

BD Members' Meeting – 25 November 2017

Thanks to those who were able to attend at Hartpury and for contributing towards the meeting. It was a busy few hours and we appreciate that we weren't able to answer every single point raised in questions ahead of the meeting. We've tried to address each point in the notes below except where confidentiality, legal, commercial or personal reasons prevent us from doing so.

Staff Turnover

Important points –

- 25 members of staff left the organisation over a three year period from 2015 to 2017 – a turnover rate of 18% in 2015, 8% in 2016 and 30% this year. 13 staff have left in 2017.
- Main reasons given in resignation letters are around career progression or a better work-life balance (hours, shorter commute, increased pay, family, relocation, etc.)
- As a result of the final phase of an organisational restructure, one position was made redundant, BYRDS Manager. Karen Ryder was given the option to either apply for one of two officer level roles or to accept an enhanced redundancy package to leave BD.
- The restructure will result in the BD Youth function split between the Sport Operations and Training & Education teams, with a new Youth Development Officer appointed.
- The Membership and Training & Education teams have been identified as the areas with the highest staff turnover in the last 18 months.
- Aggressive and rude behaviour by some members and volunteers has been cited amongst reasons for staff leaving the team.

Comments –

- Obviously losing staff is never ideal but there have been a variety of personal reasons for the departures and they were mostly unrelated.
- We know that the equine sector generally offers lower than average salaries and BD has traditionally not had the resources of other member bodies within the Federation.
- We're in the process of conducting a salary benchmarking exercise with the other ODs with a view to upgrading our structure and rates of pay.
- We're supporting staff with a new 'Zero Tolerance' policy on abusive phone calls which empowers them to end inappropriate calls, one of the reasons given for leaving BD.
- Regular staff meetings to improve communication internally.
- Personal development and training in the pipeline, including a staff enrichment programme to be rolled-out in the first quarter of 2018.
- We have a robust process in place for the recruitment of staff so that we can provide a quality service for members and to run a professional organisation.
- We'll launch our new organisation structure to the membership early in the New Year.

Board Director Resignations

Important points –

- Two Board resignations in October and November 2017
- Karen Wilson – six weeks. Jo Graham – two years into her first four year term.
- Resignations not directly related.

- BD will not be releasing copies of the resignation letters and won't be commenting further on any reasons for the resignations, which are confidential between the Board and board member in question.

Comments –

- Disappointed to see two directors step down and wish them both well. We hope they stay involved with BD in some capacity.
- Quick action taken to ensure continuity; former Finance Director Maggie Copus has been co-opted back onto the Board and Jane Peberdy will be acting as Interim Chair of the Judges Committee.
- The Board will discuss the vacant Judges Director position at their next meeting in December.

IT Systems

Important points –

- Our current database and website are becoming increasingly incompatible as the technology ages.
- The information on the in-house database is usually correct and as up to date as manpower allows (normally a maximum of 2-3 weeks delay in results).
- Data gets corrupted when transferred between the two due to the technology being outdated and incompatible.
- This is presenting as inaccurate data on the website; with extra points allocated, duplication of results, results added for other horses / riders, etc.
- 99.9% of the time, the in-house database, which we use for qualification, is correct. The records unfortunately sometimes get scrambled in the transfer to the website.

Comments –

- New temporary facility on the current database to flag up issues and deal with them, but we must have any issues emailed to the office so that we can report them to IT.
- We have completed Phase I of a three-phase £250k project with Horse Monkey, which was the online fixtures and scheduling system, completed on time and on budget.
- Now progressing well with Phase II, which will be grading, results and qualifications.
- Current aim is for this work to be completed by the end of the first quarter in 2018.
- Will facilitate faster upload of data by organisers and more accurate info.
- Records will show on website via an on-line portal, just as they do in the office, using a similar platform as the new schedules pages.
- Phase III is a replacement for the members' database, which we hope to have delivered and implemented in the second half of 2018.

Website

Important points –

- Current website is creaking, but we've continued to spend a small amount on maintenance and development to make improvements.
- As detailed in the 2016 Annual Accounts, the initial project for a new website was put on hold and we have severed ties with the development company.

- Total amount written off was £102k (£90k related to developer costs).
- The basic project did not exceed the agreed overall budget.
- **Costs breakdown:**

Adare – lead developers	£89K
Content	£1K
Hardware	£6K
Legal	£1K
Software	£3K
Work on database	£2K
- The project was halted due to the API process failing to function effectively. This did not allow the members / competition database and website to communicate and deliver information effectively due to incompatible technologies.
- Once the parameters for the three-phase IT project with Horse Monkey had been agreed, that helped to make the decision to put the website project on hold.
- We did not pay our final invoice with the company (£12k) and no further compensation has been sought due to the high cost of pursuing legal claim for disputed fault.
- As part of the settlement we have full ownership and access to the source code, which has enabled us to retain all of the work that had been completed up until that point.
- Phases I and II will reduce the necessity for much of the complicated API development, thus simplifying the website requirements.
- We've identified new suppliers who specialise in Umbraco, the content management system we used for the website.
- We have now met with new developers on how best to take the project forward. We'll need to update the version of software, do some further development work and give it a design refresh but much of the architecture, navigation and copy can still be used.
- It is estimated that a further £55-65k will need to be invested to complete the work necessary to launch the website in the latter part of 2018, alongside the new systems.

Comments –

- We appreciate how frustrating the current website can be and, as already mentioned, we've put some 'temporary fixes' in place to improve the service.
- Work on the new website will continue alongside the development of Phases II and III for an estimated launch by the end of 2018.
- Although we've written off £102k, this is not lost money. Much of the content, design and navigation can be retained and we'll keep the budget realistic to bring members the website they deserve.

BD online forum

Important points –

- Feedback on changing the policy on aliases on the forum has been limited. 75,000 emails were sent out and just six emails were received in praise or complaint of the decision.
- Removal of the permissions for Associates by the Board was taken due to an increasing number of accounts being created in order to make negative, critical or malicious posts on the forum that were in contravention of our social media policy.

- Forum users must be aware that the Board and staff at BD do not actively take comment, feedback or statements from the forum as feedback. Feedback must come via one of the official routes, through our regional representatives, technical committees, office staff, email or formal complaint.

Comments -

- The forum is a key area of our website and creates the most traffic, so the decision on aliases and Associate members was not taken lightly. For nearly a decade, it has been a topic on Board agendas at least once a year. This was debated fully before arriving at our decision.
- Associate members are a key part of our membership strategy, but in the seven years since launch the sport has changed considerably with the introduction of our Club membership tier, and the abuse of the category by a few has spoilt it for the majority.
- Associate members are welcome to provide feedback, voice concerns and ask questions at any time via the office. Equally, they are welcome to attend the Annual General Meeting as per our Articles of Association.
- Associate members are still valued by BD but on this occasion, due to the increased interest around the meeting, the decision to limit attendance to paid members due to space was taken by the Board.

Membership

Important points –

- Membership turnover and growth

Year	New members	Overall growth	Year end (end Oct for 17)
2017	2,867	5.8%	17,356
2016	2,950	2.2%	16,341
2015	2,876	10.6%	15,971
2014	2,590	5.6%	14,276
2013	2,236	0.2%	13,471
2012	2,293	-2.6%	13,438
2011	2,391	4.6%	13,790
2010	2,002		13,151

- Total number of members includes lapsed members who renew within that year so are not counted as new members.
- Data from three retention evenings shows out of 960 calls made, only three members gave the new competition structure as a reason for not renewing, equating to 0.3%.
- Over 50% of non-renewals were down to horsepower (too young, lame, deceased etc.).

Comments –

- Average annual membership growth of 3.7% since 2011.
- Increased offering to accommodate a wide range of abilities.
- New Club Membership tier providing value option for grass roots competitors.
- Still by far the cheapest Olympic discipline to compete with.

- We acknowledge that there was a marginal increase in member attrition in 2015 & 2016 but now that the competition structure has bedded in, the rate is actually decreasing and returning to previous levels.
- Improved renewal and retention strategy is in place, with a dedicated member of staff in the membership department to manage this process, as well as regular retention evenings / weekends.
- New IT system (on completion of Phases II and III) will help significantly.
- Just short of £90k has been claimed on Gift Aid donations since we became a charity thanks to the generosity of members.

Governance

Important points –

- There are nine named / elected Board director positions with an option to co-opt up to three Directors.

Current BD Board make up:

Chairman:	Penny Pollard
Sport Operations Director:	Dr Tamsyn Cowie
Judges Director:	TBA
Finance Director:	Maggie Copus
Para Director:	Julie Frizzell
International Teams Director:	David Trott
Business Development Director:	Julie Frizzell
Training Director:	Paul Hayler
BD Youth Director:	Claire Moir

- Our independent directors are Penny Pollard, Maggie Copus, Julie Frizzell and Tamsyn Cowie, all of whom do not generate their income from within the sport.
- Board directors can serve up to two terms of four years each.
- The election process is as follows: candidates for vacant positions must be nominated and seconded by paid members of BD. All candidate nominations received by the closing date are put forward to the Independent Selection Panel for review.
- The ISP then scrutinises all applications to measure them against the required skills and competencies matrix, in order to determine which are suitable to be put forward for election by the paid BD membership.
- Voting is by an online system or postal vote and proxy votes are allowed. The candidate with the most member votes is duly elected and announced at the AGM.
- There are currently 17,365 members entitled to a vote (as of end Oct) from Full, Club, Premier Club, Winter, Trial, Life and Company membership categories. This number fluctuates regularly and according to the time of year (i.e. Winter is October to March).

Technical and Regional Committees –

- Our current technical committees are: Sport Operations, Judges, Para, Training and BD Youth. A decision to disband the Marketing Committee was taken earlier this year and a new Business Development Committee will be formed in 2018.
- Positions on technical and regional committees (all volunteers) are open for any member to apply for when vacancies arise. Any vacancy is posted in the BD website and advertised via social media, the e-newsletter and magazine (if time permits).
- These roles are for four years, up to two terms.
- All applications are considered by the respective committee (and RDO if applicable) in consultation with Volunteer and Regional Manager who ensure due process is followed. The most suitable candidate in their opinion is then put forward for ratification by the Technical Committee (if required) and Board.
- All committees have terms of reference, but are not displayed on the website.
- All committee meetings are minuted, but are not published in the public domain.
- Committees share the overall objectives set for the organisation and sport annually.
- The committees' list was removed from the website temporarily when notification of the Board director resignations were announced as it was out of date. An updated version will be posted shortly.
- All Board, technical and regional committee meetings open with Conflict of Interest declarations (forms included in pre-meeting pack) and any Safeguarding issues.
- We have a Gift and Hospitality Register for all staff and Directors to complete if required. Few are submitted as generally staff and directors do not receive any gifts.

Comments –

- We operate under the Sport and Recreational Alliance good governance model and fulfil our obligations as a company limited by guarantee and as an organisation with charitable status.
- Terms of reference for committees and role descriptors for all volunteer roles.
- Open and transparent recruitment of volunteers on all committees.
- Democratic board elections, with a clear selection pathway.
- Conflict of interest and safeguarding head up every meeting agenda.
- Where conflicts of interest are identified on the meeting content, that individual is asked to step out of the meeting (which is minuted).
- We currently produce Executive Summaries and RDO notes from all meetings which are then communicated to all relevant staff and volunteers within BD.
- We will investigate providing a quarterly roundup of key discussion points from committee meetings to keep members updated on activity and policy in each area.
- We propose to publish executive summaries for all technical committee meetings from January 2018 onwards.

Charitable status

Important points –

- Finance Director Maggie Copus identified in 2013 that BD operated in a way which made us eligible to qualify for charitable status.
- Changes to the Articles of Association were put forward to the membership at the 2013 AGM to allow us to seek charitable status and passed so the application was made.

- Our application was approved on 15 January 2014.
- The core activities of British Dressage cover four of the 13 recognised charitable purposes, namely: the advancement of education, the advancement of citizenship or community development, the advancement of amateur sport and the advancement of animal welfare.
- BD now runs as a charity under British Dressage with commercial activity under British Dressage Trading Ltd.

Comments –

- The sport has benefitted financially from the decision to seek charitable status without impacting on the services members receive.
- We can claim Gift Aid (25%) on subscriptions, where members are eligible and give permission, and about £90k has been claimed to date.
- We also save on business rates, corporation tax and VAT on advertising.
- Since charitable status, we've returned £550k in surplus to boost company reserves to over £1 million, providing financial stability in the event of a force majeure event or natural disaster like Foot & Mouth disease or an Equine Influenza outbreak.
- We've also been able to make a substantial investment in development initiatives like the current IT project without significantly raising membership fees.

Competition Structure

Important points –

- Members asked for a revised structure which gave them greater competition opportunities, which was fair and provided a level playing field.
- Consultation process initiated in 2014 and continued for a period of 12 months.
- New structure was launched in August 2015 for 1 December implementation, with revisions issued in January following feedback and initial competitions.
- Amendments were made in 2016 following a year in operation, statistical analysis and stakeholder feedback.
- These changes were clearly communicated with full explanation of the concerns, changes made and how they would improve or address the situation.
- There is a perception that feedback has been ignored but this is not the case. Many changes have been brought about as a result of the feedback but it's not always possible to cater for every situation or some suggestions are not practical.
- Constant monitoring of data to identify issues along with feedback will be ongoing – 'anomaly watch' – and discussed in detail at all Sport Operations committee meetings.
- Numbers, scores and riders in the sections are evening out under the revised structure.
- Silver will always be a difficult section to achieve everyone's ideal balance as it covers the largest 'ability' of riders and qualifies for the widest range of opportunities.
- Participation is increasing year on year and there is no evidence to support the claims that riders are not out there competing.

Year	Increase in starters
2017	Projected to be 9.5%
2016	9.7%
2015	6.1%

2014	5.3%
2013	0.3%

Comments –

- Working to even the balance between Gold and Silver section numbers at major championships, including the National Championships from 2019 onwards.
- Will keep up with the continuous monitoring and data analysis – and please keep your feedback/observations coming in... they're not ignored.
- We may not be able to act on it in every case to suit the individual, but it's certainly taken on board and where a repeated pattern or problem is identified then measures are put in place to address it.
- We appreciate that the system can appear complex, but in order to create a balance of achievement, ability, aspiration and equality, a number of factors have to be considered in terms of eligibility and qualification.

Area Festivals

Important points -

- Around 25% of BD members take part in the series each year.
- Been running with a two-round format for 16 years and generously sponsored by Petplan Equine from launch.
- Survey issued to members in April 2016 to get feedback on the structure as the series had 'outgrown' its current format as the sport's largest initiative.
- From a membership of 16,000 competing, 1,000 took part and provided their feedback.
- As a result of this feedback, working party research and stakeholder input, a three stage series was introduced – Area Festivals, Area Festival Finals and Area Festival Championships with sections for U18 riders and Inter II added.
- Participation in the Area Festivals this year is up by 3.7%.
- Area Festivals started in May in 2017, earlier than the usual August, which caught out some competitors as entry levels were below expected levels in the first two months.
- Feedback received by the office and statistical analysis have resulted in further changes for the 2018 season:
 - o Two-round structure starting with Area Festival Finals for PSG, Inter I & Inter II
 - o Under 18 riders will now compete in the series in the main sections, but with a prize for the highest placed u21 rider in each.
 - o Area Festival qualification must be achieved 14 days before the closing date of the intended competition.

Comments -

- We're only one year into a new format so some time is required for the new format to bed in.
- Feedback has been listened to and implemented.
- Just achieving qualification to an Area Festival is a major goal for a number of riders, it's not all about the road to Hartpury for all who take part.
- BD will continue to promote the 'early' start of Area Festivals to help improve entries at the first few competitions.

New Bronze and Music Championships

Important points –

- Member feedback helped drive the need for these two new initiatives. Bronze riders only really have one focus in the year (Area Festivals) if they choose not to do Quest, while freestyle music competition is growing and we wanted to give members a bi-annual Championship.
- It was decided to use the leader board qualification route, which has proved popular and successful in Quest competitions
- Rules are now published for both and qualification for the Bronze Championships is underway – the first leader boards are live on the website.
- Music qualification gets underway on 1 December where a minimum of three, maximum of five scores will count towards the leader boards.
- The Music Championships include sections at Bronze, Silver & Gold – plus Prelim level.
- A Championship venue and date for both will be finalised in the New Year.

Comments –

- Both new championships have come out of member feedback, as having a goal / aim for the season is important in line with their ability to measure their training progress.
- The Bronze Championships should give Quest competitors the incentive to step up to full BD competition, plus give those already competing a second target alongside Area Festivals, perhaps at the level above.
- The Music Championships now give those who invest in compiling a freestyle programme additional opportunities to compete and also encourage more combinations to try music, which continues to be one of the more popular elements.
- Further evidence of how BD is expanding the competition offering for our diverse range of members.

BD Youth

Important points –

- BYRDS Director Claire Moir unveiled her plans for BD Youth at the AGM via a pre-recorded video. Key points included:
 - o Renaming BYRDS to BD Youth
 - o New B+ level squad
 - o New Foundation Academy programme
 - o Revamped Young Professionals Programme
 - o Further development of the AASE programme
 - o A potential collaboration with Pony Club to use their horsemanship tests alongside squads.
- There was some objection to the renaming but this has been carefully considered so that we align with other mainstream sports such as football, rugby and gymnastics (as well as the FEI and other Olympic Disciplines).
- There will be age specific categories (i.e. Under 25, Under 21, Under 18, Under 16, Under 14 and Under 12) and it's anticipated these will be more commonly used by the members, again similar to other sports.

- Following feedback from members and stakeholders plus a comprehensive peer review by the regional teams, it has been decided not to proceed with the proposal to use Pony Club horsemanship tests and instead develop our own.
- More investigation and consideration is required to see where there may be other areas for collaboration with the Pony Club in future.
- U21 Teams Strategic Review was announced at the end of September and most of the submissions are now in. A report is currently being compiled into a summary of key findings, recommendations and an action plan, which will be submitted to the Board in December.
- Following this review, the information will be published ahead of producing a strategic plan for implementation in early 2018.

Comments -

- BYRDS will be rebranded as BD Youth with a new logo and identity coming soon. All relevant parties have been involved in the consultation and communication process.
- The operational function of BD Youth will be spread across two teams in the office, Sport Operations and Training & Education.
- BD Youth Officer will oversee the U21 International teams and youth competitions.
- A new BD Youth Development Officer in place to work on the talent development pathways, including the new Foundation Academies, AASE and Young Professionals Programme.
- We've listened to feedback from members and have made the decision to delay any collaboration with Pony Club to link their horsemanship tests to being on BD squads.

UKCC

Important points –

- In 2001, the Government launched its UK Vision for Coaching after poor Olympic results triggered an investigation into how to improve performance.
- Effective Sports Coaching practice was the answer and UKCC was developed to create a high quality, sport specific coaching standard of competence.
- Equestrianism was one of the first of 31 sports to recognise the value and BD with 12 other bodies signed up.
- An initial working party of members of the Training Committee, IDTC and a variety of other trainers helped shape the syllabus and BD has had full control of technical content while coaching content was developed with all equestrian governing bodies.
- Pilot schemes were run for two years before being introduced to the wider membership in 2006, including a fast track course for established BD registered trainers.
- Courses are delivered by UK Coach Educators and candidates are assessed by BD Assessors. Both are regulated by 1st4Sport, who are in turn government regulated.
- Currently offer UKCC Level 2, 3 and 4 (post graduate diploma via the BEF).
- Both must hold minimum UKCC Level 3 Dressage and Level 3 Certificate in Tutoring in Sport amongst other qualifications.
- Any suitably qualified person can apply for either positions when vacancies arise.
- Qualification is awarded based on submission of a comprehensive portfolio to demonstrate skills with attendance on workshops (four for Level 2 and seven for Level 3) and then a practical assessment.

- UKCC acknowledges a number of recognised systems for training dressage and there's a recommended reading list.
- In 2008, BD consulted with regional committees on the concept of using only UKCC coaches to deliver regional training. This was approved with the proviso of using a long lead time so coaches could complete the qualification, so it was agreed that this would be implemented in 2013.
- The first cohort completed their UKCC Level 3 in 2009 with eight candidates.
- Total qualifications are as follows:

Level	Registrations	Passed
Level 2	171	101
Level 3	155	94
Level 4	6	3

In 2017, we've had 18 on the Level 2 course and 25 on the Level 3 with around 33 certifications anticipated by the end of November.

- Regionally, around six events per year are run for the UKCC coaches which can be classroom based (mentoring, nutrition, sports psychology, etc.) or technical based which can be taken by an IDTC trainer to ensure knowledge is passed on.
- We're now in consultation stage on a new initiative of 'bolt-ons' to work alongside the UKCC. Successful candidates want CPD and to continue learning so these will continue their education beyond earning their certificate. We're looking at what they want, how to deliver it and what future skills will be required.
- Mentoring by senior coaches and delivery of specialist technical knowledge has been raised. It's then working with those senior coaches on the skill available, willingness to participate and costs which need to be considered. This is still just in the planning phase and there's no further information to release currently.
- Any trainer can join the BD Trainers Database with proof of first aid and safeguarding qualifications, insurance and a CRB check.
- BD does not restrict members on which trainers they can use for private training, they are free to choose.
- However, for regional training there is a requirement that all trainers are UKCC accredited and on the database.
- Flexi training is being introduced so that riders can access training with relevant accredited / recognised coach at a time and date that suits but can still be counted towards team selection if required.

Comments –

- The basis of UKCC is recognised across all sport and is around becoming a first class coach. BD has full control of the technical content.
- Feedback on those who complete the qualification is excellent, as is them as trainers from the Regions.
- We endeavour to keep the costs as low as possible but the courses are not funded in any other way (no UK Sport or Sport England funding) other than candidate fees. We run it as cost neutral.
- It goes hand in hand with other traditional teaching qualifications and is attractive to more experienced trainers keen to further their skills.

- BD adopted UKCC as our flagship qualification, as did many other mainstream sports, as we believe in the principles behind it to produce excellent coaches. As such, we took the decision to restrict BD regional training to using UKCC qualified coaches only.
- Members are welcome to train with whomever they choose privately.

Judges

Important points –

- The judges' list was moved from the 2018 Members' Handbook in part to comply with the forthcoming GDPR (data protection) law from 22 May 2018, as well as protect personal data that was previously in the public domain.
- We have also experienced issues around abuse of the data (malicious emails, spam mail), as well as judges being inappropriately contacted / approached directly by members by phone, email, post and in person.
- The 'Find a Judge' facility on the BD website will remain live until GDPR comes into effect. Introduction of an 'opt-in' list is being reviewed as part of our GDPR audit.
- The trainers' list remains in place as this is a paid-for advertised listing and therefore permission has been given to publish the data.
- BD organisers will be able to access a list via BD Online, the portal they use to manage their event schedules.
- RC, PC and British Eventing Organisers will access a list via their respective HQ.
- In 2016 we tested around 90 judges in total but under the new system, just over 300 have been examined with a 69% pass rate.

Comments –

- The Board will discuss the vacant Judges Director role at their December meeting.
- Removal of the judges' list from the rule book was done with the best intentions to protect personal data as well as the incoming GDPR regulations.
- The changes made under Jo Graham and her committee to the Judges' testing system will remain and we'll continue their excellent work with further development.

Communications

Important points –

- BD uses the following media to communicate with members / stakeholders:
 - o Printed BD members' magazine eight times a year
 - o Monthly 'engage' e-newsletters sent around the final Friday of each month
 - o Stakeholder specific emails – judges, Quest, BD Youth, organisers, stewards, Area Festival competitors
 - o BD website – new stories, statements, home page updates
 - o Social Media: Facebook – official BD page plus Para Matters, BYRDS (will be renamed), Area Festivals and Quest. Plus Twitter. Reach of over 166k.
 - o AGM and two annual members meetings alongside the winter championships and national convention.
- Each region also uses email newsletters, social media, website, meetings and blogs.
- Dedicated in-house resource since 1 January 2017, second stage of the organisational re-structure.

Comments –

- Consultation has been at the heart of all the recent changes – there are other national governing bodies that do not open their rule and structure changes for debate at all.
- Feedback has been actively sought, taken on board and routinely actioned. However, the processes will be reviewed in a bid to improve.
- Engagement is difficult to achieve – it can be the best produced, structured, worded, and designed, but it's ultimately down to the end user to take the time to read it.
- It would appear that what and how we communicate doesn't meet some member expectations so we'll be reviewing this to ensure output is as required.
- A quarterly newsletter highlighting key developments in each technical area will be introduced in 2018.

Chairman

Important points –

- Penny Pollard is our independent Chair and makes no income from BD.
- Core Context, of which Penny is a founder and director, has not earned any income from work for BD. Any assistance provided in a professional capacity has been pro bono / free of charge.
- This was the most cost effective solution for BD and with no personal or professional financial benefit to Penny Pollard there was no conflict of interest.
- Core Context has paid out £5,000 per year in sponsorship of the Young Professionals Award annually from 2010 to 2017. These are the only monies BD has received from Core Context, or Penny Pollard.

Comments –

- Penny Pollard has given her expertise freely in her capacity as Chair to help develop the team at British Dressage, provide a more structured performance management process, and help with aspects of communication.
- She has always been generous with time in a professional / volunteer capacity and has never invoiced for any fee in return, often being out of pocket herself as a result.
- Core Context has been a generous supporter of our Young Professionals Award, providing £5,000 in sponsorship each year since 2010, as part of Penny's belief in helping young riders become the best they can be in the equestrian world.

Other points raised via Feedback email:

Rio Olympics

- Both Penny Pollard and Jason Brautigam were sent on expenses to represent BD at the Rio Olympics. Cost were kept to a minimum throughout – approximately £2,300 each for flights, accommodation (shared house) and sustenance for one week.
- They flew home on completion of the dressage competition. The then Para Director David Hamer then represented British Dressage at the Paralympics, alongside the Chair and CEO of the British Equestrian Federation.

- Penny Pollard and Jason Brautigam did not stay for the Paralympic competition as it directly clashed with BD's Annual General Meeting at the National Championships, where they were required to attend.

Compensation payments

- BD can confirm that no compensation payments have ever been made to any rider appealing final selection, nor any volunteer or team trainer at any time.

GDPR

- BD is taking all necessary action to comply with the regulations ahead of implementation on 22 May 2018.
- Board have sanctioned spending on a project to ensure compliance which will be headed up by our Head of Business Operations.
- The CEO and Head of Business Operations have attended a Sport & Recreational Alliance Seminar to fully understand the current situation.
- Joint venture with British Showjumping to ensure that all of our systems and processes are GDPR compliant. Currently going through a data audit, IT audit will then follow.

Freestyle judge training

Are there any plans to implement music training for those who judge Freestyle?

- There are new conditions around those who judge FSM but not specialist music training. We'll pass your question onto the Judges Committee for their consideration.

Associated Championships

- *Sections – why just one section?* The Championships are still in their infancy and continually developing. As numbers increase, we'll certainly look at sectioning the Championship classes if this is required.
- *Would we consider an Appaloosa Championships?* We'll pass this on to the Sport Operations Team for their consideration, as they're currently finalising plans for 2018.
- *No recognition for qualifying for a Championship* – all riders who qualified and competed at a Championship should have received a commemorative plaque. If you didn't collect one with your sheet, email the office and we can send one. We know that there was one Championship where the plaques weren't available on the day, these have now been mailed to competitors.
- *Attendance of BD staff* – at least one member of the BD team has been onsite at the Championships but often they're busy helping the venues in a number of roles (scoring, commentating, running training, organising officials, assisting with media, or anything else that organisers require). We might not always be front of house, but just ask at the Secretary's Office and they'll find a member of staff for you to chat with.

Venues

- *Loss of venues* – it's disappointing to lose any venue from the calendar and we work hard with them to ensure BD shows are viable for them to run. However, often the reasons for closure or coming out of the calendar are beyond our control.
- As a National Governing Body and charitable organisation it would not be appropriate for us to directly invest in venues; however, we are always keen to work in partnership with our organisers to help promote their events and ensure that they remain commercially viable.

Membership lottery

- *Give bronze riders a place at a Regional* – a good idea but it would be hard to implement as one place from a qualified Silver or Gold rider would be taken away. We'll feed the idea to the Sport Operations Committee for further consideration.

Horse age classes

- *Age classes for amateur riders* – we have a limited number of young horses competing, so the viability of these would need to be investigated, as would the definition of amateur. Again, we'll pass on to the Sport Development Committee for review.

Scotland

- We had two emails from the region which will be addressed with the individuals in conjunction with the appropriate Board Director(s), regional committee and RDO.

Qualification letters

- *Timing* – the Sport team will endeavour to get letters out in a timely fashion ahead of the Winter Regionals.
- The issues with our IT system are well documented and we've been working to improve wherever possible so producing the letters (emails) should be smoother next year.

Volunteers

- *What happened to the news on acknowledging volunteers in 2017?* We continue to run the popular Nirvana Spa Volunteer of the Month and are working on a new President's Commendation award for volunteers, which will be launched in 2018.
- We're also planning a volunteers' database, newsletter and Facebook page but our focus has been on finalising the VIP (Volunteer Induction Programme) for committee members at Board, technical and regional levels so they have a clear framework and understanding of their roles and expectations.