



**MINUTES OF MEMBERS MEETING
HELD AT HARTPURY COLLEGE
On 25 November 2017 at 5.30pm**

Present:	P Pollard (Chair) (PP)	D Trott (DT)
	T Cowie (TC)	J Frizzell (JF)
	M Copus (MC)	C Moir (CM)
	P Hayler (PH)	
In attendance:	J Brautigam (CEO)	A Green
	W Murphy	A Heath
	S Harrison	C Osborne

CEO Opening Speech

CEO thanked everyone for joining them at the meeting, stating this was the traditional members' meeting at the National Convention, but had been moved to the larger room to accommodate additional numbers. He acknowledged the large attendance and thanked everyone on behalf of the Board of Directors. He confirmed the meeting would conclude at 6.30pm as this was the time limit for the room by Hartpury. He stated that some questions had been submitted in advance and the minutes of the meeting, together with a summary of Q&A, will be published next week on the website. Questions will be answered subject to confidentiality and commercially sensitive data.

CEO: Contrary to what you may believe, BD is in rude health, with record membership and generating consistent surplus in the accounts. We would like to take this opportunity to correct a lot of the misinformation out there, as we are proud of our achievements. The Board and CEO always welcome positive and constructive feedback; however, some of the recent on-line comments and accusations have been disgraceful. Any questions today should be asked courteously and respectfully.

CEO will address the common themes from the on line and email questions and confirmed that 31 individual members had emailed questions. Any points not covered in the meeting will be addressed in the Q&A also posted on-line after the event.

Staff Turnover – no company wishes to have more than 10% turnover in a given year. BD has had the following turnover in the last three years: 18% in 2015, 8% in 2016 and 30% in 2017, with 13 departures, unfortunately losing a great deal of knowledge and experience.

Various reasons have been given in exit interviews by those members of staff leaving the organisation and there is no underlying malaise – these are often personal considerations; promotional opportunities, career progression, jobs offering more money, shorter commute, relocation with family etc.

Many staff have moved onto other positions which are less stressful, demanding and better paid. The equine industry traditionally offers lower salaries, but BD also has a lower pay structure than some of the other disciplines. CEO confirmed that the Board are committed to carrying out a full salary benchmarking exercise this year. After making investments in our IT systems over the last two years we now have the opportunity to invest in people. A staff enrichment programme, as well as supporting training and development, will also be rolled out to staff in the first quarter of 2018.

It also must be acknowledged how much members contribute to whether or not BD is an enjoyable and fulfilling place to work. In exit interviews five members of staff to leave the organisation this year stating that dealing with difficult members, and sometimes volunteers, contributed to them resigning (among other factors). We all have a responsibility to provide a good working environment, the Board have also implemented a zero tolerance policy to help protect and empower staff during difficult calls.

CEO acknowledged that many staff were in attendance at the meeting today, underlining that we are a strong and united team. They are the heartbeat of our office, with so much knowledge and expertise – 15 members of the team have more than five years' service with BD, some as many as 18 years; together there's over 200 cumulative years' worth of experience working for BD. He stated the office is not in a bad way, and the organisation is not in crisis. As he noted at the AGM, change can often be a good thing, allowing us to recruit new and different skills, as well as providing the opportunity to build a stronger team.

BYRDS Manager Redundancy – CEO reported on the internal three phase restructure. Firstly, the appointment of a Commercial Manager, responsible for driving membership, marketing and sponsorship. Secondly judges were incorporated into the Training and Education department to allow for greater focus and consistency for developing training programmes for officials. A Regional and Volunteer Manager was also appointed at this time. The third phase covers the area of BD Youth, while also dividing the organisation operationally into two distinct halves; Sport and Business. There will be a new role of Youth Development Officer, who will report into the Training and Education Manager, to assist with the implementation of the new strategy submitted to Sport England, while a BD Youth Officer, reporting into Sports Operations, will cover the sporting activity, including our U21 International Teams.

Therefore, there was no longer a requirement for a BYRDS Manager. Karen Ryder was offered an enhanced redundancy package or to apply for one of the two Officer level roles. KR chose to take the enhanced offer, which the CEO confirmed was generous to acknowledge her length of service at BD.

Under the new structure being implemented from 1 January 2018, Amanda Heath will become the Head of Sports Operations and Sue Harrison will take on the role of Head of Business Operations.

Director Resignations – as members are aware, sadly two Directors have resigned recently; Karen Wilson, Finance Director and Jo Graham, Judges Director. The CEO said he would not enter into any public discussion on these matters as they remain private and confidential between the Board and the individuals in question. Jo Graham did a tremendous job with the changes she implemented in the judges area, particularly with the introduction of a new judge examination system.

The BD Board are obviously disappointed to lose two Directors in quite succession but wish them both well for the future. While the Board do not necessarily always have 100% agreement on every subject and there is often robust debate, especially on contentious issues, we have achieved consensus on all decisions made on all but one occasion. Maggie Copus has returned as Finance Director whilst the Board will discuss the Judges Director role at their next meeting. Jane Peberdy has kindly agreed to chair the Judges Committee on an interim basis.

CEO then opened the floor to questions.

Victoria Gladwyn, asked that when speaking of BYRDS earlier, there had been mention of Sport England – how does it affect Scottish riders? CEO confirmed the Board had agreed that all schemes are open to ALL members and anything not funded by Sport England will be funded by BD for Welsh and Scottish members.

There was a question of how many staff had left with a compromise agreement. The CEO confirmed only one person, as previously mentioned.

David Pincus raised rumours about the Finance Director resigning due to financial irregularities. CEO categorically assured members that this was not the case, the finances are scrutinised by KPMG and submitted to Companies House, as well as the Charities Commission. Annual Reports are available on the BD website, the accounts are approved by members at the AGM and members also appoint the auditors. Maggie Copus can answer any specific finance queries, but the CEO confirmed that this did not have any bearing on the resignation.

Sharon Lindop, a friend of Karen Wilson, spoke on her behalf to affirm that that Karen did not leave due to any financial irregularities within BD.

Gloria Leverett asked that in the public accounts, it states that excess of £3M to charitable activities, can BD confirm what those activities are. MC reported that the sport of dressage qualifies as charitable activity (e.g. office operation, competition activity, admin of the sport) all these are deemed charitable activity.

CEO added to this that BD had claimed approx. £75k in Gift Aid at no extra cost to members and this money is reinvested back into the sport.

Anna Ross requested an explanation on how BD is a charity and what our charitable aims are. CEO gave credit to MC for the work she did to change BD to a charity, which has enabled the organisation to further develop the sport for the benefit of members.

MC explained that BD meets a number of the objectives required to be a charity, including animal welfare, training and education and promoting health; all areas that BD concentrate on already. Full details are on the website in the annual accounts.

Amy Mills questioned what the benefit to organisation is there for being a charity. MC confirmed the main benefit is financial. The largest return is Gift Aid, with 25% of everything a member pays in subscription fees claimed back at no extra cost (providing the member agrees to opt in). BD has also saved on business rates, VAT on advertising and is no longer paying corporation tax. As a result BD has made a surplus on accounts that can be used to reinvest in the sport. Since being a charity nothing has changed in what BD can offer members, apart from the financial benefit, meaning we can enhance the level of service offered and further develop the sport.

Before charitable status BD were making a surplus of c. £60-70k in a good year. Now BD has achieved a six figure surplus in the last three years, allowing us to add £550K to our reserves. This will enable BD to be self-sustaining should there be an emergency or crisis situation such as foot and mouth disease, or the equine influenza outbreak experienced in Australia, which brought equine competition to a halt. The additional level of income has also enabled us to fund the current £250K IT project.

A question was raised on how members can influence how that money is spent. The CEO noted that only ten weeks ago, this was discussed at the AGM, when the current strategy and future objectives were presented to members. He also encouraged members to become actively involved within regional and technical committees, all positions are openly advertised.

Sally Powderley questioned if some of the staff resigning was down to the IT/database, results not going on, and the changes to BD Youth. CEO agreed that the IT no doubt has been a contributing factor as the office team also share the frustrations of members; however, we must all take responsibility for our actions and not take out frustrations on staff. Some of the behaviour by members has been unacceptable.

Updates on this had been provided at the AGM. He confirmed the minutes from the AGM together with the copies of Director presentations are on the website.

Sara Green reiterated that she had witnessed aggressive phone calls made by members. Within her years involved with BD, she has been in the office a lot, and sadly this is nothing new and has had to rescue members of staff on the phone in tears on a number of occasions. Unfortunately however, social media has only made it worse as it constantly drip feeds negativity.

CEO stated that BD has a duty of care to its employees; they are incredibly hard working and should not have to put up with some of the abuse they receive. For some staff members, this is their first job – and yes BD would like to pay them more, but we must also look after them too to make their working environment more enjoyable.

Jackie Crombie queried with staff leaving due to abusive behaviour what training and support is available. CEO noted the zero tolerance policy now in place and agreed that this needs to be policed effectively. BD does operate a recognition and reward scheme via performance appraisals, and we have provided some training and development previously. BD will also be introducing a staff enrichment programme in the first quarter of next year and customer service training will be a part of this, including resolving conflict and managing difficult conversations.

Julie Frizzell added that it had been almost unlawful how some members have treated staff and some of the Board recently. Collectively we must consider our actions and the impact it has, we all have a duty to behave as 'our grandmothers would have taught us'.

David Pincus noted staff were always helpful and then asked about the Pony Club exam that was announced and never consulted with members. CEO noted the committees and Board do listen to members and the PC initiative was announced as an opportunity for members to provide feedback and no decision had been made at that point. An update on this would be given in the BD Youth section later in the meeting.

Julie Keys asked that if you know people are rude and abusive, take their membership away. JF thanked Julie for her suggestion and confirmed that the zero tolerance policy is in place to protect staff, this allows them in the first instance to refer the call to a colleague or senior manager. They also have the backing to put the telephone down if it continues. If there are repeat offenders they will be noted and followed up where necessary.

There is an escalation policy in place – understand members are genuinely frustrated that issues may have to be escalated to a senior manager, but this does require patience and understanding while someone finds the correct answers.

Patsy Michaels recommended a code of Conduct would be useful. CEO confirmed both a Code of Conduct and Social Media Policy are in the members' handbook, but further consideration is needed to see if this now requires stronger implementation and policing.

Former Board Director David Hamer introduced himself and confirmed the reason he stepped down as Para Director was due to his new role with the BEF, which has not been easy in the current climate, and a potential conflict of interest. He has found many of the comments made by some members extremely hurtful recently, adding that the venom towards our Chair Penny Pollard, who has shown such commitment and passion well beyond someone in a voluntary role, had been very alarming. All the directors are volunteers and the integrity which the Board has been led by Penny, shared by directors, should give members great faith in them.

CEO reported on the challenges with the BEF, reporting on the amount of time it has taken within his own role, but also of Penny Pollard, who must have given at least sixty days of her own time. This is a massive commitment to BD, way above and beyond any normal voluntary role. Plus much more time given by Penny to help in all areas of BD. He noted PP had not taken a single penny from BD for any work she has done for BD, apart from travel expenses, as this was all pro bono.

	<p>At the same time, he confirmed the cost for PP and himself to attend the Rio Olympics last year was just £2.3k each, to cover flights, accommodation and sustenance for a week. Penny actually paid out of her own pocket to entertain all of the owners. Plus through her business Core Context PP has sponsored our YPA programme since 2010 and has invested over £50k of her own money back into the sport. Therefore any suggestions of financial impropriety are disgraceful and entirely untrue.</p> <p>Tracey Nelson asked if anyone was cataloguing the calls and, if a high number of the complaints are common, is it borne out of frustration and is it being addressed. CEO confirmed the calls are monitored; however, with over 17k members they all have individual issues and concerns that were specific to them. He agreed that some of those frustrations are similar, particularly the competition structure with its complexity leading to confusion among members, as well as the ongoing IT issues we have.</p>
	<p>IT Update</p> <p>CEO updated the meeting on the problems currently faced with the IT systems, particularly the communication between the in house database and the website, which occasionally causes results to be incorrectly displayed on the website. Rather than discuss what has happened in the past, he will update them on the way forward for BD.</p> <p>As part of a £250K investment, Horse Monkey is working with BD on a three phase project to deliver new in-house systems around schedules, grading and membership. Phase one was the fixtures and scheduling system that members can now access on-line, which was delivered on time and on budget.</p> <p>Phase two, for grading, results and qualifications, is currently in development and on course to be complete by the end of quarter one next year. This will dramatically improve the accuracy of the data as well as significantly speed up the time before results appear on-line as venues will be able to upload their own electronically. Then phase three will be an updated membership database delivered by the second half of next year.</p> <p>Running in parallel with this, the final phase will then be a new website. Completing the three phase project ahead of the website ensures the technical issues previously experienced will no longer be a factor. The communication between the website and database will be kept to an absolute minimum for simplicity, providing a direct portal into the new IT system. Results will be shown on a separate platform (similar to the new scheduling system), not hosted separately, so the data should then be displayed correctly.</p> <p>Following a question regarding the increased cost of entering through Horse Monkey, the CEO confirmed that members do not have to enter through Horse Monkey; only organisers are requested to submit data through the Horse Monkey system. We have developed the new system to be compatible with all on-line entry providers.</p> <p>He acknowledged the delays with grading results onto the system and noted the office team continue to focus on having results on the system with only a 2-3 week delay.</p>

Alice Oppenheimer asked if removing the aliases was to protect the board and staff or members from the abuse. CEO confirmed this was for the membership at large, not just staff, as member to member behaviour is just as bad. Users have to be accountable for their actions, but warnings and suspensions were not being heeded. He noted that Facebook already involves posting under your own name and that BD is a National Governing Body, not a social media provider.

Julie Frizzell added that the forum has 75,000 users, with some duplication whereby one person can set up several accounts to make multiple posts and enhance certain threads. Unfortunately not all posts are constructive, and lead to abuse from member to member, as well as member to business, high profile riders or anyone who dares to disagree. Cyber bullying and intimidation are not issues BD can ignore. Of the 75,000 emails sent to inform members of the changes, only six responses were received complaining of the change.

Penny Pollard added that forum aliases have been discussed at board level annually for over ten years. Since aliases have been removed, it does appear to have been improved. She reported that whilst Stephen Clarke was on the board he constantly requested the removal of aliases; he has now thanked the board for making this change and asked that he is represented at the meeting to confirm his delight at the change. Also, full paying BD members were stating they are paying for this service and it's unfair others receive it for free.

CEO noted the considerable time taken up to moderate the forum and BD do not have resources to do this in house as a NGB. In terms of good governance and BD being compliant through Charities Commission and SRA, at times we have a dereliction of duty with some of the items posted on the forum. If it continues, there is a chance the forum will be removed altogether.

Lisa Morgan, noted how highly concerning when reading some of the allegations on the forum and social media and with everyone attending shows how much members care. She is reassured with the answers and thanked the board for being open. However, with all the frustrations it would appear that there is not sufficient communication, and if improved would open up the fact that we can understand better on what is happening can a better way be found to better communicate.

CEO agreed that communication is always an issue in most organisations. BD uses the website, social media channels, members' magazine, AGM and members' meetings, as well as the committee structure, to communicate and consult with members. However, more can always be done. He proposed that in future, after each technical committee meeting, an executive summary will be published on the website to allow members to provide any feedback via the feedback@britishdressage.co.uk email address. In addition, BD will produce a new quarterly round up newsletter to focus more on internal operational issues / policy decisions, rather than just competition updates.

Alison Fellows, thanked the board for clearing up a lot of queries and noted she would have encouraged removing aliases sooner. She asked if the information on who is represented on each committee could be reinstated on the website. CEO confirmed that this was out of date and removed due to the Director resignations, but is in the process of being updated. It will be posted back on the website shortly.

CEO confirmed to Trisha Callow that members must now post on the forum under their own name.

Gloria Leverett agreed there must be two-way communication. It's difficult for members now to get in touch and for transparency, why are the judges not listed in the rule book? If judges are sick or have crisis, how can they now get in touch with another judge?

CEO reported that BD must be complainant with GDPR. All organisations must be compliant by May 2018 and we have also a duty of care to our judges. BD are currently receiving specialist advice and we will possibly look to have an opt-in option for judges to share their personal contact data, although this will have drawbacks if not 100% agree. Also have a special secure website area for organisers and judges to access only.

Alison Fellows asked would Pony Club, Riding Clubs, BE, etc. have access. CEO confirmed this information will also be shared with other NGBs.

Kim Young, commented that she had recently moved area, is a trainee judge and unable to solicit organisers for opportunities to judge, therefore how are unaffiliated venues going to be able to contact judges. CEO noted her concerns and agreed it is a current drawback of the GDPR rulings and BD will continue to explore the options available.

It was raised that UKCC trainers are listed, how? The CEO confirmed these are paid for and therefore qualify as an advertising listing.

David Hamer reminded members that BD data does have value and sadly many companies just take the email addresses from the site and then start to send spam emails.

Julie Frizzell noted the new GDPR legislation, the CEO is currently working on this and receiving legal advice and we will continue to ensure BD becomes fully compliant. Clearly BD needs to open with this process and will strive to improve communication.

CEO reported that BD is investing significant amount of money to ensure we are compliant across the whole organisation; otherwise we will be at risk of significant fines.

Chloe Bernard asked if there was a guide on which director or staff member to contact with any common themed questions. JF thanked Chloe for her suggestion and asked that she can link with Winnie Murphy (Communications Manager) in the office to work on a suitable guide that could be published.

BD Youth

Claire Moir began by stating her announcement of her plans at the AGM were never a fait accompli but a chance to provide and receive feedback. The consultation process has continued through regional meetings with reps, as well as the working group.

Unfortunately CM could not attend the AGM and gave her ideas through the video; some of these ideas were suggestions to involve the Pony Club. However, through consultation with RDOs and regional reps, as well as feedback received from members, the general consensus is that they do not want to use the Pony Club exam structure. CM is happy to listen to feedback if done through the correct channels as the Forum does not give always a full and true picture of member views.

The regional reps were clear that they wished the exam/training should be done in house. CM will continue with the desire to increase our stable management training, as our responsibility must be to look after our horses. However, this will now be done in house; this will take longer and require more work, but happy to be guided by others. She confirmed that in the future we may collaborate with the PC as the door is open.

CEO noted that this is a perfect example how BD does listen to its members and asked members to please get involved and speak with regional reps on any relevant issues.

Diana Zajada (BD Coaches Rep Scotland) agreed this was a great idea, having done her UKCC and previously BHSI. She stated that in future, if trainers do UKCC route only there will be no stable management knowledge within our youth. CM agreed and will be looking at required prior learning options with Jill Day, along with discussing future strategy for developing UKCC in the future.

Competition Structure

TC confirmed that BD continues with 'anomaly watch', noting she needs to convey this more to members on how the rules work and the lead times for changes. It is a pathway of evolution, with 17k members all wanting different opportunities. She confirmed the various paths of consultation with working parties, focus groups and then computer modelling to ensure the changes are doable. The whole cycle can take 18 months for the change to then be implemented and pick up any anomalies it may highlight. She noted that the original qualifications did not work and yes we had to make those changes.

Early Area Festivals in May were poorly supported, partly because everyone was taken by surprise due to being used to the competition starting in August. However, changes to the structure and eligibility cannot be made in the middle of the year, so we have to wait for any rule changes to come into effect the following year.

Amy Shingle questioned that it is recommended to compete less and train more; however, for music members are required to compete a minimum of five times. TC confirmed the rule book is being misinterpreted, the rule is that two to three results are counted with a maximum of five, therefore watch the league table, and if a few ordinary scores you may wish to go out again to improve your ranking.

Shelley suggested where changes are going to be made next year perhaps they could be communicated earlier so members are aware the change is coming. TC agreed to consider a more flexible approach; however, sometimes proposals or recommendations are issued but members then assume that is the rule when they have not been signed off yet (as was the case for the proposed Pony Club collaboration).

TC stated she always wanted to make the rule book simple and straightforward, while providing many options to different members. The whole principle is about offering flexibility to allow combinations to go upwards or sideways. TC welcomed feedback from members on the rule book to make it clearer. CEO said he hoped the addition of the flowcharts this year helped to simplify eligibility.

Alice Oppenheimer commented on being a Gold rider, acknowledging that she rides against Charlotte. Her opinion is that if a rider has ridden at GP the rules should not allow that person to then be able to ride in medium silver, they should be Gold throughout. Members agreed with her statement, and a majority vote was noted. TC agreed to take the recommendation to the Sports Operations Committee.

Sue Carson raised that it is disturbing that trainers cannot given their pupils a plan on how they can go forward with the structure, and that there was confusion about the Inter I with no qualifier – and then found out there was. TC noted the need to make the flow charts clearer to make it better to understand.

CEO noted the complexity of the rule book and they are currently in the process of producing a booklet for our championship pathways to help with options and planning.

Claire from Devon highlighted the difficulties in the Silver group and the ratio for direct qualification, and questioned whether the wild cards are distributed correctly? Should those that have ridden at the Olympics receive direct qualification?

TC noted that the ratio between Gold and Silver Qualification are a bit stuck until we move from the current site at Stoneleigh and have more flexibility on the test numbers. However, it does require a wild card system. There are not necessarily higher scoring regionals, the regionals are judged hopefully by judges from out of the area, and it is known that more would attend the Addington regional to perhaps the one held in Scotland.

The original questioner noted that it was only human nature; it has been proven that judging is in trends. They do not agree that someone who finished second fails to get a place at the Nationals, while someone in eighth from a different regional does; it should be the best three from that venue.

Every area / regional operates at a different standard, one member recently attended one and all scored over 70% and all were worth that score, therefore we still need to use the percentages.

	<p>CEO confirmed the constraints with Stoneleigh as a venue and the limitations with the ratios for the four days until 2019. The board continue to look at options available for the Nationals in the future, to potentially include more arenas or an additional day, with the ultimate objective of providing a 50:50 balance between Silver and Gold.</p> <p>TC noted athletics also use wild cards with the fastest losers going through to completion, regardless of the heat they ran in. She agreed to discuss further with the Sports Operations Committee on how wild cards are allocated.</p>
	<p>UKCC</p> <p>PH opened by asking if everyone is enjoying the convention and happy with the Young Horse Structure. He explained the UKCC is to help with training and skills of our trainers.</p> <p>CEO reported the UKCC was only introduced after extensive consultation with Training Committee, the IDTC, plus various other trainers being involved in the development of the syllabus, including consultation with all trainers on our database. This was then followed by a two year pilot scheme, which also gave opportunity for all to become assessors etc. Only after that BD decided to have a UKCC coaches only to deliver regional training, this was originally consulted to trainers in 2008. He noted in terms of feedback, the positive comments supporting UKCC outnumbered the negative by three to one.</p> <p>PH is looking to do more that will involve our elite coaches and recognise prior learning. The Training and Education Manager, Charlotte Osborne, is currently reviewing how we approach our entire development structure to clearly defined coaching pathways. UKCC will remain at the core of what we do.</p> <p>Maxine Michaels questioned that all our competition venues are being built on with houses in her area and BD needs to support the venues to stop this happening. CEO noted her concern, but due to time constraints will concentrate on UKCC questions.</p> <p>David Pincus commented this was a noble idea, but BDF was much too early in making UKCC compulsory for regional training. BD does not have a system or a manual in place, and only have an exam. CEO responded that BD do have all those elements in place. BD is not saying members can't go to whoever they wish for private training; however, this is a policy for BD organised regional training only. UKCC was in development for seven years, with a three-year lead-in before it was compulsory for all regional training to use UKCC accredited coaches.</p> <p>Anna Ross asked how confident that the UKCC will continue to be funded and if it has the support from the government? CM confirmed UKCC was only funded in the first year and now is self-financing. It is run by over 30 other sports and is here to stay.</p> <p>Claire Moir added that all the assessors have been through a process to be educated. She noted as an assessor she receives £325 for one day, on top of this she must take a day preparing and also oversee the candidates between those days and mark portfolios.</p>

Anna Ross questioned that she has coached at European Championships, but cannot coach at regional training. CM suggested options of becoming an IDTC member, but in essence regions need to put training on that is accessible and affordable. Trainers of Anna's calibre were not always affordable.

David Pincus pointed out that he can join IDTC, but UKCC is not accepting BHS exams – and that BD implies that UKCC coaches are better, while some with other qualifications are deemed to be inferior. PH stated that BD is not making those suggestions at all, this is only a policy that BD wishes to follow for BD training, to ensure that we can provide the right coaching skills at that level.

CEO noted that other countries are more advanced at introducing similar qualifications and support for trainers. The UK was actually quite late in implementing a formal coaching qualification framework for sport, so UKCC had an important role to play. Some organisations were now developing their own programmes. He acknowledged that it should not be all about UKCC, stating that BD was looking at a range of training and development initiatives to support coaching pathways.

Jane Imbush (new Chair Central, previously Rider Rep) has seen the forum posts and very disappointed with the comments around cost. In her profession she must do continuous training at a much higher cost and it is her responsibility to recover those costs through working.

Judy Harvey stated she had agreed 'kicking and screaming' to complete her UKCC; however, she had thoroughly enjoyed the experience and approves of the changes giving her full support to the coaching knowledge that this qualification provides.

CEO passed huge thanks to Jill Day and Islay Auty in particular for all they have done to develop UKCC for British Dressage.

Conclusion

CEO closed the meeting with the message that BD is working hard to support members and encouraged members to use the feedback email address:

feedback@britishdressage.co.uk, attend members' meetings at the Winters, National Convention and AGM, and get involved with volunteering on committees.

The meeting ended at approximately 6.50pm.