measured at amortised cost comprise trade creditors and other creditors.

**17 Post Balance Sheet Events**

The global pandemic from the outbreak of COVID-19 is still considered to be a non-adjusting event. The impact of COVID-19 became significant in March 2020 and continues to cause widespread disruption to normal patterns of business activity across the world, including the United Kingdom.

**British Dressage**  
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**Notes To The Financial Statements**  
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**18 Subsidiary Company**

British Dressage Trading Limited, company registered in England & Wales number 08712159, is a wholly owned subsidiary of British Dressage. British Dressage Trading undertakes the trading activities of the charity and gift aids its taxable profits to the charity. The trading results of the subsidiary are included in the consolidated accounts. The audited results for the subsidiary are as follows:

	<b>2020</b>	<b>2019</b>
	£	£
TURNOVER	207,215	326,180
Direct costs	(78,868)	(117,665)
GROSS RESULT	<u>128,347</u>	<u>208,515</u>
Administrative expenses	(39,978)	(66,057)
RESULT ON ORDINARY ACTIVITIES BEFORE TAXATION	<u>88,369</u>	<u>142,458</u>
Taxation for the year	-	-
RESULT ON ORDINARY ACTIVITIES AFTER TAXATION	<u>88,369</u>	<u>142,458</u>
PROFIT FOR THE FINANCIAL YEAR	<u><u>88,369</u></u>	<u><u>142,458</u></u>
<b>The aggregate of assets, liabilities and fund:</b>		
Assets	162,788	229,566
Liabilities	(74,319)	(87,008)
Funds	<u><u>88,469</u></u>	<u><u>142,558</u></u>



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