



Annual General Meeting

12 October 2021

AGM Agenda 2021

1. Introduction
2. Ordinary Business
3. Special Business
4. Chairman's Overview
5. Chief Executive's Report
6. Chief Operating Officer's Report
7. Director Reports
8. Member Questions



AGM – Ordinary Business



1. To receive the Financial Statements of British Dressage for the year ended 31 December 2020 and the Directors' and Auditors' Reports thereon.
2. To reappoint the auditors of British Dressage and to authorise the Board to fix their remuneration.

3. That the draft articles of association submitted to the meeting and for the purpose of identification signed by the Chairman thereof be and the same are hereby approved and adopted as the articles of association in substitution for and to the exclusion of all the existing articles of association of British Dressage.

AGM – First Ordinary Resolution

- To receive the Financial Statements of British Dressage for the year ended 31 December 2020 and the Directors' and Auditors' Reports thereon.

Finance Report



Caroline Godfrey Finance Director



Headlines for 2020

- Result for the year was a surplus of £85,166, a much better position than originally forecast when COVID-19 started.
- All of the surplus was created through BD Trading Ltd - £88k in total, though down from £142k in 2019.
- However, full financial impact of COVID-19 will be seen over a two-year period, with a loss forecast in 2021.

Key numbers in 2020

- **Total income fell from £4.8m to £3.4m**
- Membership down by £69k, a fall of 5.6%
- Horse registrations down by £226k, a fall of 25%
- Competitions, championships and training activities down by £1.2m, a fall of 54%

- **Total costs fell from £4.6m to £3.3m**
- Competitions, championships and training activities down by £1.27m, a fall of 29% (with some costs deferred into 2021)
- Over £150k received by BD through the government's job retention scheme when staff had reduced or nil activity possible.

Key Factors

- Loyalty of members: whilst members did retain all benefits during lockdown (apart from the ability to compete), it was welcomed that so many felt able to support BD throughout.
- Horse registration extensions were offered as lockdowns continued – the impact of this will also be reflected in the 2021 accounts, as the original horse registration income has been spread over the much longer period.

Income and Expenditure 2020



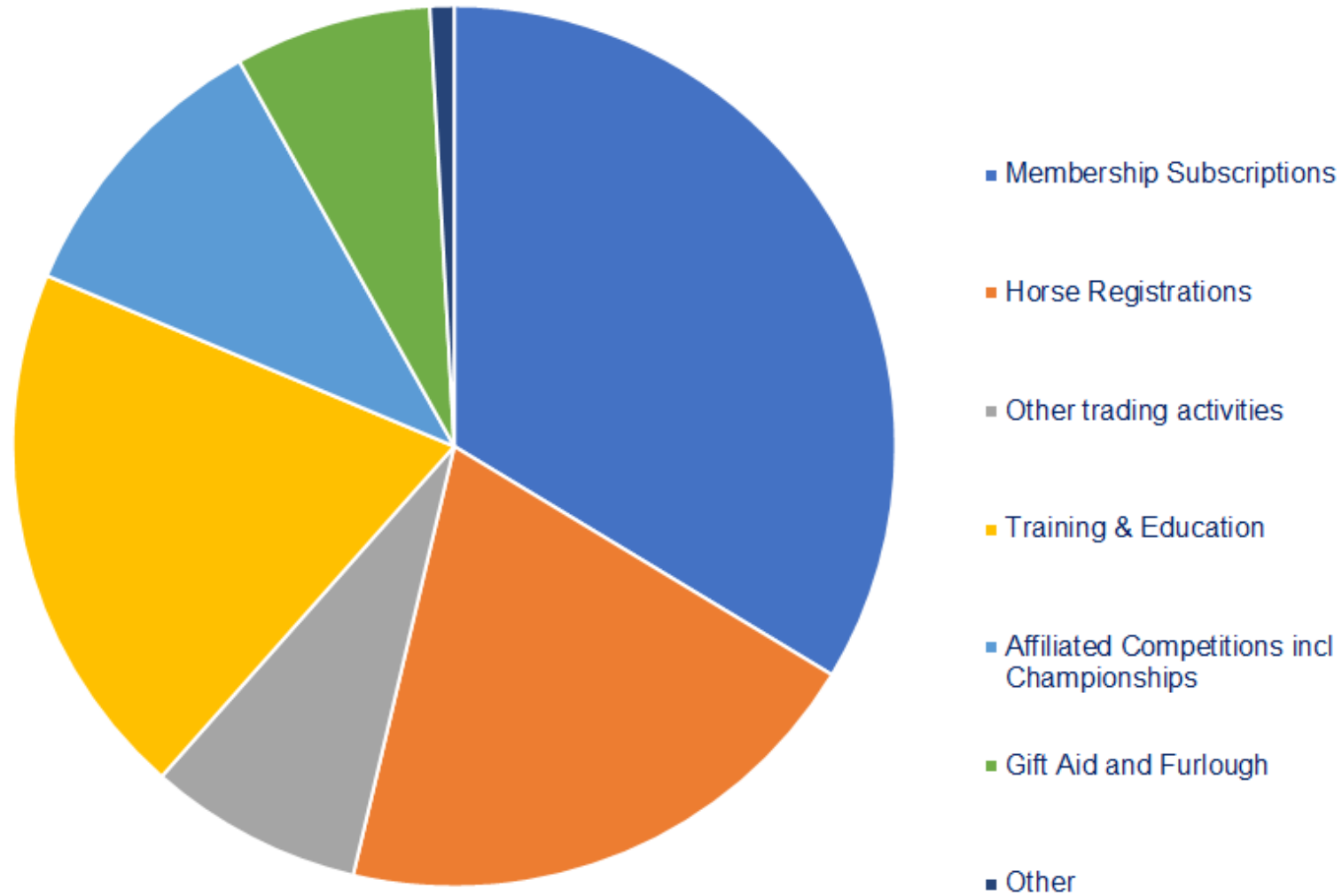
	Unrestricted Fund 2020	Restricted Fund 2020	Total 2020	Total 2019
Income from:				
Other trading activities	268,322		268,322	326,180
Investments	8,059		8,059	22,736
Other	155,322		155,322	251
Charitable activities:				
Membership Subscriptions	1,151,444		1,151,444	1,220,431
Horse Registrations	684,275		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 and Furlough	91,037		91,037	102,005
Total	3,407,420	12,312	3,419,732	4,841,883
Expenditure on:				
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
Total	3,303,735	30,831	3,334,566	4,631,453
Net movement in funds	103,685	-18,519	85,166	210,430
Reconciliation of funds:				
Total funds brought forward	2,193,014	30,552	2,223,566	2,013,136
Total funds carried forward	2,296,699	12,033	2,308,732	2,223,566

Balance Sheet 2020



	2020	2019
	£	£
Fixed assets		
Tangible assets	14,134	17,627
Intangible assets	316,510	356,800
Investments	-	-
	330,644	374,427
Current assets		
Stock	10,135	10,195
Debtors	343,483	196,192
Cash at Bank and in hand	107,827	306,495
Term deposits	2,688,882	2,559,102
	3,150,328	3,071,984
Current liabilities		
Creditors due within one year	(1,172,239)	(1,222,845)
NET CURRENT ASSETS	1,978,088	1,849,139
TOTAL ASSETS LESS CURRENT LIABILITIES	2,308,732	2,223,566
NET ASSETS	2,308,732	2,223,566
REPRESENTED BY		
Restricted funds	12,033	30,552
Unrestricted funds	2,296,699	2,193,014
Total funds	2,308,732	2,223,566

BD Income 2020



What about 2021?

- Even with a much better outcome for 2020 and a faster recovery than expected, BD is still forecasting a small deficit for 2021.
- Full impact of the horse registration concessions.
- Extra operational activity costs, due to rescheduled events.
- Investment in the new National championships at Somerford.
- Ongoing IT investment, with amortisation costs at highest level in 2021.
- Member subscription fees not increased since January 2019.

What about BD's Reserves?

- A reserves policy reflects a charity's strategic planning, budgeting and risk management processes.
- BD has strong reserves, supported by cash, and is now reviewing the level of reserves that is required to support the business and to fund the strategic plan.
- How much do we need to support the business if there was a significant loss of income for a short to medium term period, and to enable recovery afterwards?
- Has BD sufficient resources to respond to investment and growth opportunities as set in the strategic plan, that can't be funded through annual income?
- Reserves will be invested to ensure that any funds maintain their value, as far as possible.

Finally thank you...

- to all our members for your continued support
- to BD's finance team, to Andie Derry in her interim role
- to BD's Senior Management and dedicated team of staff
- to the members of the Finance & Business Development Committee, who assist in exercising good governance and financial control
- to Mazars, our auditors.

AGM – Second Ordinary Resolution



- To reappoint Mazars as the auditors of British Dressage and to authorise the Board to fix their remuneration.

AGM – Special Resolution



- That the draft articles of association submitted to the meeting and for the purpose of identification signed by the Chairman thereof be and the same are hereby approved and adopted as the articles of association in substitution for and to the exclusion of all the existing articles of association of British Dressage.

Director Election Results

Harry Payne
Elected as Training Director



Director Election Results

Tracy Ormrod
Elected as Para Director



Chairman's Overview

Linda Whetstone Chairman



Headlines for 2021

- A year with much to celebrate and be proud of in British Dressage.
- Majority of fixture calendar salvaged, despite three-month lockdown.
- Regionals, Area Festivals and Winter Championships all rescheduled.
- An unprecedented summer season of high-profile championships; Olympics, Paralympics and Europeans.
- BD National Championships moved to a new home in Somerford.
- Inaugural Summer Area Festivals and Championships at Arena UK.

Chairman's Overview

Phenomenal Medal Success

- Best summer ever for British Equestrian sport.
- Total of 14 medals won by our athletes in Tokyo across four disciplines.
- Olympics – team and individual bronze.
- Paralympics – team gold, two individual golds, three individual silvers and two bronze medals.
- Europeans – team silver and individual bronze.
- U21 Juniors – two individual silver medals.



Chief Executive's Report



Jason Brautigam Chief Executive



Business Overview

- Difficult start to the year with lockdown and suspension of all activity in Q1.
- Primary focus was on a swift resumption of activity once restrictions lifted.
- Operational Plan published in mid-February, including ambitious calendar.
- Winter season and Summer qualification run in parallel during Q2 to allow members to use qualifications and fulfil championship ambitions.
- Membership recovered to pre-pandemic levels within ten weeks of restart.
- This allowed us to plan ahead with confidence for busy summer season of championships, including Nationals, Area Festivals, Associated & Quest.

Business Overview

- Resumption of activity from 29 March provided platform for fresh start.
- New BD brand identity launched to coincide with competitions restarting.
- New four-year strategic plan also finally launched at the end of June.
- New judge education system continues to be rolled out, with technical modules available from August 2021 onwards.
- Other commercial initiatives include new clothing range and media partnership with Horse & Country to live stream BD shows.
- Major investment into new format and timetable for National Championships.

From Tokyo to Paris

- Competition – to provide competition and championship opportunities for all, from grass roots to Grand Prix.
- Participation – to make dressage accessible to as wide an audience as possible.
- Education – to provide training and development opportunities for everyone.
- Promotion – to increase awareness and understanding of the sport, generating more interest in dressage at all levels.
- Governance – to set high standards and ensure the sport is run professionally, efficiently and effectively.

Membership Update



- Membership and horse registration buoyant – total members at highest level since January 2019, while horse registrations are now at record levels.
- Total active members is currently 17,200, compared to 14,700 at the same point in 2020, which equates to a **17% increase**.
- Total active horses is currently 16,100, compared to 12,600 at the same point in 2020 which equates to a **27.5% increase**.
- Review of our membership packages and benefits to add value and encourage new members to try affiliated dressage.

Chief Operating Officer's Report



Ben Waterhouse
Chief Operating Officer

www.britishdressage.co.uk



Operational Update



IT Systems

- Development of BD Online to provide additional functionality and reporting capability.
- Scoping for Training & Education database development, work due to start in October.

Event Booking Platform

- Transition in progress from the existing Bookwhen system to Horse Monkey platform.
- Simpler, better integrated and more user-friendly experience for members and staff.
- Potential to link event booking and attendance directly to BD online member profile.

Insurance Tender

- Full review and tender process completed for BD business and member insurance.
- KBIS appointed as new insurance provider and BD partner, with effect from July 2021.
- Complete insurance assessment to ensure our policies remain fit for purpose and provide value for money.

Regional Restructure

- Reduction from eight regions down to six, implemented at the start of 2021.
- Change in focus for Development Officer role and responsibilities.
- All Regional Representatives retained within the new structure.

Participation

- Total of 7,156 attendees in regional training activity, despite Q1 in lockdown.
- Zoom / online delivery remains very popular; 258 Judge sessions with 1,840 attendees.

Regional Team Competitions

- Successful Senior and Youth Home Internationals at Vale View and Mount Ballan.
- Team Competition review due to take place before the end of 2021.

BD Team – New Appointments

New appointments

- Training & Education Assistant – Mimi Baynes
- Sports Operations Officer – Nikki Birt
- Digital Marketing Coordinator – Alice Daish
- Membership Assistant – Shelby Cherrington
- Para International Officer – Felicity Towers (maternity cover)
- Development Officer (Scotland) – Kerry Sutherland (maternity cover)

Business Operations

- Continuation of home working and development of a hybrid working model.
- Staffing at BD head office on a rota basis throughout non-lockdown periods.
- IT investment has facilitated transition to remote working and enabled us to continue delivering consistent service levels for members.

Volunteer Update



Thank you for your help and support:

Technical Committees

Sophie Wells – Para
Becky Moody – Training
Clive Halsall – Judges
Jane Peberdy – Judges
Nikki Herbert – Judges
Jo Lees – Youth

Please see the BD website for details of our latest volunteer committee vacancies.

Regional Committees

Tim Downes – North & West Chair
Sue Blackshaw – North & West Youth Rep
Jo Lees – South & West Youth Rep
Joyce Wood – South & East Para Rep
Yvonne Huber – South & East Judges Rep
Amelia Ratcliffe-Smith – Scotland Marketing Rep
Kelly Bergheim – Wales Youth Rep
Megan Roberts – Wales Youth Rep
Tracy Ormrod – Wales Para Rep
Jen Smithson – Wales Marketing Rep
Lorry Davies – Wales Quest Rep

Sport Operations Update



Simon Bates Sport Operations Director



Sport Operations Update



- 2021 Sport Operations strategy was re-aligned to deliver a complete calendar once sport resumed, with future developments pushed back for delivery in 2022/23.
- Record number of starters during the busy summer period from May to August, with rescheduled Winter season and summer qualification running in parallel.
- Starter levies since the resumption of sport in April have been well above budget, resulting in only a limited £30k shortfall overall due to three month lockdown.
- Total of 1,562 national fixtures run between 29 March and 30 September 2021.

Sport Operations Update



Winter season

- Qualified numbers at Winter Regionals & Music – 2,863 & 748 (compared to 2,159 & 741 in 2020)
- Qualified numbers at the Area Festivals in 2021 – 11,937
- Total number of starters at the Winter Championships / Area Festival Championships – 1,050

Summer season

- Qualified numbers at Summer Regionals – 3,347 (compared to 2,602 in 2019)
- Total number of starters at the National Championships – 659 (increase of 245 on 2019 numbers)
- Qualified numbers at the Summer Area Festivals & Music – 10,615 & 1,288
- Total number of starters at the inaugural Summer Area Festival Championships – 674

Quest Competitions

- 2021 focused on maximising opportunity for Quest riders, due to the restricted season, and implementing a new structure to give increased opportunity to reach a regional final.
- New structure has had a mixed response; to be fully reviewed before the new 2022 season.

2022 Rules Summary



Competition Rules

- Limited changes for 2022; focus on providing additional clarity in specific areas.
- Area Festival qualification to return to three scores over 60% for one Area Festival, and then 3 further scores of 60% for each subsequent Area Festivals
- Change of rider rule now applicable across all championships (excluding Area Festivals as this applies to the combination).
- FEI tests will be used in all national and international competitions running at PSG and above in 2022; no national versions will be available.
- Whips at championships; rider will be allowed to ride test, but the elimination will still stand.

2022 Rules Summary

- If a test is suspended due to extreme weather conditions, the rider will have the choice to start again (marks will only be given from the movement where the test was halted) or resume from the point of stoppage.
- Prize money paid by BACS must be paid within 14 days from the last day of the competition.

Welfare Rules

- Mandatory spurs requirement to be removed for all national competitions at Advanced level and above.
- BD will be fully aligned with the FEI rules on sensory hairs and riders will be eliminated for any breaches.
- Welfare rules for surgical procedures will have additional clarity and specific examples.

International Update



Judy Harvey International Director



Senior International

Toyko Olympics 2020

- Charlotte Dujardin and Gio
- Carl Hester and En Vogue
- Lottie Fry and Everdale
- Gareth Hughes and Sintano van Hof Olympia (travelling reserves)

Team Bronze and Individual Bronze for Charlotte and Gio

Europeans 2021 – Hagen, Germany

- Charlotte Dujardin and Gio
- Carl Hester and En Vogue
- Lotte Fry and Everdale
- Gareth Hughes and Sintano van Hof Olympia

Team Silver and Individual Freestyle Bronze for Charlotte and Gio



Senior & U25 International

U25 Europeans 2021 – Hagen, Germany

- Lucy Amy and Rudy,
- Lewis Carrier and Diego V
- Alex Harrison and Diamond Hill
- Ellie McCarthy and GB Londerro V Worrenburg
- Lewis Carrier finished twelfth in the Freestyle

Team fifth and Lewis Carrier and Diego V 12th in the Freestyle

Aachen Nations Cup

- Lottie Fry and Dark Legend
- Lara Butler and Kristjan
- Susan Pape and Harmony's Eclectisch
- Fiona Bigwood and Hawtins Delicato

Team Bronze



Senior International

World Breeding Championships – Verden, Germany

- **6YO** - Charlotte Fry and Kjento – Champion
(Negro x Jazz – breeder: A.J. van Os NED)
- **6YO** - Greg Simms and Waverly Fellini – 16th
(Fürstenball x Sandro Hit – breeder: Sara Longworth, GBR)
- **6YO** – Sarah Millis and Kodora SRV – 28th Small Final
(Lord Leatherdale x Andretti – breeder: Stoeterj Raayerveld, NED)
- **5YO** - Luke Baber-Davies and Vaudeville Carrus – 21st Small Final
(Vivaldi x Davingon II – breeder: Jukka & Helena Mty Niiranen, FIN)



U21 International

Junior and Young Rider Europeans - Oliva Nova, Spain

- Annabella Pidgley and Sultan des Paluds FRH
- Holly Kerlake and Extasia
- Gemma Owen and Sirius Black
- Mette Dahl and Florina 146

Junior team sixth and Individual and Freestyle silver for Annabella Pidgley

- Caitlin Burgess and Chocotof
- Jess McConkey and Lady Gaga
- Charlotte McDowall and Alivia

Young Riders team seventh and Caitlin Burgess 15th in the Individual

Pony Europeans - Strzegom, Poland

- Ruby Hughes and Hilkens Showgirl
- Gracie Morgan and Ella



Para Update

Julie Frizzell Para Director



Para International

Tokyo Paralympics 2020

- Lee Pearson and Breezer
- Natasha Baker and Keystone Dawn Chorus
- Sophie Wells and Don Cara

Team Gold

Individual medals

- Lee Pearson and Breezer
Grade II Individual and Freestyle Gold
- Georgia Wilson and Sukara
Grade II Individual and Freestyle Bronze
- Natasha Baker and Keystone Dawn Chorus
Grade III Individual and Freestyle Silver
- Sophie Wells and Don Cara M
Grade V Individual Silver



Para Update

Para Winter Championships - Myerscough

- Total of 108 entries for 2021 – COVID impacted.

Gold Semi Final and Festival of Para Dressage – Wellington Riding

- Total of 98 entries over the three days of competition.
- New Festival format was very well received.

Summer Bronze & Silver Championships – Solihull Riding Club

- Total of 78 entries over the two days of competition.

Gold Para Championships – Somerford Park

- 20 entries went down the centre line across all five grades.

*With thanks to Myerscough, Wellington Riding, Solihull
and Show Direct for their support in hosting these
championships*



Marketing Update

Suzanne Homewood
Business Development Director



Marketing Update



Marketing activity during 2021

- **Rebrand of British Dressage**
 - New membership materials
 - Digital marketing content
 - Advertising and campaigns
- **New clothing range launched**
- **BD at Home initiative**
- **National Championships**
 - New branding and design
 - Digitalisation of Championships: digital tickets, online entries, live scoring, Spectator Judging app, Facebook live streaming of BD Fan Zone.



Marketing Update

Olympic social coverage & reach

Facebook

Post reach

1,073,376

People reached ▲756%



The number of people who saw any of our posts at least once

Post engagement

399,603

Post engagement ▲1550%



The number of times that people engaged with our posts through reactions, comments, shares & clicks

Instagram

Accounts reached	73,728	+160%
Content interactions	125,443	+1,801%
Growth in followers	1,689	+3.1%

Twitter

Tweet impressions
622K ↑644.5%

Profile visits
50.8K ↑822.4%

Mentions
419 ↑554.7%

Followers
57.4K ↑593

Website

Measurement	Number	Increase on previous week
Users	74,864	+284%
New users	63,489	+426%
Page views	276,929	+426%



*Blue line shows the week of the Olympics, orange line shows the week prior to the Olympics

Raising the profile of dressage:

- Over a million people reached on Facebook
- 37,900 people reached on Instagram, who weren't already following BD
- Impact of Charlotte Dujardin becoming the most decorated British female Olympian of all time

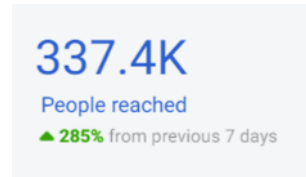


Marketing Update

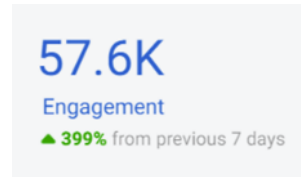
Paralympic social coverage & reach

Facebook

Post reach



Post engagement



Instagram

Post reach	39,600
Content interactions	15,960
New followers	212

Raising the profile of para dressage:

- Almost half a million people reached across social media platforms
- Over 100,000 interactions with the content BD shared

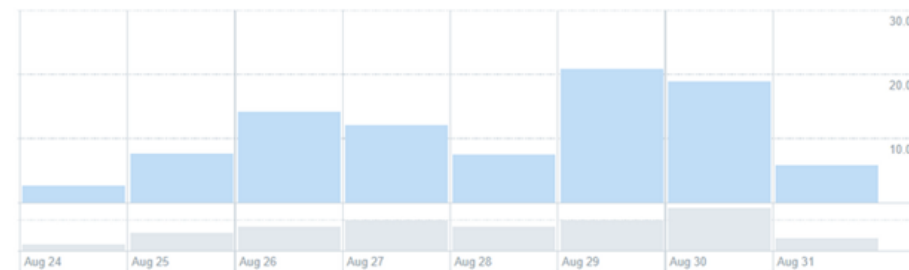
Website: Tokyo Hub

Total number of page views: 5,241

Sources	Number
Google	1,790
Direct	1,460
Facebook	1,351
Bing	192
Instagram	141

Twitter

Your Tweets earned 89.6K impressions over this 8 day period



Plans for 2022

- **Increased member digital content**
 - Raise the profile and awareness of dressage, making the sport more accessible.
 - Sharing member stories at all levels to inspire and attract new members.
 - Providing added value to membership through BD at Home content.
- **Enhanced package of member benefits**
 - Working with sponsors and partners to add value to our membership categories.
 - Partnering with new brands to provide additional benefits to our members.
- **Digitalisation of BD events**
 - Making events more interactive and engaging for our members by embracing technology.

Training Update



Paul Hayler Training Director



Coach development update

- Six Level 2 courses and one Level 3 course delivered in 2021.
- 108 Level 2 Dressage specific coaches and 141 Level 3 Dressage specific coaches to date, with one Level 2 Assessment day and one Level 3 Assessment day to go.
- 224 Accredited and Recognised coaches on the Coaches Database in 2021.
- BD has taken on the running of National Development Programme for Coaching Excellence.
- Implementation of new CPD approval scheme for coach development.
- Technical trainer recruitment ongoing, currently 45 high profile trainers signed up, with technical days available for coaches and judges from the winter.
- Development of BD specific coaches' package due for launch in 2022.

Training Update

Young Horse Championships 2021

- Two Semi Finals – Hartpury and Port Royal
- Seven year old final at the National Championships for the first time this year.
- Total number of entries in qualifiers:
 - 167 four year olds
 - 212 five year olds
 - 106 six year olds
 - 75 seven year olds



Training Update

2021 National Convention - 'Making Medallists'

Featuring Katrina Wurst, Phillip & Christoph Hess, with appearances from Ferdi Eilberg and British Equestrian World Class Programme support staff.

- 7 & 8 November at Hartpury College.
- Day tickets from £30; weekend passes from £45.
- Limited number of tickets for in person attendance.
- Live streaming passes will also be available.

Harrison Clark Rickerbys

National Convention

Live and online | 6 & 7 November 2021
Hartpury University & College, Gloucs



Judges Update



Peter Storr Judges Director



Judge Education Project – previous system

- Due to Covid, no testing took place in 2020 and early 2021.
- FEI Levels have all been accommodated at High Profile competitions.
- All candidates provided a free opportunity to refresh before assessment.
- Non-FEI levels will be provided the opportunity to book an assessment before the end of 2021.



Judges Update

Judge Education Project – new system

- Total number of registrations received – 588
- Non-technical modules rolled out in August 2021; 478 candidates have completed since launch.
- Technical modules now live; 188 candidates have completed to date.
- Practical technical dates will be available from winter 2021/22 onwards.
- Exciting new partnership with Black Horse One to provide a clear system for evaluating and developing knowledge.



Judge Education Project – 2022 initiatives

- Launch of online Black Horse One seminars to replace regional seminars, providing valuable insight into performance.
- Principles of Judging moving to a new spring slot (date TBC).
- FEI Seminar with List 1, 2a and 2 at Hartpury CDI in July.
- Continuation of the successful online Zoom training sessions.
- Delivery of standardised regional face to face training.
- Ongoing development of tutor and educator workforce.



BD Youth Update

Claire Moir BD Youth Director



BD Youth Academy

- 54 Foundation Academy athletes on the 2020-21 programme.
- Revised delivery format required to navigate Covid-19 restrictions.
- Completion of final in-person training delayed into Spring 2021 due to Covid restrictions.
- 12 riders were selected onto the 2021 National Academy, with a condensed format held over three days at Kilbees Farm, courtesy of Sarah Pidgley.
- Other National Academy activities included a Sports Science Seminar and rider development day at Talland School of Equitation.
- 51 riders have been selected for the fourth cycle of the BD Youth Academy programme.

BD Youth Update

BD Horse Care and Education

- Introductory, Preliminary and Novice Certificates (Tiers 1–3) online assessments are now complete.
- Regional practical assessments will be rolled out from 2022.
- Intermediate and Advanced (Tiers 4 & 5) to be rolled out by end of 2022 - practical assessment will run at national level.
- 2021-2022 full review of formal education programmes.



BD Youth Update

Youth training and regional activity

- Online Zoom delivery used for formal Squad Assessments, Youth Assessor / Coach training and information sessions on the Youth Pathway – this format has proved popular and will continue in 2022.
- Youth Home International competition ran at Mount Ballan in Wales and was a huge success with 140 young riders taking part.



Member Questions





Thank you for all your support